

**Executive Director's Report on  
Home Office Operations  
Winter Policy Council Meeting February 2002  
Hope Club, Providence, Rhode Island**  
by Roberta L. Spencer  
system.dynamics@albany.edu

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**Executive Director's Report on  
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## **Introduction**

For office operations we are fortunate to have Jennifer Rowe and Vedat Diker as employees and recurring consulting personnel to supplement during peak periods. With our staff and the help of volunteers from around the world, we are performing the many tasks described below.

As in the past, this report is organized with two sections – new initiatives and routine operations. Supporting facts and figures are located towards the back of this report in seven attachments.

## **New Initiatives**

### **University Sponsorship Campaign**

One hundred three letters of invitation were sent to universities, resulting in a handful of new members and strong interest by Universitaet Stuttgart (Erich Zahn) and University of Salford (Brian Dangerfield).

### **Conference Management**

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

A new web based reviewer submittal process is being implemented for the Italy conference. Working with the Center for Technology in Government, a University at Albany group, a method has been developed to receive paper review forms and comments over the web. Although it has been labor intensive to set up, the goal is for timesavings. Information will be submitted over the web by the reviewer and transferred to a staging area. The review information will then be directly imported into our Access database program. In the past, the information sent by reviewers by email was cut-and-pasted into the database. The results of the review will go to the program chair. Then the author will receive an individualized email message, produced using Access and Outlook, including the reviewer comments and the notification of paper placement.

We are continuing to work with the Center for Technology in Government to create a custom web based paper submittal process. The plan is that this will be in place for the 2003 conference.

Working with our mailing partners, this year we sent out approximately 25,000 email messages to people with interest in system dynamics modeling, but who perhaps were not aware of the Society or our conference. Of the 25,000 electronic conference messages that were sent out, approximately 5,000 bounced back. About 300 recipients replied, asking to be added to our permanent contact database. Pleasantly, we recognize some of these names on the conference submissions we are receiving.

## **Web Presence**

An on-line Membership Directory is close to becoming a reality. Jack Pugh and Jen Rowe have been working with Memberclicks, a firm that specializes in online membership directories. With careful advance planning the attributes of the directory have been defined. A trial basis directory will be set up for review shortly. The cost of outsourcing and maintaining the online directory with Memberclicks is \$90 per month with a one time set up fee of \$650.00, for a membership of up to 1000. The monthly price increases to \$120 per month when we exceed 1000. The total cost for the first year to Memberclicks for setup and maintenance will be \$1730. Printing and mailing of the hardcopy directory amounted to approximately \$7000 in 2001. Once the directory is online, a hardcopy directory will not customarily be sent to our membership. The survey mailed to our membership showed 37% of responders would like to receive the directory online and hard copy, 44% online only and 19% mail only.

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

## **New Products**

The PhD Seminar Series conducted by Jay Forrester was introduced at the Atlanta conference. The set was actually for sale in January 2002. To date we have sold three complete sets and one individual session. A marketing plan will be initiated.

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

Dennis Meadows has offered to assist the Society in making the book *The Electronic Oracle* by Dana Meadows available for sale through the Society. Dennis proposes that he will speak with the Sustainability Institute for permission to reprint the book in whole or in part.

## **Own the Membership Process**

All membership information is in our database. Last year we processed over 200 membership applications, and this number is growing each year. Benefits to our membership would include being able to deal directly with the Society office, avoiding confusion and delays in processing paperwork. Benefits to the Society would be more accurate information in a more timely fashion. Since the database is already set up, labor costs to process membership applications would not increase significantly. Negatively, we would lose approximately four percent on all credit card transactions for membership payments; we do not incur that loss now. If the Society assumed responsibility for mailing renewal notices, labor and material costs increase substantially. Conversations need to continue with Wiley about the aspects of processing membership applications.

# **Routine Operations**

## **Membership**

Membership continues to grow. Please see Attachment III for full details over time.

**Services and Recruitment** We currently have about 3700 records of members, non-members and conference registrants who have contacted this office for products or information. An E-mail distribution list, made up of all E-mail contacts, is also being maintained and updated with every contact.

Membership applications processed through this office are increasing as a result of the sponsorship incentive program, membership fee being paid along with purchase of a product, membership fee being paid with conference registration or familiarity with our office. For two years we have included a membership option on the conference registration form and it has been quite successful.

After our annual conferences, a personal invitation to become a member of the Society is sent to conference attendees who are not members. In addition, in the fall of 2001, letters to members who did not renew were sent out.

Total memberships processed through this office:

	January – June	July – December	Yearly Totals
1998	15	26	41
1999	7	99	106
2000	28	71	99
<b>2001</b>	<b>105</b>	<b>98</b>	<b>203</b>

**Sponsorship Incentive** As of February 2002, we have 35 new or renewal members that have joined the Society for the calendar year 2002 as a result of the Society Sponsorship incentive. (See Attachment IV for history.) A sponsor receives up to three personal memberships with a sponsorship

**Membership Directory** The 2001 membership directory was produced and distributed by the Society office. An update will be done to the membership directory again for 2002. The membership directory will be placed online. 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, and Bibliography**

There is still great interest in the Beer Distribution Game; sales (dollar volume) and sales volume by item are up by 28% over 2000.

There is a slight increase in demand for the proceedings and a dramatic decrease in demand for back issues of the *System Dynamics Review*. Overall sales of publications (dollar volume) are down 22% from the same time last year. Access to past journals through Wiley using the Interscience website has influenced the decreased sales of the past issues.

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

Regarding back issues of the *System Dynamics Review*: A set of 36 back issues from 1985 to 2000 (Volume 1 – Volume 16) is offered for sale for \$750.00, a savings of \$600.00 over the individual purchase price. The full time student member price for the Volume 1 – Volume 16 set is \$325.00. A minimum number of out-of-print issues has been photocopied and bound for sale, so now all past issues are available for sale. In light of the fact that the set of back issues is now less valuable due to the access

on-line, the price on old issues will be reduced. The new price will become effective when the updated Society brochure is printed.

Regarding the bibliography: Disks continue to be available and it is downloadable from our website. The bibliography has been updated to include the Atlanta Proceedings and the *System Dynamics Review* Volume 17, Number 4 – 2001. New entries are continuously being made, as the bibliography is always a work in progress. The bibliography is too large to fit on one 3.5” disk.

The profit from the sales “cost center” helps support the core operations offered by the Society office.

## **Society Sponsorship**

Sponsors receive up to three free annual (personal) memberships. Please see Attachment IV for a list of calendar year 2000 through 2002 sponsors.

- 2001 Sponsor income:\$28,922. \*
- 2000 Sponsor income:\$17,909.
- 1999 Sponsor income:\$12,738.
- 1998 Sponsor income:\$11,000.
- 1997 Sponsor income:\$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.

To date, twenty sponsors have either made a pledge or sent in a gift for 2002. In addition, we have four new sponsors this year.

The Society office performs a systematic Society sponsorship program contacting all past Society sponsors and conference sponsors, inviting them to continue their support. In addition, we identify and mail out letters to repeat customers, to organizations with numerous members and to other consulting firms owned by members. This mail-out is not only to solicit, but to also cultivate a relationship, to involve our members and others in the field. Letters mailed for the 2002 Society Sponsorship Campaign totaled over 300.

## **Conference Management**

Management of our conferences is a major activity at the Society office. For conference attendance numbers please see Attachment VII.

**Conference Tasks** Responsibilities for conference activities have included:

- Design/produce/mail the call for papers brochures, conference information and registration brochures
- Advertising in related journals
- Contacting conference sponsors
- Maintaining finances in QuickBooks
- Managing registrations
- Assisting in organizing meetings
- Receiving electronically, storing and formatting the abstracts and papers (and workshops)

- Improving, developing and managing the review process for submissions on the web
- Producing the printed abstract proceedings and CD-ROM of full proceedings
  - track abstracts and papers
  - design layout of conference sponsor information
  - organize outsourcing for specialty work
- Managing the tentative and final program and session chairs scheduling including room and AV equipment scheduling
- Maintaining the conference website
- Working directly with the conference venue
- Organizing all on-site volunteer labor

**Allocation of Effort** Conference management consumes a major portion of Society personnel time, especially in the first 6 months of the year. Time spent on conference management seems to be leveling out at 35% – 40% of time allocation. Outsourcing is necessary and is a successful way to keep abreast of all the duties. Discussions continue to be underway to look at ways to improve conference operations utilizing more of the web technology.

**Current Conference Activities** At any given moment the Society office is working on at least three conferences. The Society office is working with Carmine Bianchi, Habib Sedehi, Pål Davidsen and many more volunteers for the 2002 conference. There is a great level of interest in the Italy conference. We have closed out the books on the Atlanta conference with noteworthy guidance from Nathan Forrester and we are providing support to Conference Chair Michael Radzicki and Local Host Allen Boorstein with the New York City proposal. We help solicit short proposals for conference sites during the regular course of business

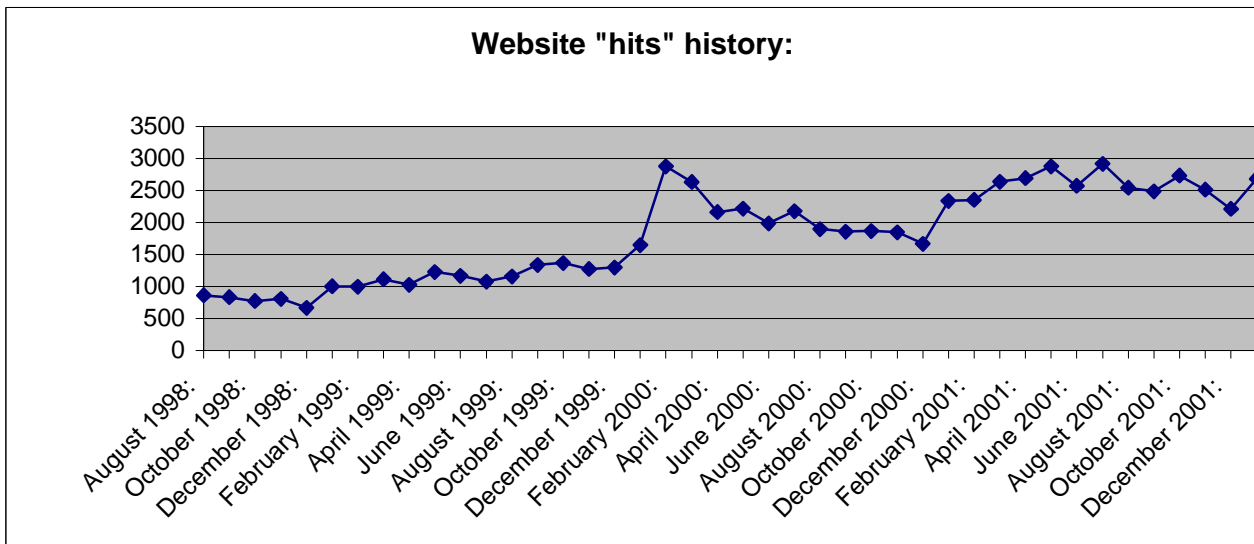
**Evaluate Conference Quality** Worcester Polytechnic Institute has assumed the task of measuring member satisfaction and service quality for the Society on an on-going basis. WPI is offering this service for free and began by measuring attendee satisfaction at the Bergen conference. Summary reports of the information received will be a regular agenda item at the summer Policy Council Meetings. The survey represents the Society's commitment to quality service to our membership and conference population.

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

Michael Radzicki, who is overseeing this project, would like to know what information the Policy Council would like to gather from the conference survey. Also, if anyone on the Policy Council would like to volunteer to help refine the analysis of the data, or provide feedback about the survey instrument and comparing the data over time, or has ideas on how to structure the breakdown of information, please contact Michael Radzicki.

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

## Web Presence



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 volunteer help. The website continues to be upgraded. To keep abreast of technological advancements, development funding must continue to be placed in the budget for web presence. Attachment V-a is a chart of web hits by month over time.

## Society Finances

The Society is managed around five cost centers: conference, core operations, sales, publications and web presence. Please refer to the full report by David Andersen, VP Finance Report. For statistics on credit card sales (including conference registrations), please see Attachment V-b.

## Allocation of Effort

Daily time sheets are recorded and time is separated into five cost centers. Breakdown of time for the year 2001 for Roberta Spencer, working at 100%, Jennifer Rowe working at 60-75%, and Vedat Diker working half-time since May, averaging 2 staff persons for the year:

<b>Roberta Spencer</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>		<b>Jennifer Rowe</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>Vedat Diker</b>	<b>2001</b>
% of full time	75%	75%	90%	100%		% of full time	50%	50%	60%	60-75%	% of full time	50%
Core Operations	41%	50%	41%	39%		Core Operations	41%	54%	42%	40%	Core Operations	1%
Sales	28%	17%	9%	9%		Sales	35%	21%	20%	13%	Sales	
Current Conference	27%	31%	38%	34%		Current Conference	22%	15%	33%	33%	Current Conference	30%
Next Conference	4%	2%	5%	7%		Next Conference	2%		1%	2%	Next Conference	25%
Past/Future Conference*			3%	5%		Past/Future Conference					Past/Future Conference	
Publications			3%	5%		Publications			4%	12%	Publications	
Web			1%	1%		Web				1%	Web	44%

\*Bergen 2000, NYC 2003.

In January 2002, Jennifer Rowe moved to full time.

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## Attachment I – New Initiatives

<b>New Initiatives</b> Not Routine Processes	<b>Developments</b>	<b>Next Steps</b>
A. 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</b>
B. Conference Management Improvements	<i>Web ease, standardize submittal process, expand survey</i>	<b>Make continuous improvements</b>
C. Update conference guide	<i>Currently underway, existing guide has been reviewed; all past conference information has been gathered.</i>	<b>Revise continuously as each conference progresses</b>
D. Develop Electronic Presence	<i>Webmaster Jack Pugh has advanced the web presence. Continued funding will progress this effort. Install on-line directory, add resources page and FAQ page.</i>	<b>Progress made for on-line membership directory and automated conference services – conference submissions, registrations, etc.</b>
E. New products to diversify and broaden sales possibilities beyond “Beer Game”	<i>Jay’s PhD Seminar Series Tapes; The Fireside Chat; The Electronic Oracle</i>	<b>Jay’s tapes are now for sale. Work in progress on other items.</b>
F. “Own” membership process	<i>We currently have all membership information in Access.</i>	<b>Come to mutually beneficial terms with Wiley.</b>
G. Active job exchange message board	<i>Less than 10 entries are on our website. SD Career Link Bulletin Board will be posted at the conference.</i>	<b>Interest is growing slowly. Many listings are “general interest” rather than job specific.</b>
H. Upgrade equipment and furniture in office	<i>Need new ergonomic workstations and more storage/shelving space.</i>	<b>Computers and chairs have been purchased. Build other furnishings into the budget.</b>

I. Move to Electronic Newsletter	<i>Our survey showed 37% of responders would like to receive both on-line and hard copy, 44% on-line only and 19% mail only</i>	<b>Work with President and Webmaster</b>
j. Delete E-mail distribution list and only use Access.	<i>Individualize all email from this office.</i>	<b>To be done NOT during conference peak time.</b>
Link to Annual Research Conference Define Society's Home Office Role for conferences	<i>Conference involvement is becoming more defined and reactions by future hosts have been welcoming. Management by home office has become a major cost center.</i>	<b>This item will move to routine operation.</b>
Obtain new address for conference related e-mail	<i>Application sent to academic computing</i>	<b>Done: isdc@albany.edu</b>
Bibliography in MAC format on web	<i>Translations are currently being done by volunteer Rod MacDonald and e-mailed.</i>	<b>Done in 2001</b>
Include Chapter Representatives on Society Letterhead	<i>Create new letterhead to be printed in 2002 to include this information.</i>	<b>Done for 2002</b>

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

Help manage and update Society information vehicles, including brochure and website

Order and market Beer Game

Inventory and fill orders for back issues of Proceedings

Inventory and fill orders for back issues of *System Dynamics Review*

Respond to general member inquiries/ member services

Membership maintenance and recruitment

Reconcile membership issues/discrepancies with John Wiley & Sons

Assist PC officers as needed

Archive Systems: records retention and preservation

Maintain checking account and accounting for funds with University

Society sponsorship solicitation

Produce membership directory on a yearly basis

Produce and distribute President's Newsletter two times a year

Manage Administrative Calendar and Processes

Assist with all aspect of conference management

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## Attachment III - System Dynamics Society Membership

Membership over time – full calendar year:

<i>Year</i>	<i>Directory</i>	<i>Wiley</i>	<i>Reg/Student</i>	<i>Institutional</i>		<i>Year</i>	<i>Directory</i>	<i>Wiley</i>	<i>Reg/Student</i>	<i>Institutional</i>
<b>2001</b>	<b>1002</b>	<b>835</b>	657/178			1995		<b>504</b>	416/43	212
2000	946	<b>814</b>	643/171	200		1994		<b>484</b>		197
1999	995	<b>760</b>	592/168	205		1993		<b>487</b>		181
1998	808	<b>683</b>	547/136	212		1992		<b>406</b>		158
1997	680	<b>579</b>	457/122	224		1991		<b>418</b>		112
1996	572	<b>552</b>	443/109	225						

Actual 2001 membership is up 2.5% from 2000. Geographic distribution for 1996 through 2001 is below. In 2001 we had members in 62 of the following countries:

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

# Attachment III - System Dynamics Society Membership

## Page Two

**Membership distribution by sector** (based on the institution name listed membership directory):

Year	Unknown	Academic	Military	Private	Public	Other
2001	12%	38%	1%	46%	3%	0%
2000	13%	39%	1%	43%	4%	1%
1999	16%	36%	2%	43%	3%	1%
1998	22%	35%	1%	39%	3%	1%
1997	22%	37%	1%	38%	2%	0%
1996	22%	39%	1%	37%	1%	0%
1995	23%	38%	1%	34%	4%	0%

**Membership by continent**

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

C:\My Documents\Statistical Information\membership stats.xls

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## Attachment IV - Society Sponsors

Calendar Years 2000, 2001 and 2002

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

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

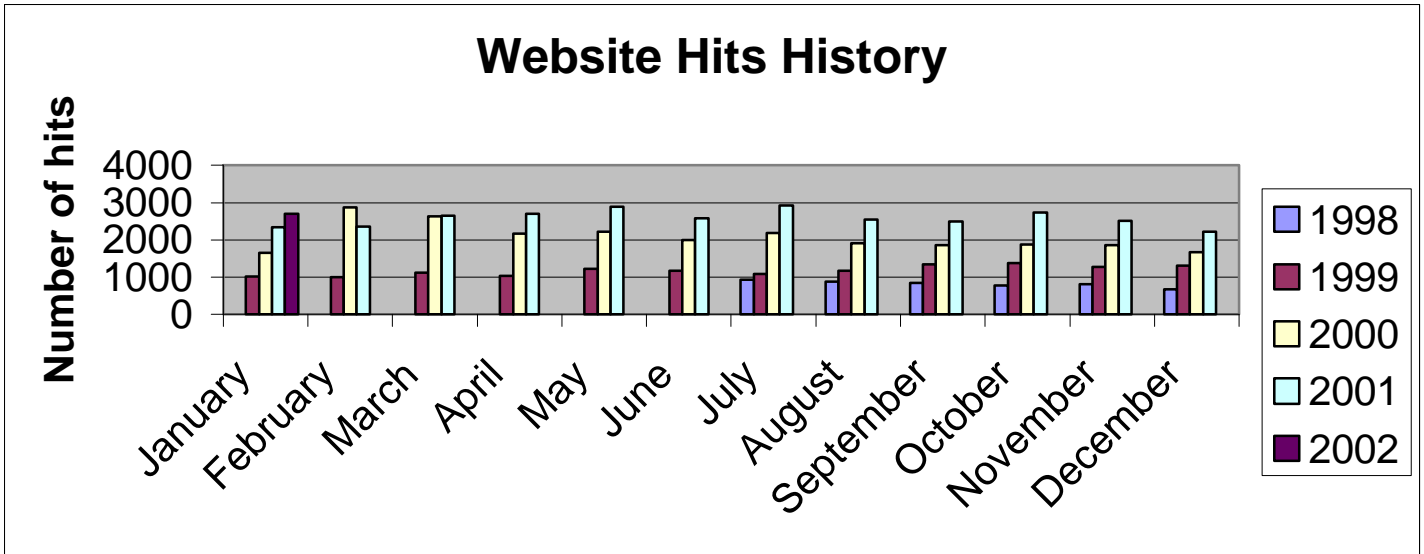
<b>2002 Mail out Society Sponsorship Campaign</b>	
Past Sponsors – not current	4
Conference Sponsors/Not Society	5
Last year paying	23
Cold Call Universities	103
Cold Call Non Mem Non Univ	90
Cold Call Members	51
Over \$500 Beer Game Sales	35
<b>Total letters mailed for 2002</b>	<b>311</b>

<b>Membership resulting from Society Sponsorship Incentive</b>	
Year	Number of Members (new or renewal)
2001	54
2000	45
1999	34

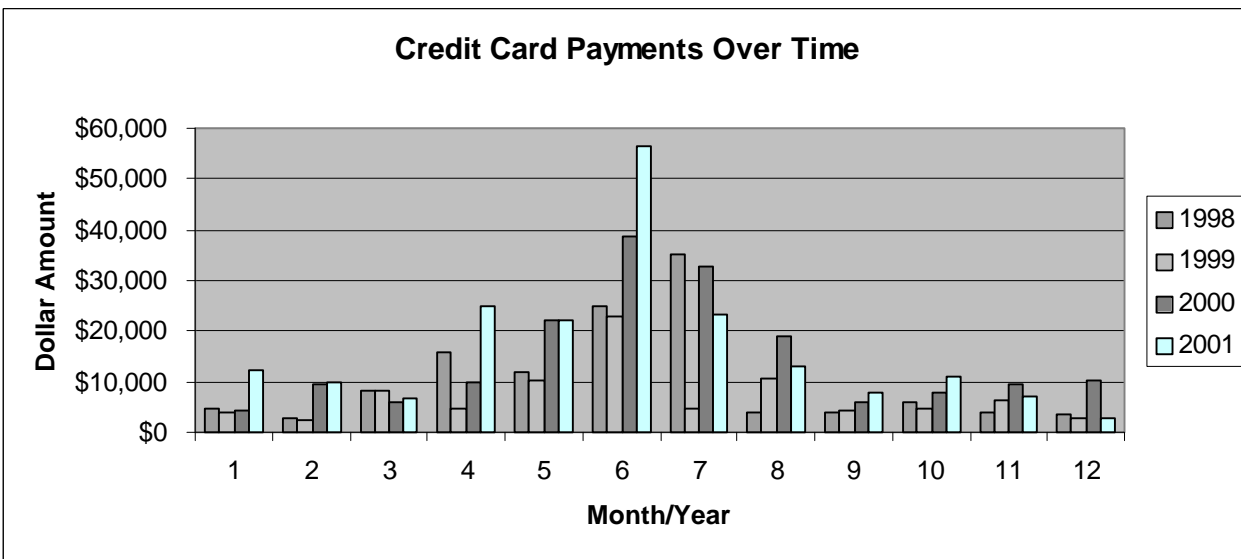
C:\My Documents\Society Sponsors\link status\calendar Year 2002  
 Society Sponsors

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**Attachment V-a Web hits by month**



**Attachment V-b Credit Card Sales**



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## **Attachment VI - Administrative Processes**

(To be added to, rationalized, and scheduled to an annual calendar.)

Business Processes Tightly Linked to Administrative Calendar:

Tax Filings

Manage agenda and follow-up for Winter Meeting of Policy Council (Jan, Feb)

Manage agenda and follow-up for Summer Meeting of Policy Council at Research Conference

Manage agenda and follow-up for Fall (?) Meeting of Policy Council

President's Newsletter (two times per year)

Manage Nominations and Elections Procedures (October/November)

Awards:

Jay W. Forrester Award Selection Procedure

Best Student Paper Award at Research Conference

Other New Awards??

Manage Society Sponsors

Annual Membership Billing

Annual Membership Directory

Manage Conference Site Selection (3-4 years in advance)

Update Bibliography

Executive Director's report

VP Publications report including Editor's Report, Website Report, President's Newsletter, Publisher's Report, etc.

VP Finance Report

Notices in journals - for what and when

Update SDR - SDS publications for sale page

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

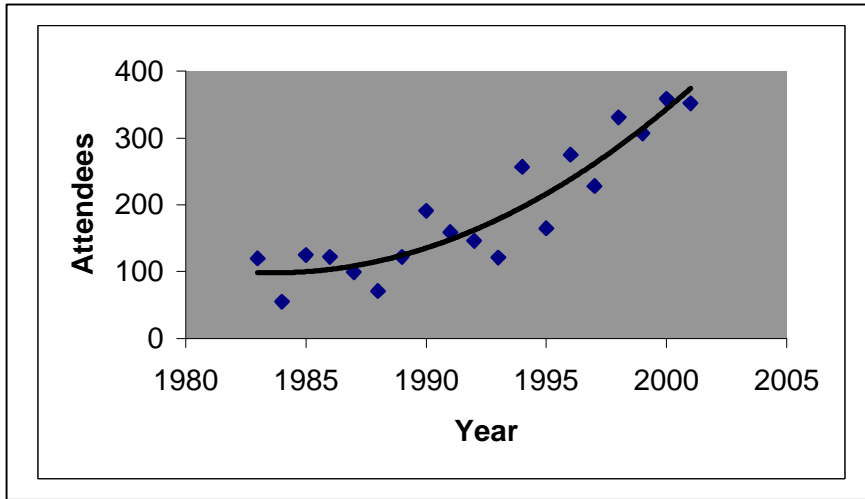
Work with Administration Committee to refine processes.

Who does what/when?

How often are tasks/issues updated?

**Executive Director's Report**  
**Winter Policy Council Meeting February 2002**  
**Hope Club, Providence, Rhode Island**  
 by Roberta L. Spencer  
 system.dynamics@albany.edu

**Attachment VII Conference Attendance:**



**Year Attendees**

1983	120
1984	55
1985	125
1986	122
1987	99
1988	71
1989	122
1990	191
1991	159
1992	146
1993	121
1994	257
1995	165
1996	275
1997	228
1998	331
1999	307
2000	359
2001	352

	Norway	Atlanta
Paying Members	155	154
Paying Non-Members	77	63
Paying Day Passes	7	10
Paying Students	61	77
Compensated for Work	20	13
Financial Assistance	11	13
Sponsor Complimentary	28	25
<b>TOTAL:</b>	<b>359</b>	<b>352</b>

	1999	2000	2001
	NZ	Norway	Atlanta
	%	%	%
<b>Africa</b>	1	1	0
<b>Americas</b>	13	34	<b>66</b>
<b>Asia</b>	13	12	7
<b>Pacific</b>	<b>53</b>	4	3
<b>Europe</b>	21	<b>50</b>	24
	100	100	100