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May 1, 2011

Corinne MacDonald  
CORS Secretary  
Department of Industrial Engineering  
Dalhousie University  
Halifax, NS B3J 2X4

Dear Corinne,

**RE: Canadian Operational Research Society  
Annual Membership Report 2010-2011**

I am pleased to submit for the consideration of CORS Council a copy of the 2010-2011 Annual Membership Report for the Canadian Operational Research Society which documents the membership activity experienced by the Society over the past year. The report provides Council with the information it needs to assess the health and well-being of the Society; to monitor the effectiveness of membership processes and practices; and to identify areas where policy initiatives or changes may be required.

This report reveals that CORS experienced a modest increase in membership in 2010-2011; a welcomed reversal of the decrease in membership experienced the past two years. There are also indications that members are retaining their memberships longer than previously perhaps in response to some of the initiatives taken by Council in 2010-2011 e.g. the Membership Survey and the more regular publication of INFOR. The impact of rejuvenating the Bulletin and its contents remains for next year's report. In view of the implementation of electronic invoicing, a minor change in the 'Invoicing of Membership' policy has been recommended in the Executive Summary. If the Canadian Operational Research Society is to continue to remain vital and to fulfil its mandate of promoting and safeguarding the existence of an OR community in Canada, I encourage CORS Council to continue to act upon the Future Directions set out in report on the 2010 Membership Survey Results.

Yours truly,



Wendy L. Caron  
CORS Membership Services



Canadian Operational Research Society  
Société canadienne de recherche opérationnelle

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# 2010-2011 Annual Membership Report

Prepared by W.L. Caron, CORS Membership Services, May 2010

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## *Part 1: Introduction and Executive Summary*

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This report documents the membership activity experienced by the Canadian Operational Research Society over the past year and provides Council with the information it needs to assess the health and well-being of the Society; to monitor the effectiveness of its membership processes and practices; and to identify areas where policy initiatives or changes may be required. It also presents information on other membership related matters falling within the purview of the Membership Services provider.

The report is organized into six parts as follows:

Part 1 is this Introduction and Executive Summary.

Part 2 provides an overview of the CORS membership including information and graphs on its distribution by member type and section.

Part 3 examines new membership activity experienced by the Society over the past year.

Part 4 details memberships discontinued by the Society.

Part 5 reviews the payment status of the membership at the commencement of the 2010-2011 membership year. Information pertaining to method of payment and method of contact is also presented.

Part 6 provides a comprehensive snapshot of the membership within each local section of CORS. For ease of reporting and to present a consistent representation of sections, Student sections have been combined with their associated area section.

It should be noted that the information presented in this report has been compiled on the basis of the CORS' membership year, April 1 – March 31 of the next year, and not the calendar year. Also, a close examination of the figures in Parts II, III, and IV may reveal some apparent inaccuracies in the net gain and/or loss of memberships in some sections. This is accounted for by reinstated memberships, members changing membership categories, and members transferring from one section to another. The margin of error is not, however, considered significant enough to discount or invalidate the analysis of the figures.

- At the end of the 2010-2011 membership year (March 31, 2011), total membership in the Canadian Operational Research Society was 426 of which 280 or 66% of the membership are Members, 17 or 4% Retired Members, 122 or 29% Student Members, and 7 or 2% Emeritus Members.
- Membership in the Society increased by 7 over the previous year; a growth rate of 1.7%. This modest increase is a welcomed reversal of the decrease in membership experienced the past two years.
- The observed increase in membership occurred in the Student Member category. The number of students grew by 16 from 2010 to 2011. Montreal and Toronto recorded the largest gain in Student Members, 8 and 7 respectively.
- Notwithstanding a net increase in overall membership, since 2008 the Society has experienced a steady decrease in the number of Members; from 310 to 280; a 10% decrease. The largest net loss in Members (7) occurred in the Calgary section. Edmonton experienced a net loss of 4 Members.
- The Toronto Section continues to be the largest section in the Society with 107 members or 25% of total membership. The section experienced a 10% growth in membership from 2010 to 2011.
- With a growth in membership of 12, bringing its total to 63 members, Montreal is now the second largest section at 15% surpassing the SW Ontario section which now only constitutes 11% of total membership. Four years ago, SW Ontario constituted 16% of the membership.
- Two sections, Atlantic and Calgary, are currently at their lowest membership levels in ten years with Edmonton having only one more member than their lowest recorded since 2001.
- For the first time in several years both Kingston and Winnipeg experienced an increase in membership.
- Twenty-nine (29%) of the current membership has been in the Society for two years or less. Last year, this category constituted 38% of the membership. This, together with the observation that the percentage of members in the 3-4 year category has increased from 10% to 15% shows that some success has been achieved in membership retention from year 2 and beyond. It is also reflective, however, of the fact that in the 2009-2010 membership year the number of people joining CORS was the fewest since 2004.
- The number of people joining the society during the 2010-2011 membership year was 104, 19 more than in the previous period and a number more in keeping with the level experienced a few years ago.
- Included in the number of new memberships are 20 memberships (14 Member and 6 Student) which were reinstated, i.e. individuals who rejoined the Society after having let their membership's lapse. The actual number of 'new' members, i.e. individuals with no previous association with CORS is, therefore 84.
- Thirty-eight percent (40) of the new members have joined since January 2011; 22 of these appear to be associated with funding opportunities for and participating in CORS 2011.
- During the 2010-2011 membership year a total of 84 memberships were discontinued, 26 less than in the previous membership year. This is the fewest number of discontinued memberships since 2003 and is evidence that some of initiatives taken by Council over the past year e.g. the Membership Survey and the more regular publication of INFOR have benefited membership retention.
- Of the 84 memberships discontinued over the past year, 41 or 49% were Members, 3 or 3% were Retired Members, and 40 or 48% were Student Members. The number of discontinued

Member memberships decreased over last year by 6, a level more consistent with expectations. The five year high of discontinued Members in 2008-2009 may have been an anomaly. Nineteen fewer Student memberships were discontinued in 2010-2011 than the previous year.

- The most discontinued memberships occurred in the Toronto section (18), SW Ontario (12) and Montreal (11).
- One-third of the memberships cancelled in the 2010-2011 membership year had been held for two years or less. In the 2009-2010 membership year this figure was two-thirds (69%). This is an extremely positive indication that members are retaining their memberships longer than previously. Five members in the 25 year plus category did not renew their memberships last year, 3 Members and 2 Retired Members. As the membership ages, this figure may increase in upcoming years.
- At the commencement of the 2011-2012 membership year 237 or 56% of the CORS membership had renewed. At the same time last year, 50% of had renewed. The observed improvement could be attributable to the invoicing process being conducted electronically this year and it being convenient for members to immediately connect to the renewal form when reading the message.
- Over the 2010-2011 membership year, about 403 banking transactions were conducted on behalf of CORS by Membership Services in the processing of membership renewals and new memberships. Sixteen (16%) of the membership prefers to pay their fees by cheque, 30% by MasterCard and 54% by Visa.
- Eighty three percent (83%) of the contact by members is web-based.

The modest increase in CORS membership this year, from 419 to 426, is a welcomed reversal of the decrease in membership experienced the past two years. However, the membership level has not yet rebounded to the mid four hundred level, a reasonable and attainable figure, which was more or less consistently seen between 2004-2009. The significant decrease in the number of members discontinuing their memberships after 1-2 years is an extremely positive indication that members are retaining their memberships longer than previously. This is also evidence that some of initiatives taken by Council over the past year e.g. the Membership Survey and the more regular publication of INFOR, have benefited membership retention. Efforts in this regard and in encouraging former members to rejoin the Society should continue. In addition, the increase in the number of students this past year seems to be associated with funding opportunities for and participation in CORS 2011 and to a lesser extent the CORS Diploma. Supervisors and CORS Diploma Coordinators should actively promote these membership benefits to their students. Addressing the remarks made by student respondents in the 2010 Membership Survey, for more practical application articles in the Bulletin and professional development activities/opportunities may also aid in the retention of Student Members.

Ensuring that membership retains its value for all members is important. The 2010 Membership Survey provides some insight into the means to accomplish this. The survey findings revealed that members join the society primarily for the following reasons: pride and loyalty to the Canadian OR community, to take advantage of networking opportunities and for professional development. Local section events promoting these activities should be supported both administratively and fiscally.

It appears that members may have paid their fees in a more timely manner as a consequent of undertaking invoicing electronically and the convenience of immediately connecting to the renewal form when reading the message. Sending a ListServ reminder message a few days in advance of the payment due date has also resulted in prompt payment. In view of the implementation of electronic invoicing, it is suggested that the invoicing of membership timeline be amended as follows:

Replace:

*Mid April*                    *'Help reduce postage cost renewal message' sent via the ListServ to only those Members in arrears*

*April 15th*                    *'Your CORS membership fees are past due' reminder notice sent via the ListServ to only those Members who have not yet paid simply stating that it is time to renew their CORS Membership. The message should include the information on how to do this with the appropriate links.*

**Overall**

As shown in Table 1, total membership in the Canadian Operational Research Society at the end of the 2010-2011 membership year (March 31, 2011) was 426; 7 more than the previous year representing a growth rate of 1.7%. This modest increase is a welcomed reversal of the decrease in membership experienced the past two years. The membership level has not yet however rebounded to the mid four hundred level, a reasonable and attainable figure, which was more or less consistently seen between 2004-2009 (refer to Graph 1). Membership retention and efforts to encourage former members to rejoin remain priorities.

**Table 1: CORS Membership 1998-2011\***

<b>Membership Year*</b>	<b>Total Membership</b>	<b>Change in Membership</b>	<b>Growth Rate</b>
1997- 1998	468		
1998-1999	446	-22	-4.7%
1999-2000	471	25	5.6%
2000-2001	464	-7	-1.5%
2001-2002	538	74	15.9%
2002-2003	610	72	13.4%
2003-2004	415	-195	-32%
2004-2005	450	35	8.4%
2005-2006	442	-8	-1.8
2006-2007	442	0	0
2007-2008	462	20	4.52%
2008-2009	444	-18	-3.9%
2009-2010	419	-25	-5.6%
2010-2011	426	7	1.7%

\* The CORS membership year is from April 1<sup>st</sup> to March 31<sup>st</sup> of the following year. The figures presented in this table represent, therefore, the number of the members in the Society at the end of each membership year, i.e. as of March 31<sup>st</sup>.

\*\* The volatility in the numbers over the 2000-2003 period is accounted for by policy decisions relating to complimentary memberships being included with conference registrations (CORS National as well as SCOPE) and CORS contracting a membership services provider in December 2002. The implications of the former was the ballooning of membership numbers from 2001-2003 and of the latter, the rationalization of the database over the 2003-2004 membership year which resulted in the elimination of lapsed memberships, changes in membership administrative processes, and policy changes relating to conference memberships.

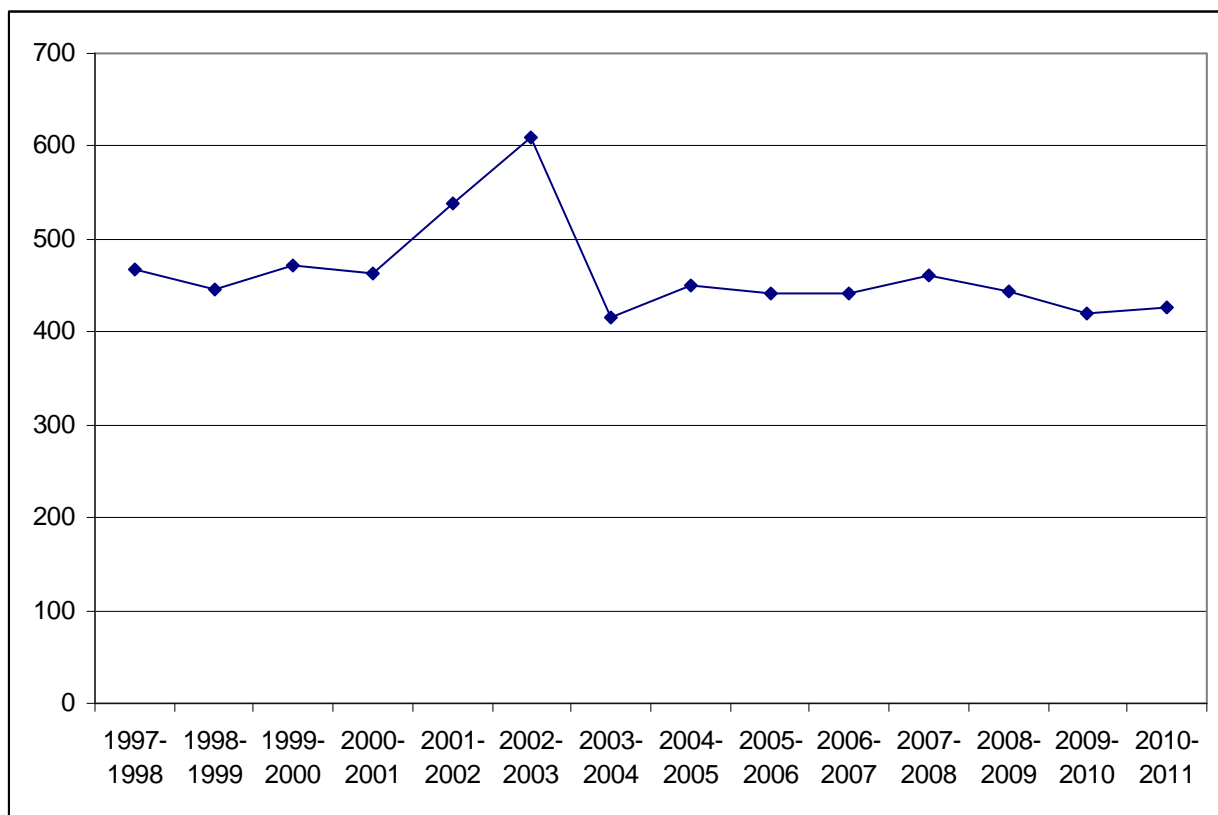
**Membership by Member Type**

The distribution of CORS membership by member type is presented by absolute number in Table 2, by percentage of total membership in Table 3 and graphically in Graph 2. Currently, 280 or 66% of the membership are Members, 17 or 4% Retired Members, 122 or 29% Student Members, and 7 or 2% Emeritus Members. A close examination of the distribution of the membership by member type reveals that since 2008 the Society has experienced a steady decrease in the number of Members; from 310 to 280 a 10% decrease. The observed increase in

## *Overview of the Membership*

membership occurred in the Student Member category. The number of students grew by 16 from 2010 to 2011. Student membership has almost returned to the levels of a few years ago. Efforts should continue to recruit student members to the Society by encouraging CORS members in academia to promote the benefits of membership to their students; Coordinators should more actively promote the CORS Diploma at their institutions; and the most effective means of disseminating information to and communicating this target group explored. Addressing the remarks made by student respondents in the 2010 Membership Survey, for more practical application articles in the Bulletin and professional development activities/opportunities may also aid in the retention of Student Members.

**Graph 1: CORS Membership 1998-2011**



**Table 2: CORS Membership by Member Type 2002-2011**

<i>Member Type</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	372	418	295	306	288	278	310	291	289	280
Retired Member	23	25	25	21	20	20	17	18	17	17
Student Member	143	167	95	118	129	137	128	128	106	122
Emeritus Member	-	-	-	5	5	7	7	7	7	7
<b>Total</b>	<b>538</b>	<b>610</b>	<b>415</b>	<b>450</b>	<b>442</b>	<b>442</b>	<b>462</b>	<b>444</b>	<b>419</b>	<b>426</b>

**Table 3: Percentage Distribution of CORS Membership by Member Type 2002-2011**

<b>Member Type</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>
Member	69%	69%	71%	68%	65%	63%	67%	66%	69%	66%
Retired Member	4%	4%	6%	5%	5%	5%	4%	4%	4%	4%
Student Member	27%	27%	23%	26%	29%	31%	28%	29%	25%	29%
Emeritus Member				1%	1%	2%	2%	1%	2%	2%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

**Membership by Section**

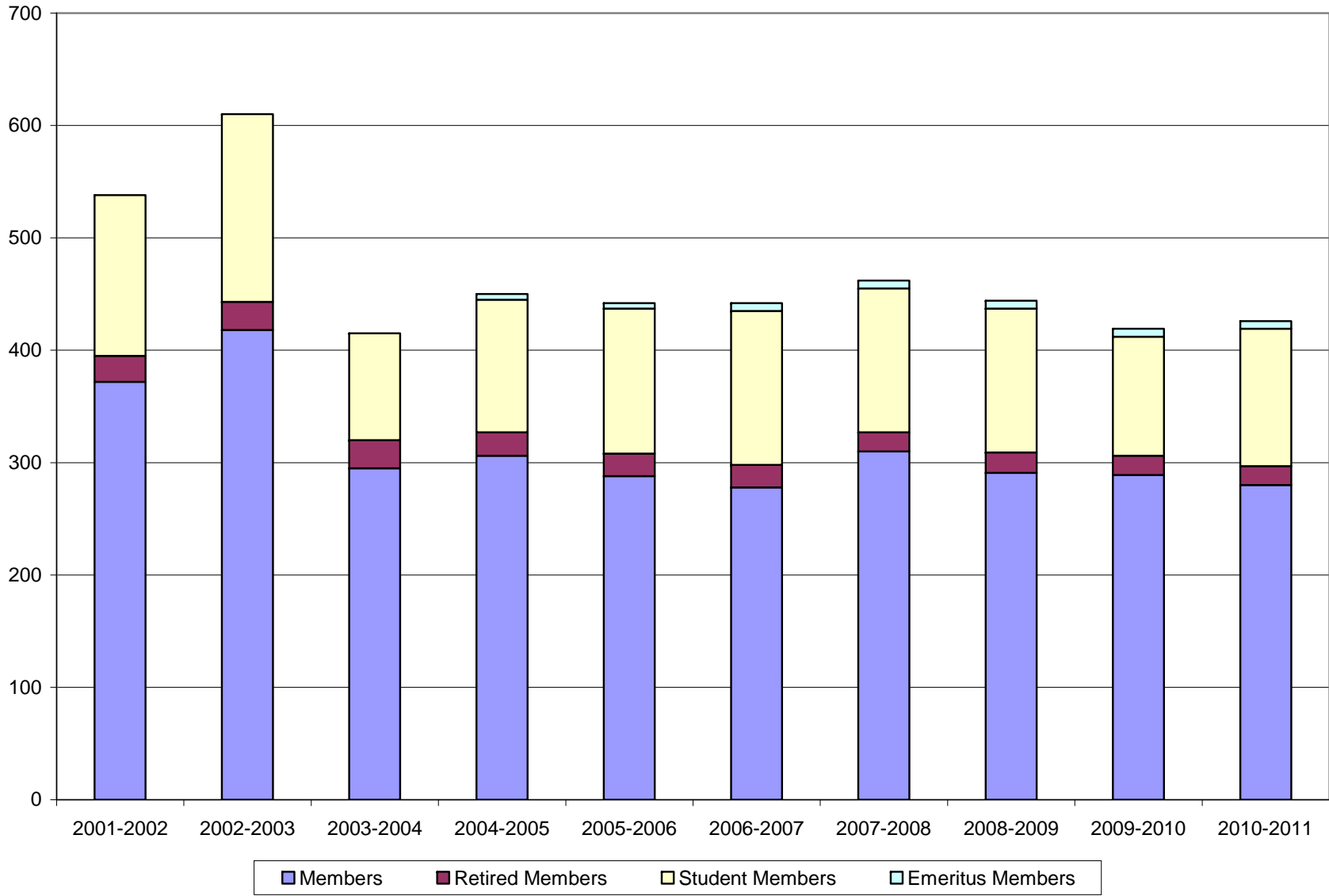
The distribution of the Society’s membership by section from 2002 - 2011 is presented in Table 4. The percentage distribution of the membership by section at the end of the 2010-2011 membership year is provided in Graph 3. Graph 4 graphically represents membership by section from a historical perspective. For the purposes of consistency and to aid comparison, unless specifically identified by name, the Toronto Student and Waterloo Student sections have been amalgamated with their regional sections. A detailed review and analysis of the membership within each section is provided in Part 6.

**Table 4: CORS Membership by Section 2002-2011**

<b>Section</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>
Atlantic	43	43	33	38	42	36	30	30	28	25
Calgary	27	32	32	29	32	28	24	24	24	19
Complimentary	5	5	5	0	0	0	0	0	0	0
Edmonton	40	58	36	28	16	20	13	20	18	14
International	75	87	38	41	22	17	32	33	25	26
Kingston	10	10	12	15	15	15	17	11	12	15
Montreal	79	80	39	46	46	38	53	56	51	63
National	1	1	1	1	1	1	1	1	1	1
Ottawa Student*	4	3	3	11	11	5	11	13	0	0
Ottawa	50	54	35	40	33	25	31	34	41	38
Quebec	49	41	24	26	24	24	26	30	25	24
Saskatoon	17	14	9	9	10	11	10	10	9	9
SW Ontario	26	42	37	34	44	61	47	33	37	35
Toronto	55	67	56	56	52	61	71	63	63	66
Toronto Student	13	21	11	29	50	51	41	32	34	41
Vancouver	25	28	24	25	25	28	31	27	34	33
Vancouver Student*	10	16	9	10	8	9	4	4	0	0
Waterloo Student	3	4	7	7	8	10	18	20	14	12
Winnipeg	6	4	4	5	3	2	2	3	3	5
Total	538	610	415	450	442	442	462	444	419	426

\* In 2010, the decision was made to officially amalgamate these Sections with their regional sections.

*Graph 2: CORS Membership by Member Type 2002-2011*



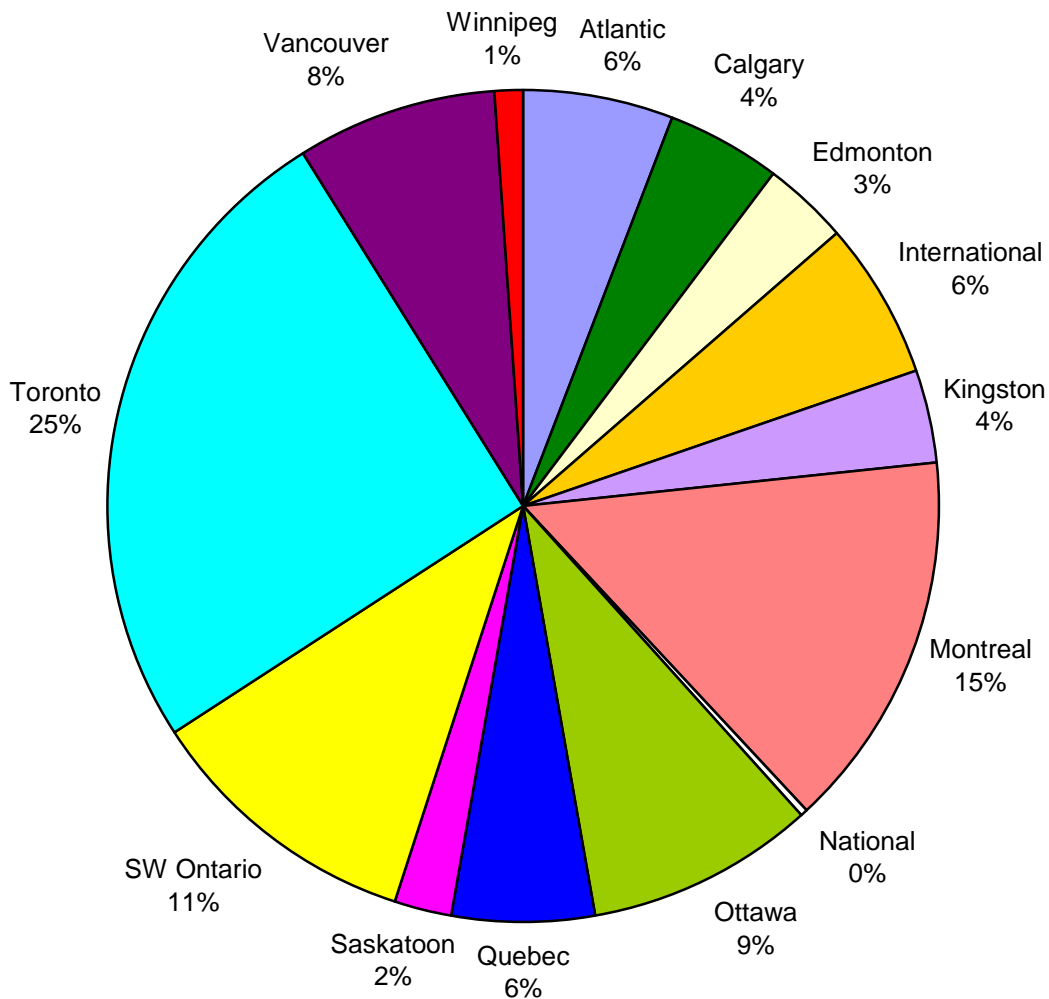
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## Overview of the Membership

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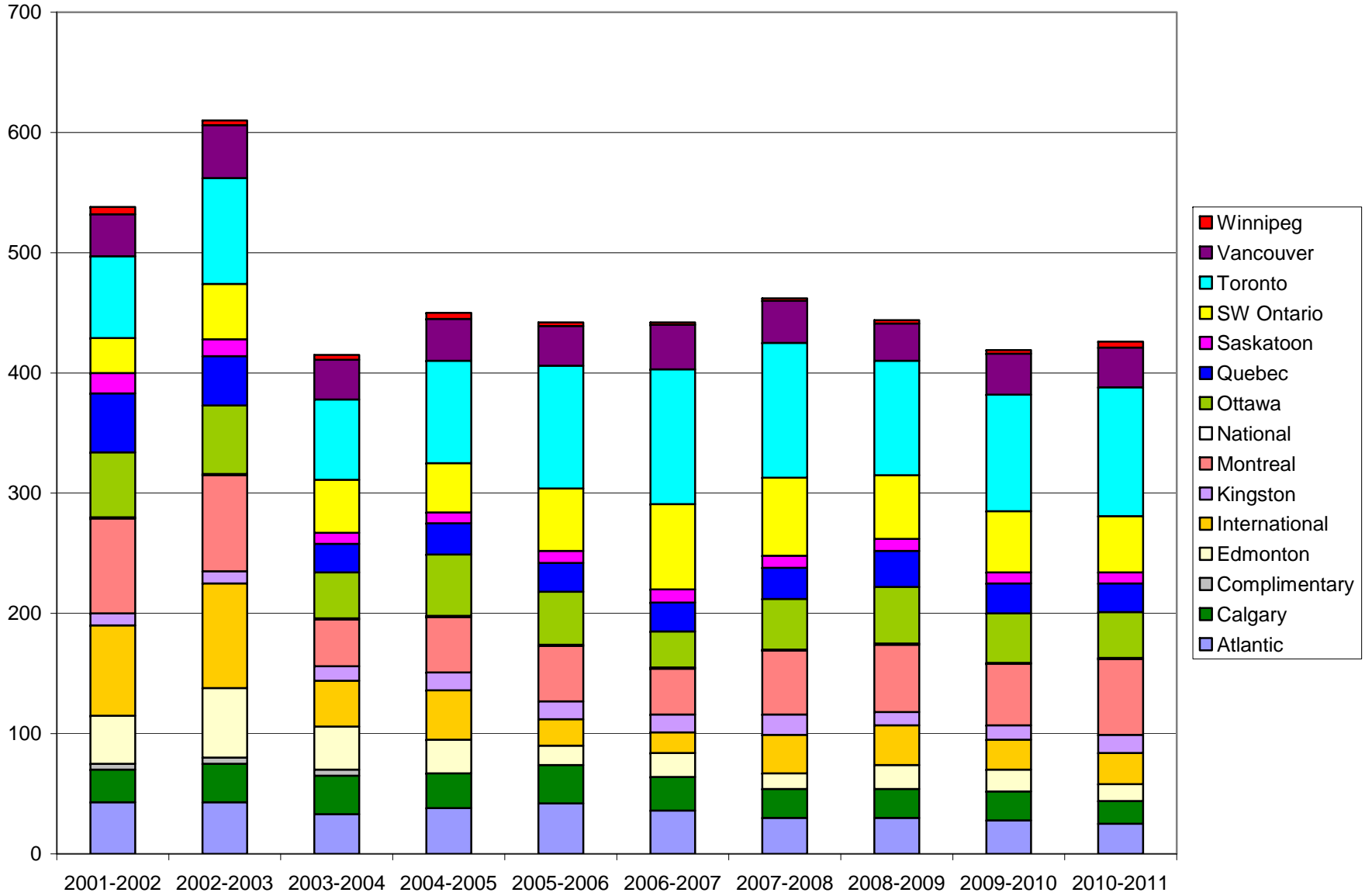
The Toronto Section continues to be the largest section in the Society with 107 members or 25% of total membership. The section experienced a 10% growth in membership from 2010 to 2011. With a growth in membership of 12, bringing its total to 63 members, Montreal is now the second largest section at 15% surpassing the SW Ontario section which now only constitutes 11% of total membership. Four years ago, SW Ontario constituted 16% of the membership. Two sections, Atlantic and Calgary, are currently at their lowest membership levels in ten years with Edmonton having only one more member than their lowest recorded since 2001. For the first time in several years both Kingston and Winnipeg experienced an increase in membership.

**Graph 3: Percentage Distribution of CORS Membership by Section March 31, 2011<sup>2</sup>**



<sup>2</sup> For the purposes of consistency and to aid comparison, the Toronto Student and Waterloo Student sections have been amalgamated with their regional section.

*Graph 4: CORS Membership by Section 2002-2011*



**Membership by Section and Member Type**

The distribution of the Society's membership by section and member type as of March 31, 2011 is presented in Table 5 and Graph 5. The percentage distribution of the membership by section and member type is provided in Table 6. Refer to Part 6 for a detailed and historical analysis of the membership by section and member type.

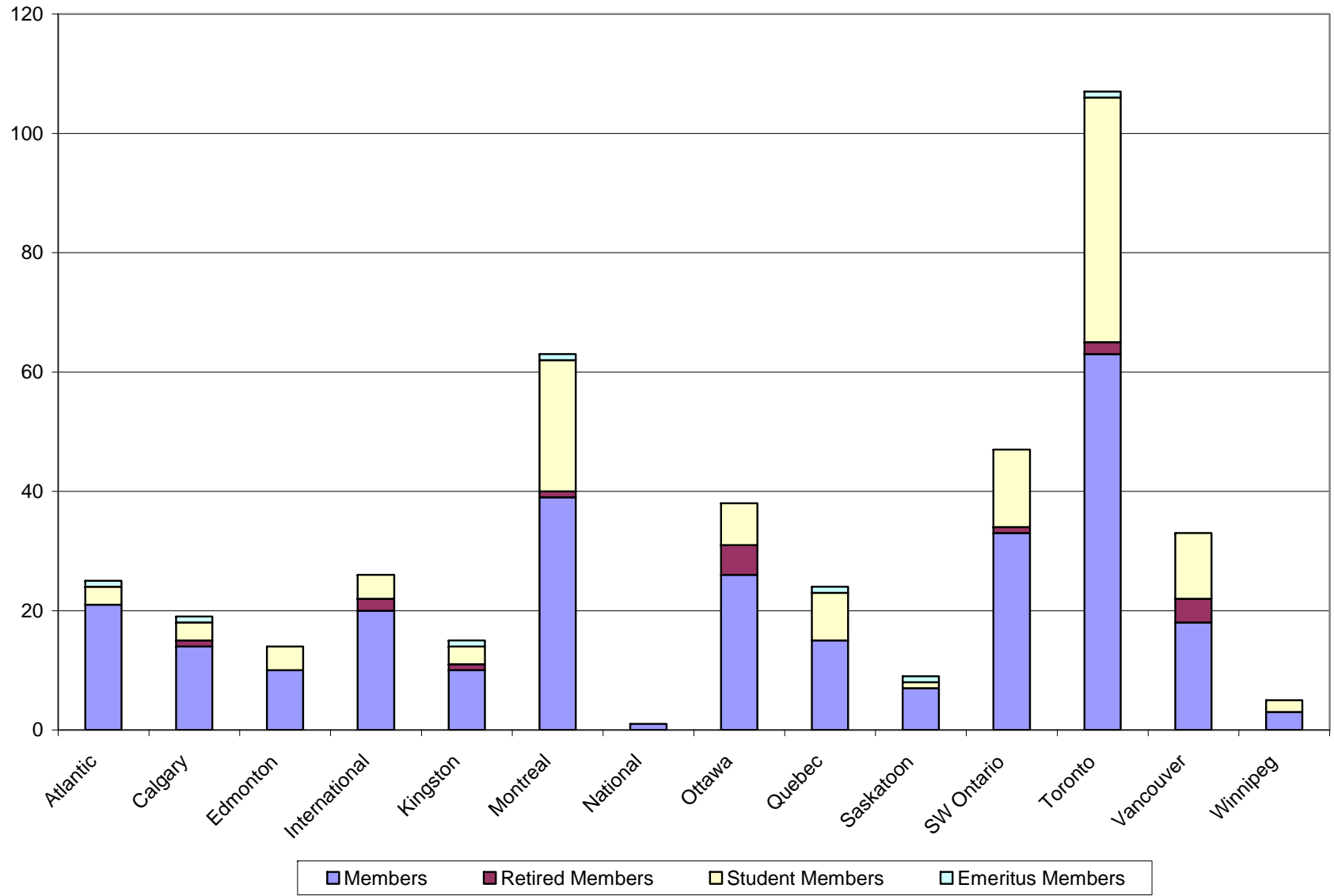
**Table 5: CORS Membership by Section and Member Type March 31, 2011**

<i>Section</i>	<i>Member</i>	<i>Retired</i>	<i>Student</i>	<i>Emeritus</i>	<i>Total</i>
Atlantic	21	0	3	1	25
Calgary	14	1	3	1	19
Edmonton	10	0	4	0	14
International	20	2	4	0	26
Kingston	10	1	3	1	15
Montreal	39	1	22	1	63
National	1	0	0	0	1
Ottawa	26	5	7	0	38
Quebec	15	0	8	1	24
Saskatoon	7	0	1	1	9
SW Ontario	33	1	13	0	47
Toronto	63	2	41	1	107
Vancouver	18	4	11	0	33
Winnipeg	3	0	2	0	5
Total	280	17	122	7	426

**Table 6: Percentage Distribution of CORS Membership by Section and Member Type March 31, 2011**

<i>Section</i>	<i>Member</i>	<i>Retired</i>	<i>Student</i>	<i>Emeritus</i>	<i>Total</i>
Atlantic	8%	0%	2%	14%	6%
Calgary	5%	6%	2%	14%	4%
Edmonton	4%	0%	3%	0%	3%
International	7%	12%	3%	0%	6%
Kingston	4%	6%	2%	14%	4%
Montreal	14%	6%	18%	14%	15%
National	0%	0%	0%	0%	0%
Ottawa	9%	29%	6%	0%	9%
Quebec	5%	0%	7%	14%	6%
Saskatoon	3%	0%	1%	14%	2%
SW Ontario	12%	6%	11%	0%	11%
Toronto	23%	12%	34%	14%	25%
Vancouver	6%	24%	9%	0%	8%
Winnipeg	1%	0%	2%	0%	1%
Total	100%	100%	100%	100%	100%

*Graph 5: CORS Membership by Section and Member Type March 31, 2011*



Sixty-three of the 280 Members or 23% belong to the Toronto Section. The sections with the biggest gain in Members over the 2010-2011 membership year were Montreal with 5 and Toronto with 4. The largest loss in Members (7) occurred in the Calgary section. Edmonton experienced a net loss of 4 Members. Five of the 17 Retired Members in the Society (29%) are in the Ottawa section with the Vancouver section accounting for another 4 (24%). Toronto remains the section with the largest number of Student Members at 41 or 34% of the student membership. These students are enrolled in programs at McMaster University, the University of Toronto, or York University. Montreal and Toronto recorded the largest gain in Student Members, 8 and 7 respectively. Emeritus Members are distributed throughout the country. No Emeritus memberships were awarded during the last year.

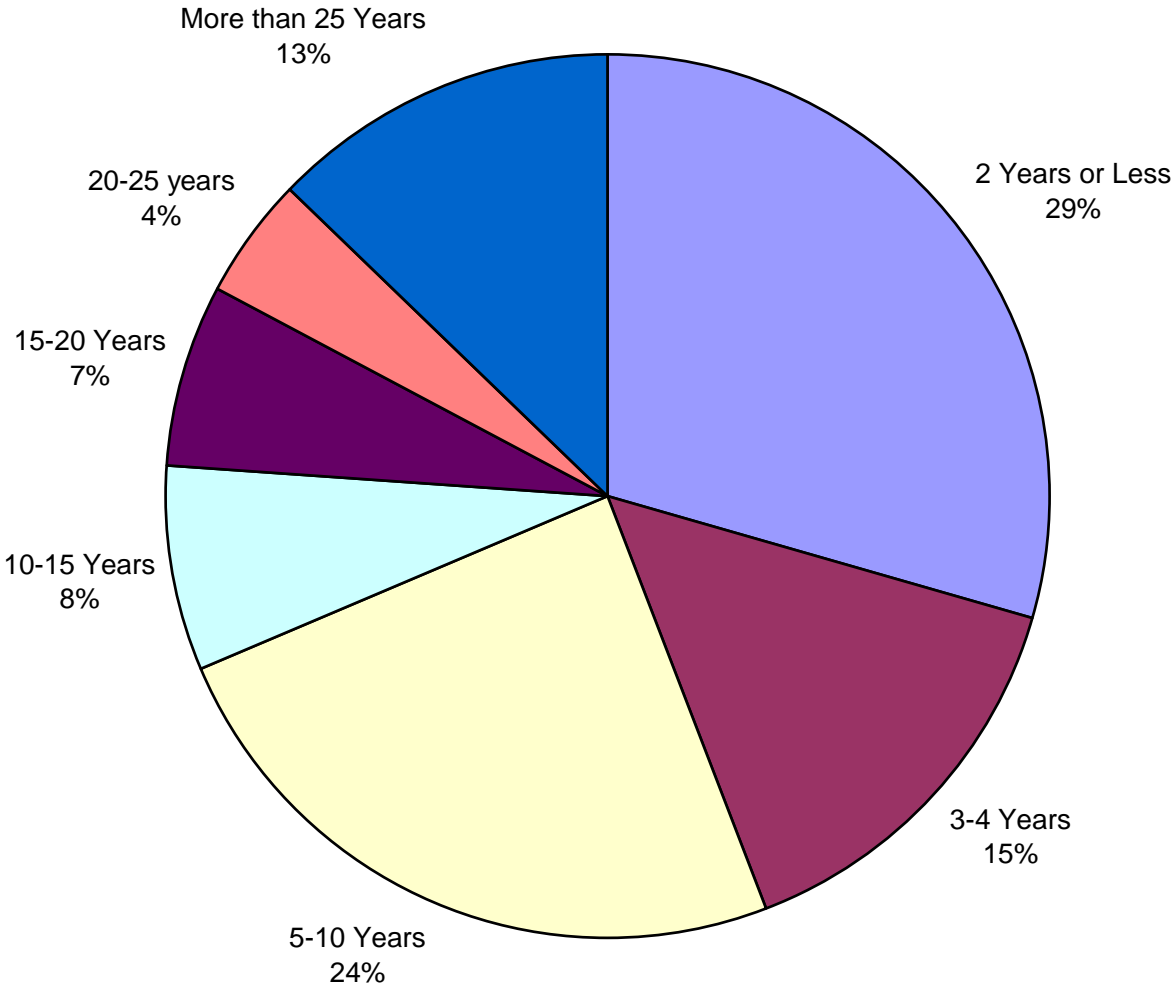
**Duration of Membership**

Table 7 and Graph 6 provide a snapshot of the CORS membership on the basis of how long an individual has retained membership in the Society. Twenty-nine (29%) of the current membership has been in the Society for two years or less. Last year, this category constituted 38% of the membership. This, together with the observation that the percentage of members in the 3-4 year category has increased from 10% to 15% shows that some success has been achieved in membership retention from year 2 and beyond. It is also reflective, however, of the fact that in the 2009-2010 membership year the number of people joining CORS was the fewest since 2004. As Graph 7 reveals, the Society is aging in the ‘middle-age’ categories; members appear to be retaining their memberships and continuing their progression from one category to the next.

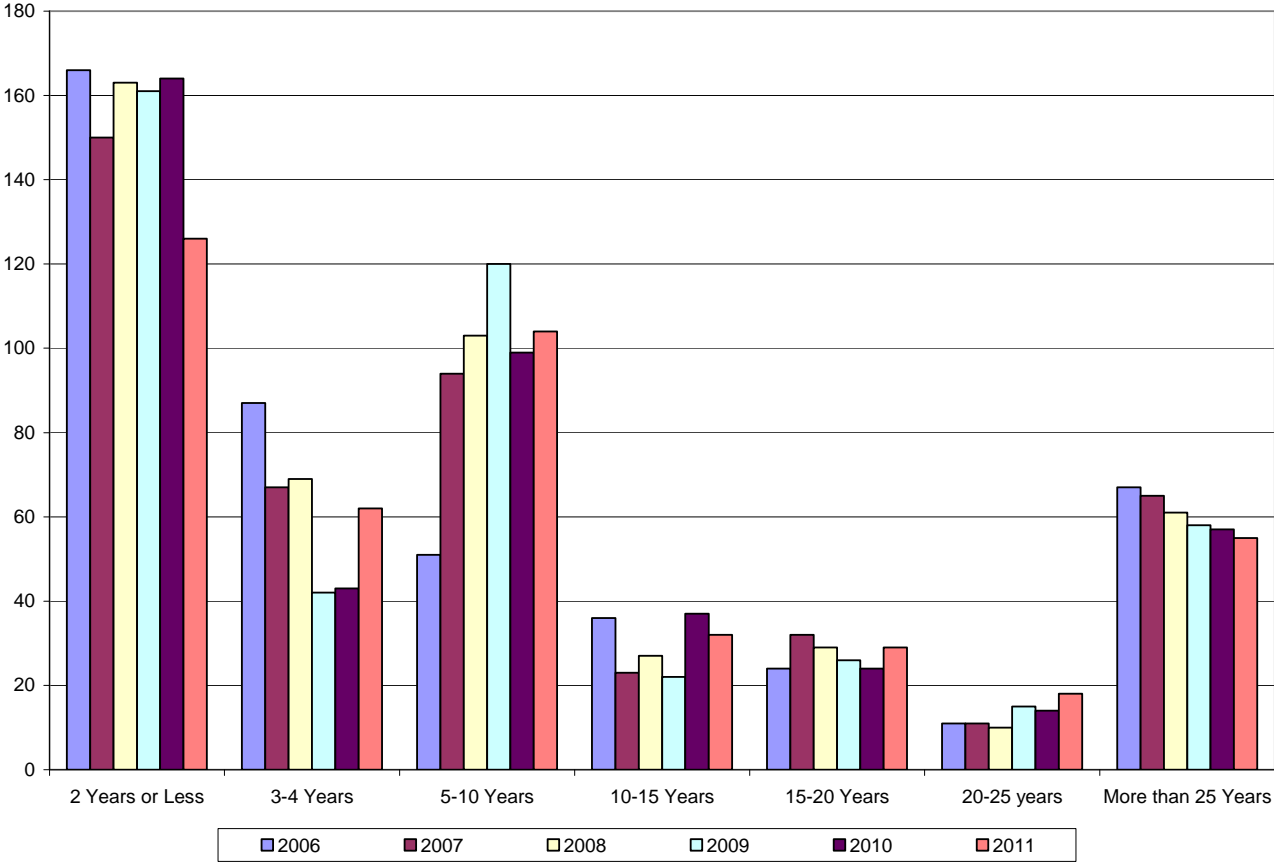
**Table 7: CORS Membership by Duration of Membership in the Society as of March 31, 2011**

<i>Duration of Membership</i>	<i>Member</i>	<i>Retired</i>	<i>Student</i>	<i>Emeritus</i>	<i>Total</i>
2 Years or Less	39	0	87	0	126
3 -4 Years	41	0	21	0	62
5-10 Years	88	1	14	1	104
10-15 Years	32	0		0	32
15-20 Years	28	1		0	29
20-25 years	18	0		0	18
More than 25 Years	34	15	0	6	55
Total	280	17	122	7	426

**Graph 6: Percentage Distribution of CORS Membership by Duration of Membership in the Society as of March 31, 2011**



Graph 7: Comparison of CORS Membership by Duration of Membership  
2006, 2007, 2008, 2009, 2010, 2011



**Overall**

As shown in Table 8, the number of people joining the society during the 2010-2011 membership year was 104, 19 more than in the previous period and a number more in keeping with the level experienced a few years ago. Included in the number of new memberships are 20 memberships (14 Member and 6 Student) which were reinstated, i.e. individuals who rejoined the Society after having let their membership's lapse. The actual number of 'new' members, i.e. individuals with no previous association with CORS is, therefore 84. Efforts of CORS Council to encourage previous members to rejoin the Society have, therefore, been beneficial. For the sake of consistency and comparison, reinstated memberships have been included with the new memberships as was the case in previous years. Thirty-eight percent (40) of the new members have joined since January; 22 of these appear to be associated with funding opportunities for and participating in CORS 2011.

***Table 8: New CORS Memberships 1998-2011\****

<i>Year</i>	<i>Total # New Members</i>
1997-1998	41
1998-1999	36
1999-2000	91
2000-2001	115
2001-2002	156
2002-2003	231
2003-2004	73
2004-2005	133
2005-2006	99
2006-2007	87
2007-2008	128
2008-2009	103
2009-2010	85
2010-2011	104

\* The implications of the March 2003 CORS Council decision to cease the practice of offering one year complimentary memberships to Non CORS members attending the National Conference are reflected in the new membership figures for the subsequent membership years. The price differential in registration fees for Members and Non Members attending the CORS National Conference still encourages some people to join the Society. The decrease in new members joining the Society over in the 2006-2007 membership year may be accounted for by no subsidy in registration fees for CORS Members being offered at CORS 2006 Montreal.

**New Memberships by Member Type**

As shown in Table 9, the number of new Members joining the Society in the 2010-2011 membership year was 38; six more than the previous year. The number of new Students joining CORS was 66; 13 more than in 2009-2010. The CORS Diploma program with its membership requirement has proven over the years to be an effective means of Student member recruitment. From 2004 to 2008, the number of new Student members was on average about 70 with the

## *Part 3: New Memberships*

average number of Diplomas issued being almost 50. Over the past three years, the number of Diplomas issued has been 32 in 2008-2009, 18 in 2009-2010, and 21 in 2010-2011. Diploma Coordinators should be encouraged to promote the program with renewed vigour in order to attract Students to become CORS members. The increase in the number of students this past year seems to be attributable to the CORS 2011 St. John's, NL.

**Table 9: New CORS Memberships by Member Type 2002-2011**

<i>Section</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	119	31	57	27	23	51	46	32	38
Retired Member	3	0	3	1	0	0	2	0	0
Student Member	109	42	73	71	64	77	55	53	66
Total	231	73	133	99	87	128	103	85	104

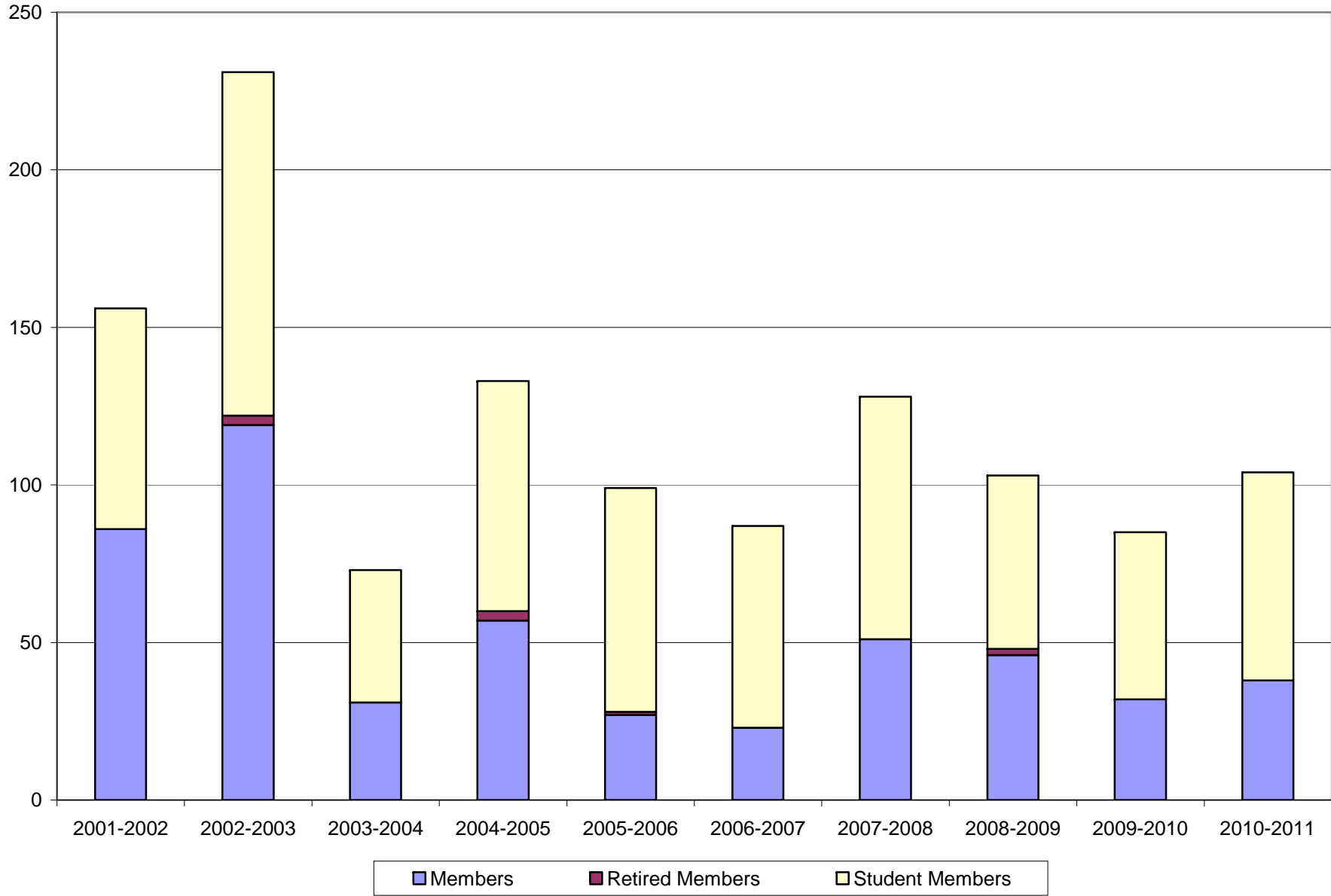
### *New Memberships by Section*

A distribution of the new memberships by section over the past several membership years is presented in Table 10 and graphically for the 2010-2011 membership year in Graph 9.

**Table 10: New CORS Memberships by Section 2003-2011\***

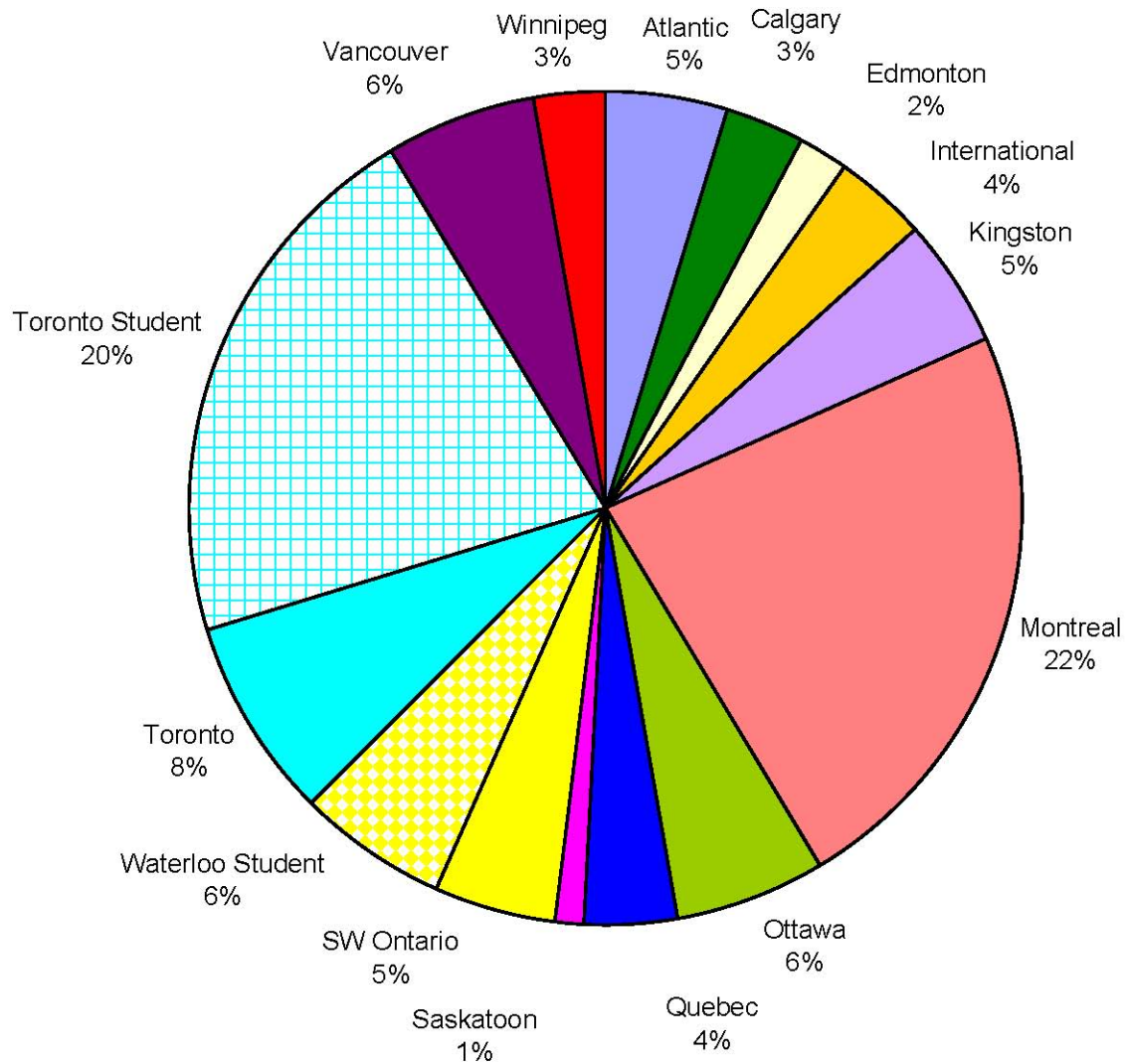
<i>Section</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Atlantic	8	4	12	10	3	6	4	2	5
Calgary	11	0	6	2	2	2	3	5	3
Edmonton	42	9	12	9	9	4	12	6	2
International	33	9	17	5	1	10	9	3	4
Kingston	1	3	3	1	2	3	0	1	5
Montreal	18	5	12	7	2	21	9	13	24
National	0	0	0	0	0	0	0	0	0
Ottawa Student	2	4	8	7	2	8	7	0	0
Ottawa	15	3	6	0	0	4	7	4	6
Quebec	8	5	5	2	0	7	8	4	4
Saskatoon	1	0	2	1	1	1	2	0	1
SW Ontario	26	9	6	13	24	14	4	4	5
Toronto	18	5	9	5	10	14	10	8	8
Toronto Student	19	5	23	31	19	20	12	18	22
Vancouver	8	4	1	0	4	5	3	10	6
Vancouver Student	15	4	6	3	5	1	2	0	0
Waterloo Student	5	3	1	3	3	8	10	7	6
Winnipeg	1	1	4	0	0	0	1	0	3
Total	231	73	133	99	87	128	103	85	104

*Graph 8: New CORS Memberships by Member Type 2002-2011*



The Toronto section (including Toronto Student) accounted for the most new memberships with 30 or 29%. The Montreal section was successful in attracting 24 new members.

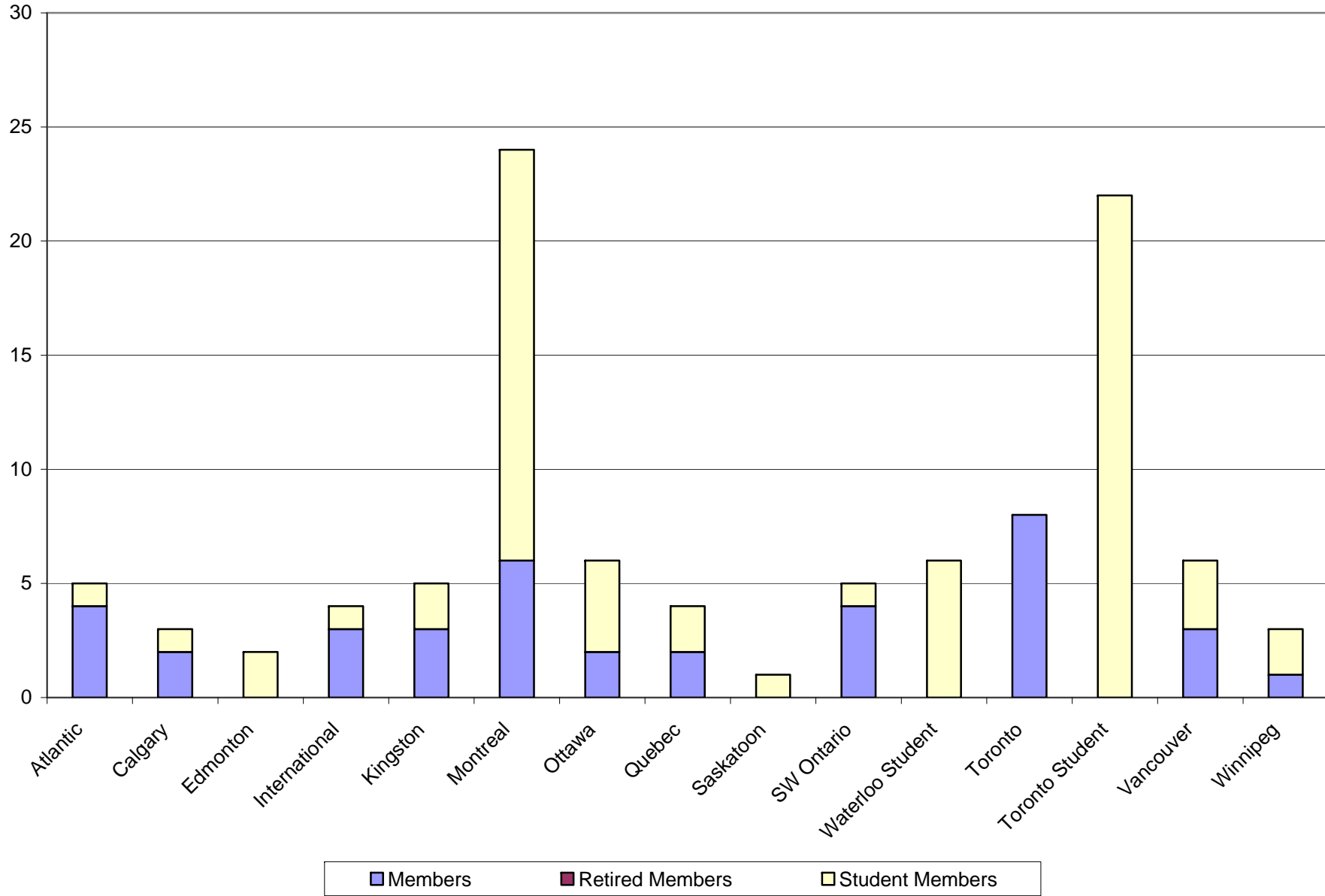
***Graph 9: Percentage Distribution of New CORS Memberships by Section for the 2010-2011 Membership Year***



***New Memberships by Section and Member Type***

The distribution of new memberships for the 2010-2011 membership year by section and member type is provided in Table 11 and Graph 10.

*Graph 10: New CORS Memberships in the 2010-2011 Membership Year by Section and Member Type*



**Table 11: New CORS Memberships in the 2010-2011 Membership Year  
By Section and Member Type**

<i>Section</i>	<i>Member</i>	<i>Retired Member</i>	<i>Student</i>	<i>Total</i>
Atlantic	4	0	1	5
Calgary	2	0	1	3
Edmonton	0	0	2	2
International	3	0	1	4
Kingston	3	0	2	5
Montreal	6	0	18	24
Ottawa	2	0	4	6
Quebec	2	0	2	4
Saskatoon	0	0	1	1
SW Ontario	4	0	1	5
Toronto	0	0	6	6
Toronto Student	8	0	0	8
Vancouver	0	0	22	22
Waterloo Student	3	0	3	6
Winnipeg	1	0	2	3
Total	38	0	66	104

**Overall**

Membership in CORS is discontinued if a member is six months in arrears for the current membership year, at a member's request, or if a member's contact information is determined to be invalid. The number of discontinued memberships by year is presented in Table 12. It shows that during the 2010-2011 membership year a total of 84 memberships were discontinued, 26 less than in the previous membership year. This is the fewest number of discontinued memberships since 2003 and is evidence that some of initiatives taken by Council over the past year e.g. the Membership Survey and the more regular publication of INFOR have benefited membership retention. Eighty-nine per cent of the discontinued members were the result of cancellations due to members being in arrears or choosing not to renew and 11% due to invalid addresses. The latter were primarily student members who moved and did not bother to update their contact information.

***Table 12: Discontinued CORS Memberships 2003-2011***

	<b><i>2002- 2003</i></b>	<b><i>2003- 2004</i></b>	<b><i>2004- 2005</i></b>	<b><i>2005- 2006</i></b>	<b><i>2006- 2007</i></b>	<b><i>2007- 2008</i></b>	<b><i>2008- 2009</i></b>	<b><i>2009- 2010</i></b>	<b><i>2010- 2011</i></b>
Mail Returned	63	21	6	19	10	26	10	7	9
Cancelled	91	263	98	103	86	100	108	103	75
Total	154	284	104	122	96	126	118	110	84

**Discontinued Memberships by Member Type**

As shown in Table 13, of the 84 memberships discontinued over the past year, 41 or 49% were Members, 3 or 3% were Retired Members, and 40 or 48% were Student Members. The number of discontinued Member memberships decreased over last year by 6, a level more consistent with expectations. The five year high of discontinued Members in 2008-2009 may have been an anomaly. Nineteen fewer Student memberships were discontinued in 2010-2011 than the previous year.

***Table 13: Discontinued CORS Memberships by Member Type 2005-2011***

<b><i>Member Type</i></b>	<b><i>2004- 2005</i></b>	<b><i>2005- 2006</i></b>	<b><i>2006- 2007</i></b>	<b><i>2007- 2008</i></b>	<b><i>2008- 2009</i></b>	<b><i>2009- 2010</i></b>	<b><i>2010- 2011</i></b>
Member	51	55	44	41	62	47	41
Retired Member	4	5	4	4	2	2	3
Student Member	49	62	48	81	54	61	40
Total	104	122	96	126	118	110	84

**Discontinued Memberships by Section**

The distribution of discontinued memberships by Section since 2003 is provided in Table 14. The most discontinued memberships occurred in the Toronto sections (18), SW Ontario (12) and Montreal (11).

**Table 14: Discontinued CORS Memberships by Section 2003-2011**

	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>
Atlantic	7	15	9	5	9	10	4	4	6
Calgary	5	11	9	3	6	6	3	5	6
Complimentary	0	0	5	0	0	0	0	0	0
Edmonton	20	40	20	19	4	10	4	8	6
International	19	57	14	23	5	1	10	10	5
Kingston	2	2	1	2	3	2	7	0	3
Montreal	17	40	7	8	10	8	7	18	11
National	0	0	0	0	0	0	0	0	0
Ottawa	14	22	3	16	14	5	9	10	6
Quebec	14	21	3	4	0	4	5	10	4
Saskatoon	4	5	1	0	1	2	1	1	1
SW Ontario	13	13	9	11	8	31	20	11	12
Toronto	23	37	14	24	24	38	35	26	18
Vancouver	15	20	6	6	11	9	13	7	6
Winnipeg	1	1	3	1	1	0	0	0	0
Total	154	284	104	122	96	126	118	110	84

**Discontinued Memberships by Section and Member Type**

Discontinued memberships by section and member type for the 2010-2011 membership year is presented in Table 15 and in Graph 11.

**Duration of Cancelled CORS Memberships**

While gaining insight into the magnitude and member type of those who do not renew their CORS memberships has value, an important piece of information that is not obvious from the statistics alone is how long the membership is held before that decision is made. The duration of the memberships cancelled in the 2010-2011 membership year by member type is provided in Table 16. Table 16 reveals that 28 or one-third of the memberships cancelled in the 2010-2011 membership year had been held for two years or less. In the 2009-2010 membership year comparable figures were 76 or about two-thirds (69%). This is an extremely positive indication that members are retaining their memberships longer than previously, reinforced by the observed increases in the number of people cancelling in the 3-4, 5-10, and 10-15 year categories from 16 to 24; 12 to 17, and 0 to 6 respectively. Five members in the 25 year plus category did not renew

their memberships last year, 3 Members and 2 Retired Members. As the membership ages, this figure may increase in upcoming years.

Ensuring that membership retains its value for all members is important. The 2010 Membership Survey provides some insight into the means to accomplish this. The survey findings revealed that members join the society primarily for the following reasons: pride and loyalty to the Canadian OR community, to take advantage of networking opportunities and for professional development. Local section events promoting these activities should be supported both administratively and fiscally.

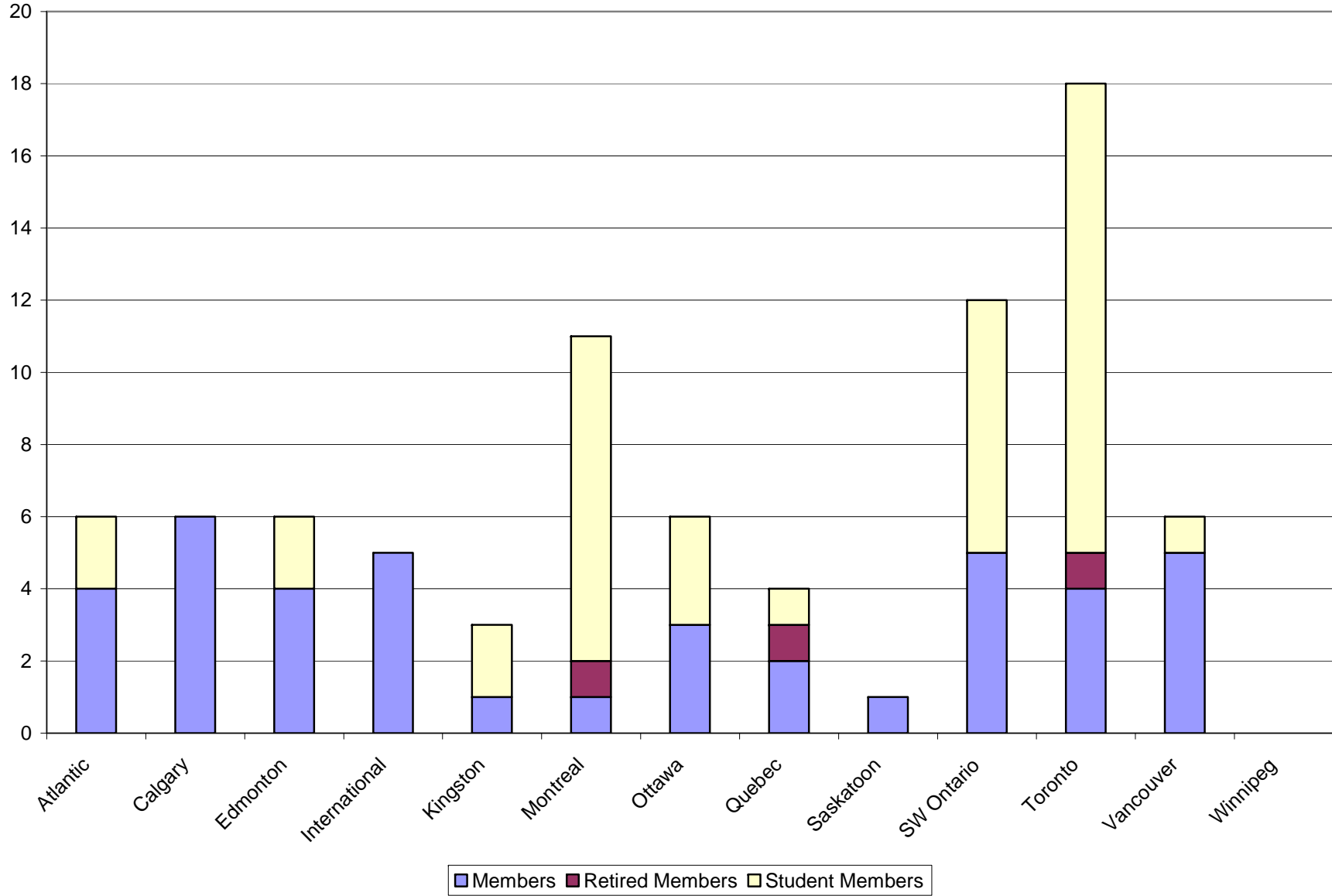
**Table 15: Discontinued CORS Memberships in the 2010-2011 Membership Year  
By Section and Member Type**

<i>Section</i>	<i>Member</i>	<i>Retired Member</i>	<i>Student Member</i>	<i>Total</i>
Atlantic	4	0	2	6
Calgary	6	0	0	6
Edmonton	4	0	2	6
International	5	0	0	5
Kingston	1	0	2	3
Montreal	1	1	9	11
Ottawa	3	0	3	6
Quebec	2	1	1	4
Saskatoon	1	0	0	1
SW Ontario	5	0	7	12
Toronto	4	1	13	18
Vancouver	5	0	1	6
Winnipeg	0	0	0	0
Total	41	2	40	84

**Table 16: Duration of CORS Memberships Cancelled in 2010-2011 Membership Year**

<i>Category</i>	<i>Member</i>	<i>Retired Member</i>	<i>Student Member</i>	<i>Total</i>
2 Years or Less	10	0	18	28
3-4 Years	8	0	16	24
5-10 Years	12	1	6	18
10-15 Years	6	0	0	6
15-20 years	1	0	0	1
20-25 Years	1	0	0	1
More than 25 years	3	2	0	5
Total	41	3	40	84

*Graph 11: Discontinued CORS Memberships in the 2010-2011 Membership Year by Section and Member Type*



**Overall**

A snap shot of the membership at the end of the 2010-2011 membership year in terms of the number of membership renewals processed before the payment due date of April 1, 2011 is provided in Table 17. At the commencement of the 2011-2012 membership year 237 or 56% of the CORS membership had renewed. At the same time last year, 50% of had renewed. The observed improvement could be attributable to the invoicing process being conducted electronically this year and it being convenient for members to immediately connect to the renewal form when reading the message. Additionally, a ListServ reminder to renew was sent a few days before the April 1<sup>st</sup> deadline allowing those prompted by the message to renew and to be captured in year-end statistics. Thirty-one membership renewals were received and processed between March 27<sup>th</sup>-31<sup>st</sup> . Refer to Graph 12 to easily identify those sections where efforts should be made to encourage renewals in an attempt to improve membership retention.

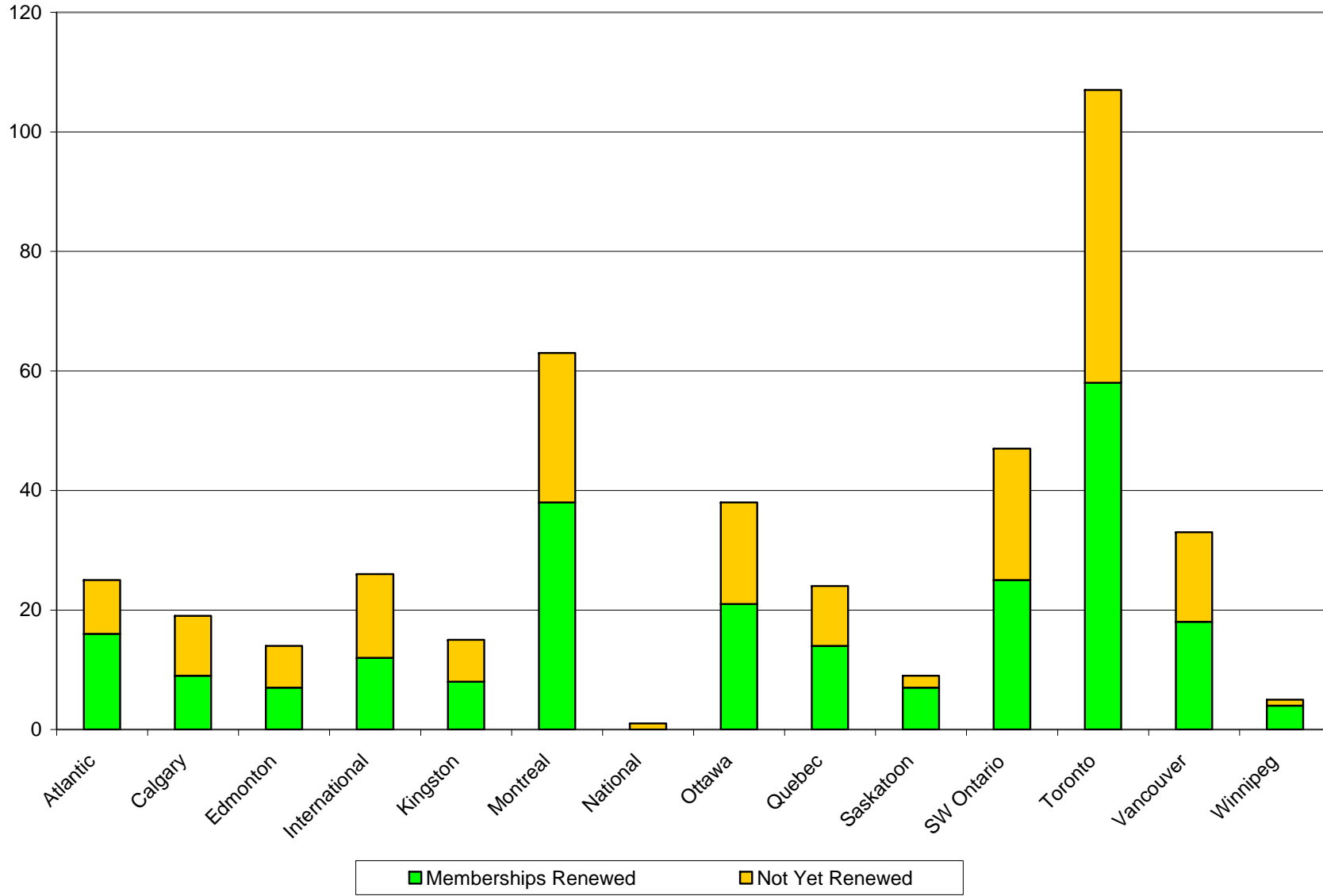
***Table 17: Payment Status of CORS Membership by Section March 31, 2011***

<b><i>Section</i></b>	<b><i>Memberships Renewed</i></b>	<b><i>Fees Due for Current Year</i></b>	<b><i>Total # of Members</i></b>
Atlantic	16	9	25
Calgary	9	10	19
Edmonton	7	7	14
International	12	14	26
Kingston	8	7	15
Montreal	38	25	63
National	0	1	1
Ottawa	21	17	38
Quebec	14	10	24
Saskatoon	7	2	9
SW Ontario	25	22	47
Toronto	58	49	107
Vancouver	18	15	33
Winnipeg	4	1	5
Total	237	189	426

**Method of Payment**

Over the 2010-2011 membership year, about 403 banking transactions were conducted on behalf of CORS by Membership Services in the processing of membership renewals and new memberships. Table 18 provides an indication of how the membership prefers to pay their fees – 16% by cheque, 30% by MasterCard and 54% by Visa. The number of members paying by cheque decreased significantly over last year with a corresponding increase in the MasterCard transactions. The number of members using Canada Post as a means of contact continues to decrease from 24% in 2010 to 17% in 2011. Eighty three percent of the contact by members is web-based. Not all of the credit card transactions were submitted online; about 7 were submitted by mail mostly because of security concerns with submitting their payment information online.

*Graph 12 : Payment Status of CORS Membership by Section as of March 31, 2011*



**Table 18: Method of Payment of Transactions Conducted in the 2010-2011 Membership Year**

<i>Method of Payment</i>	<i>Number</i>	<i>%</i>
Cheque	64	16%
MasterCard	120	30%
Visa	219	54%
Total	403	100%

Since the preferred method of contact by most CORS members is online, it is important that the membership has confidence in the security of the web-based forms. In a March 2010 report, Membership Services informed Council that a few members have raised the concern that when renewing their membership online the link is "http://" instead of "https://" and are concerned about the security of the online payment. Despite assurances have been received from Windsor IT Services that all CORS online forms are secure and encrypted by a SSL even though the https/lock graphic does not appear, the forms were developed over ten years ago and are outdated. CORS Council dealt with the matter by the following Action Item:

**Action Item:** Vinh will discuss this issue with Wendy and bring the issue forward at a later meeting, prior to the next renewal cycle.

The outcome of the ensuing discussion was not to move forward with revising the forms since other, more pressing items take precedence.

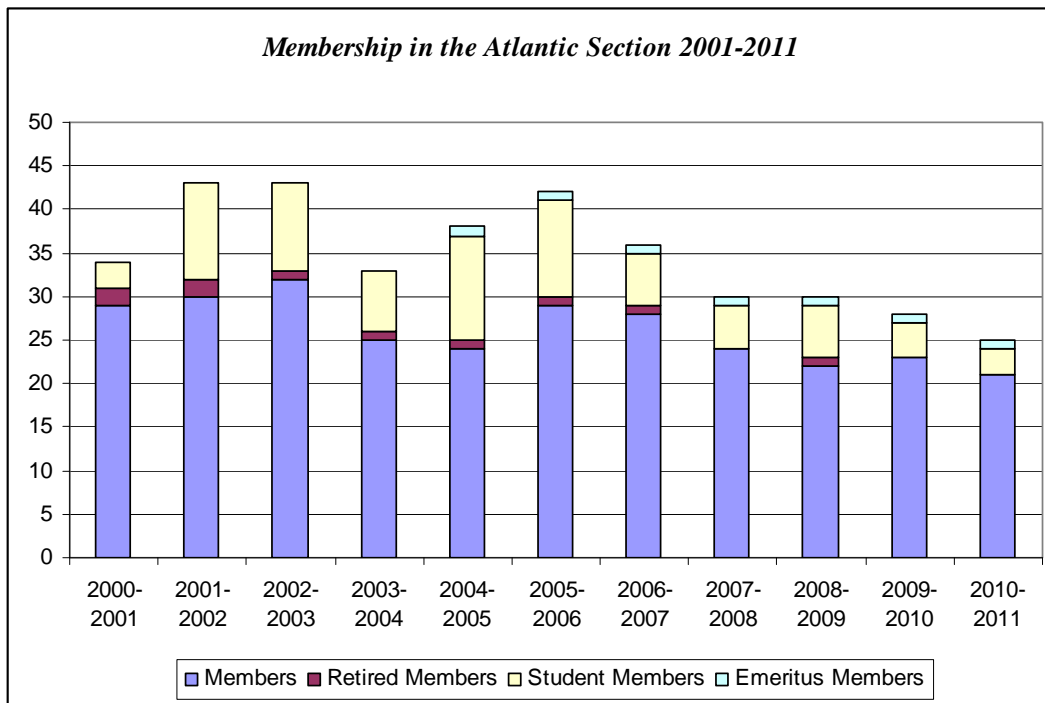
# Membership Statistics by Section

## Atlantic Section

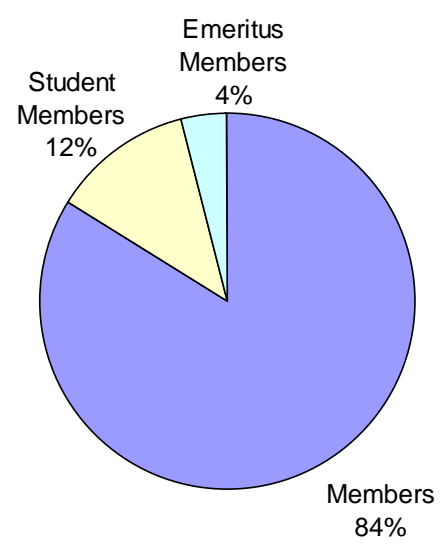
The Atlantic section has experienced a net loss in membership this past year with total membership being at its lowest level in ten years. The Atlantic section was, however, successful in attracting 5 new members (4 Members and 1 Student) and so it appears that membership retention should be a priority for the section. Encouraging students to become members is also something the section should pursue; student membership is half of what it was a few years ago.

**Membership in the Atlantic Section by Member Type  
2001-2011**

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	29	30	32	25	24	29	28	24	22	23	21
Retired Member	2	2	1	1	1	1	1	0	1	0	0
Student Member	3	11	10	7	12	11	6	5	6	4	3
Emeritus Member	-	-	-	-	-	1	1	1	1	1	1
<b>Total</b>	<b>34</b>	<b>43</b>	<b>43</b>	<b>33</b>	<b>38</b>	<b>42</b>	<b>36</b>	<b>30</b>	<b>30</b>	<b>28</b>	<b>25</b>

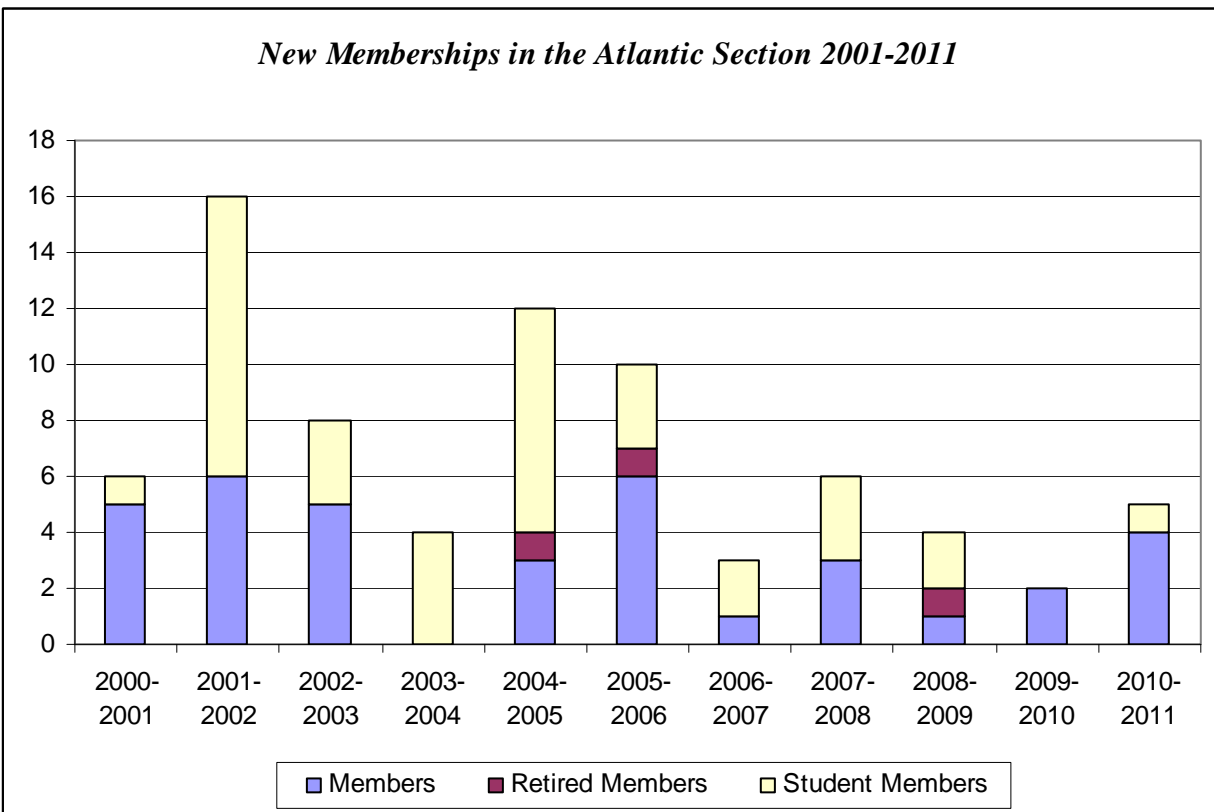


**Percentage Distribution  
of Atlantic Section  
Membership 2011**



***New Memberships in the Atlantic Section by Member Type  
April 1, 2001 – March 31, 2011***

<b><i>Member Type</i></b>	<b><i>2000-2001</i></b>	<b><i>2001-2002</i></b>	<b><i>2002-2003</i></b>	<b><i>2003-2004</i></b>	<b><i>2004-2005</i></b>	<b><i>2005-2006</i></b>	<b><i>2006-2007</i></b>	<b><i>2007-2008</i></b>	<b><i>2008-2009</i></b>	<b><i>2009-2010</i></b>	<b><i>2010-2011</i></b>
Member	5	6	5	0	3	6	1	3	1	2	4
Retired Member	0	0	0	0	1	1	0	0	1	0	0
Student Member	1	10	3	4	8	3	2	3	2	0	1
<b>Total</b>	<b>6</b>	<b>16</b>	<b>8</b>	<b>4</b>	<b>12</b>	<b>10</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>5</b>



***Discontinued Memberships in the Atlantic Section by Member Type  
April 2002 – March 2011***

<b><i>Member Type</i></b>	<b><i>2002-2003</i></b>	<b><i>2003-2004</i></b>	<b><i>2004-2005</i></b>	<b><i>2005-2006</i></b>	<b><i>2006-2007</i></b>	<b><i>2007-2008</i></b>	<b><i>2008-2009</i></b>	<b><i>2009-2010</i></b>	<b><i>2010-2011</i></b>
Member	2	9	6	1	4	5	3	1	4
Retired Member	1	0	0	1	0	1	0	1	0
Student Member	4	6	3	3	5	4	1	2	2
<b>Total</b>	<b>7</b>	<b>15</b>	<b>9</b>	<b>5</b>	<b>9</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>6</b>

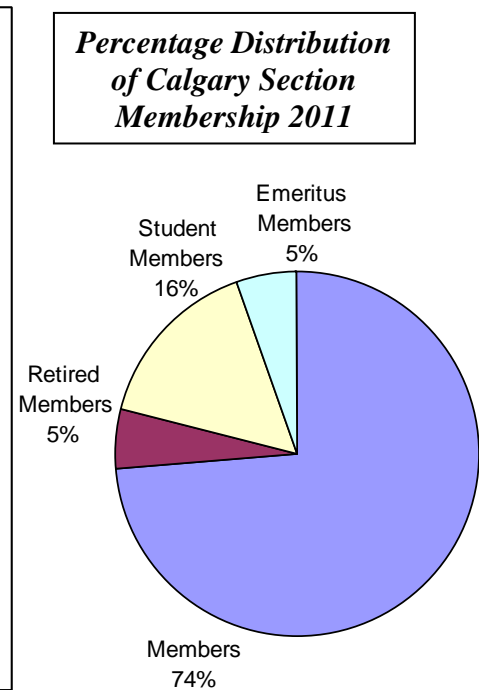
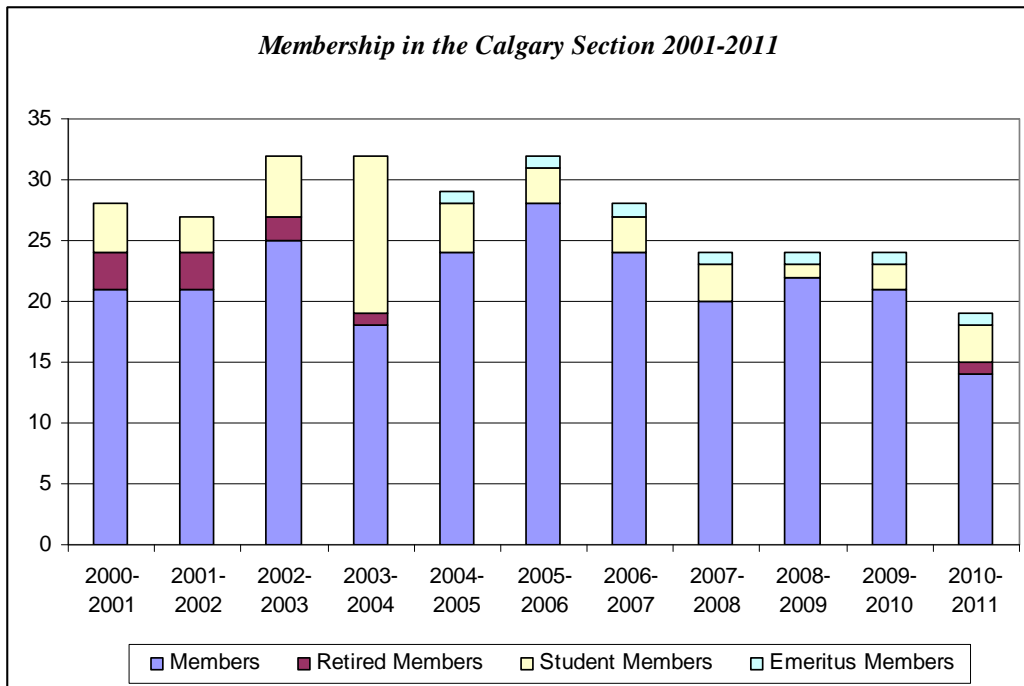
# Membership Statistics by Section

## Calgary Section

Membership in the Calgary section decreased by 5 from 2010 to 2011 and is currently at its lowest level since 2001. The section continues to attract members but more are choosing not to renew resulting in a net loss in membership. In 2003, student membership was at an all time high of 13 due to memberships offered as part of the SCOPE conference registration. Efforts to encourage students at the University of Calgary to obtain a CORS Diploma, participate in CORS activities and to take advantage of the benefits offered to students should continue as student membership appears to be returning to normal/average levels for the section.

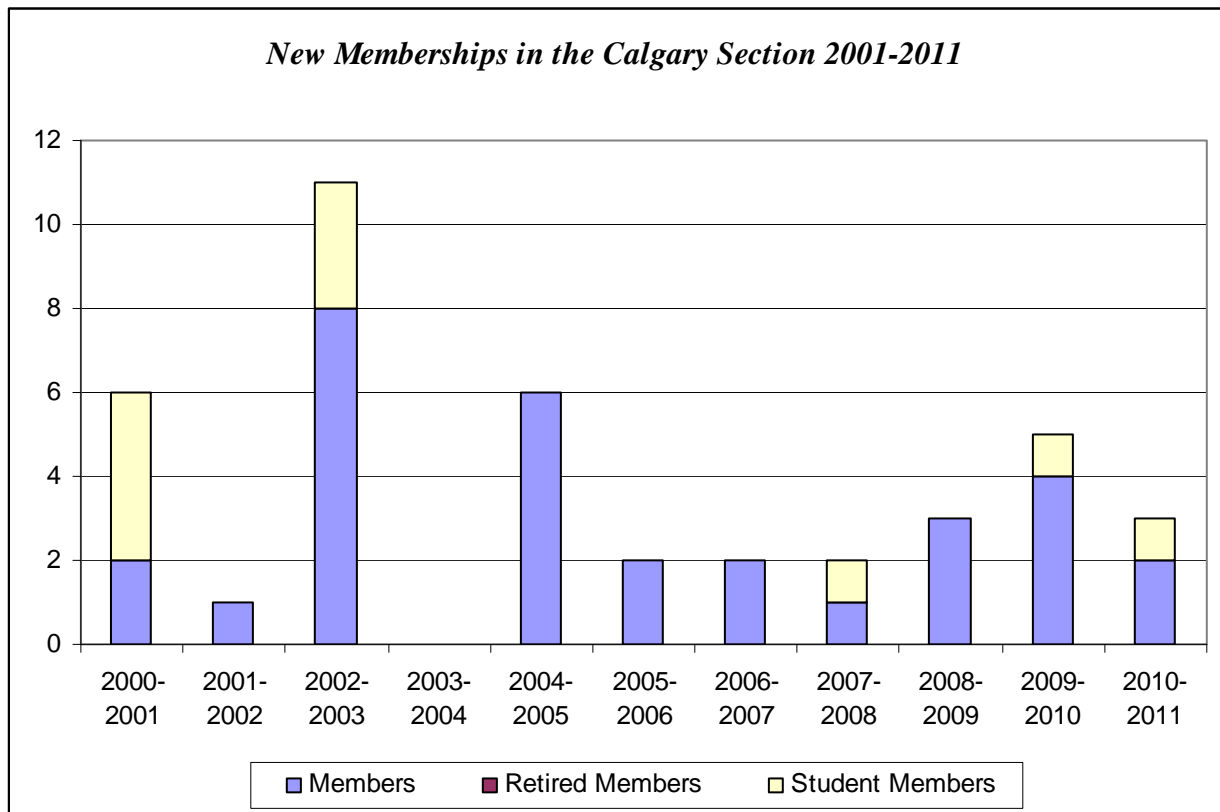
**Membership by Type in the Calgary Section by Member Type  
2001--2011**

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	21	21	25	18	24	28	24	20	22	21	14
Retired Member	3	3	2	1	0	0	0	0	0	0	1
Student Member	4	3	5	13	4	3	3	3	1	2	3
Emeritus Member					1	1	1	1	1	1	1
<b>Total</b>	<b>28</b>	<b>27</b>	<b>32</b>	<b>32</b>	<b>29</b>	<b>32</b>	<b>28</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>19</b>



*New Memberships in the Calgary Section by Member Type  
April 2000 – March 2011*

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	2	1	8	0	6	2	2	1	3	4	2
Retired Member	0	0	0	0	0	0	0	0	0	0	0
Student Member	4	0	3	0	0	0	0	1	0	1	1
Total	6	1	11	0	6	2	2	2	3	5	3



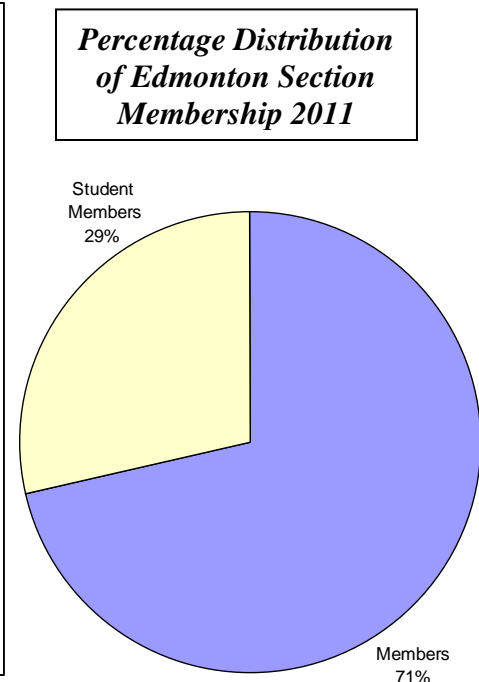
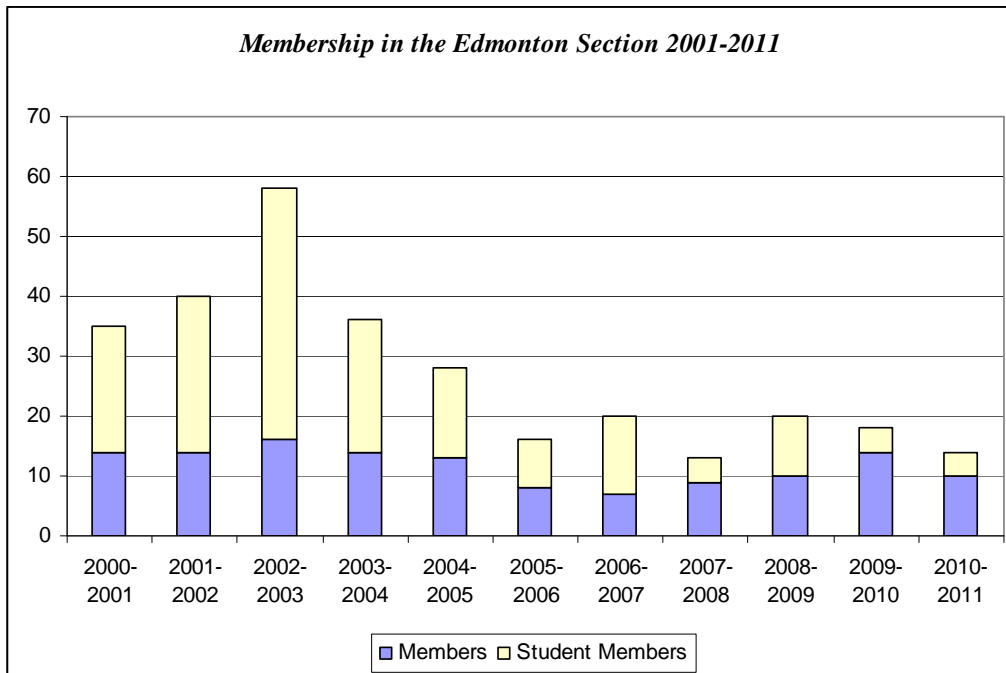
*Discontinued Memberships by in the Calgary Section by Member Type  
April 2002 – March 2011*

<i>Member Type</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	2	8	0	1	6	6	1	5	6
Retired Member	2	1	0	0	0	0	0	0	0
Student Member	1	1	9	2	0	0	2	0	0
Total	5	11	9	3	6	6	3	5	6

The Edmonton section experienced an overall net decrease in membership in 2010-2011 with membership levels falling from 18 to 14; the entire decrease experienced in Member category. The Student members (2) who did not renew their memberships were replaced by 2 new Student members and so the number of students in the section remains unchanged. The number of students in the Edmonton section peaked in 2002-2003 as a direct result of offering complimentary memberships to those participating in the SCOPE (Student Conference on Operations) held at the University of Alberta. It is not realistic to expect that these numbers will ever be achieved again. It is, however, surprising that membership in the section seems to have been unaffected by the fact that CORS 2010 was held in Edmonton.

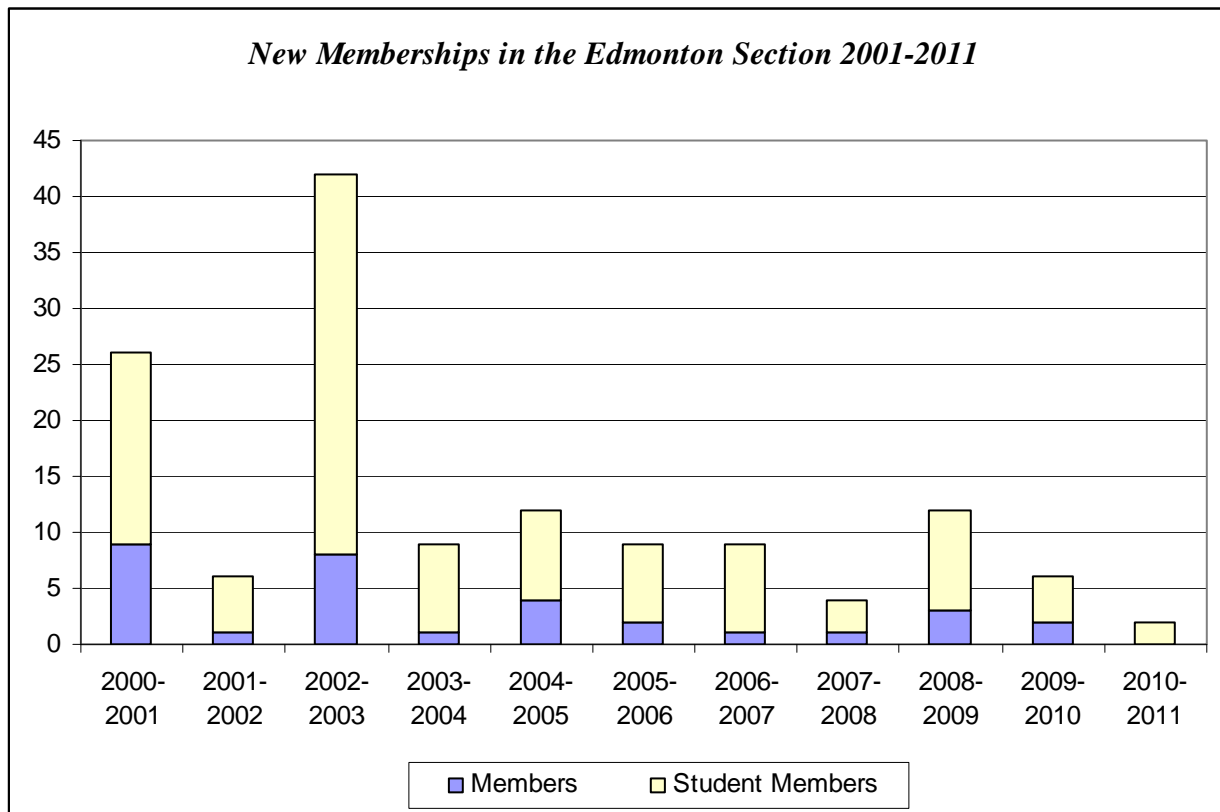
**Membership in the Edmonton Section by Member Type  
2001-2011**

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	14	14	16	14	13	8	7	9	10	14	10
Retired Member	0	0	0	0	0	0	0	0	0	0	0
Student Member	21	26	42	22	15	8	13	4	10	4	4
Total	35	40	58	36	28	16	20	13	20	18	14



*New Memberships in the Edmonton Section by Member Type  
April 2000 - March 2011*

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	9	1	8	1	4	2	1	1	3	2	0
Retired Member	0	0	0	0	0	0	0	0	0	0	0
Student Member	17	5	34	8	8	7	8	3	9	4	2
Total	26	6	42	9	12	9	9	4	12	6	2



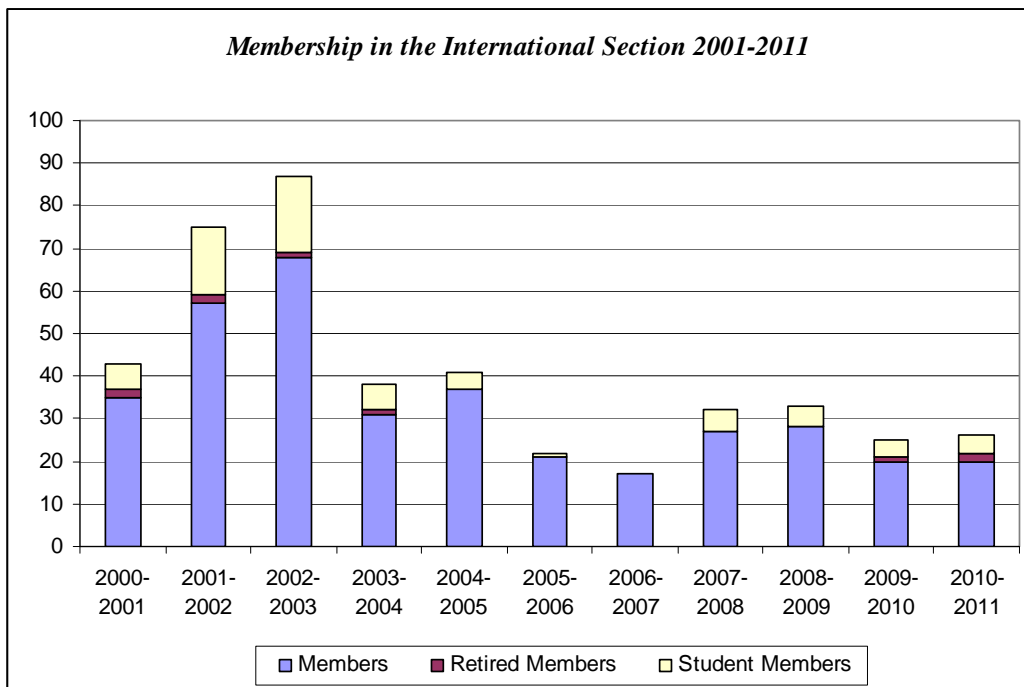
*Discontinued Memberships in the Edmonton Section by Member Type  
April 2002 - March 2011*

<i>Member Type</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	8	4	5	7	2	1	1	2	4
Retired Member	0	0	0	0	0	0	0	0	0
Student Member	12	36	15	12	2	9	3	6	2
Total	20	40	20	19	4	10	4	8	6

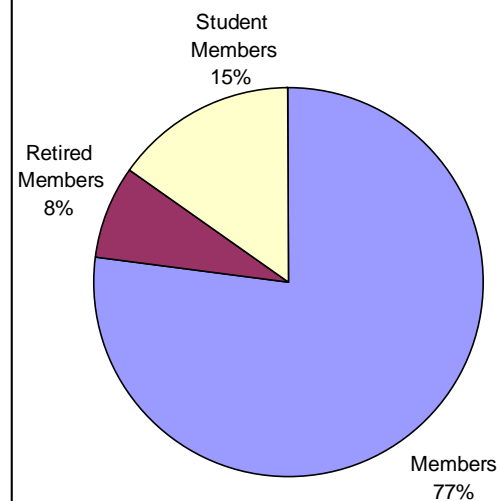
The International section experienced a net increase of one over the past year. One Member changed his membership type to Retired and one Member moved from Canada to the USA changing his section affiliation. The reduced registration fee offered to CORS Members attending CORS 2008 Quebec City and CORS/INFORMS Toronto and appears to be an incentive for international colleagues to join the Society in 2008 and 2009 respectively. As reflected in the figures, however, these memberships are often not renewed. The peak in International members observed in the early 2000s was a consequence of free memberships offered as part of conference registrations. Numbers plummeted when the policy was discontinued in early 2004.

**Membership in the International Section by Member Type  
2001-2011**

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	35	57	68	31	37	21	17	27	28	20	20
Retired Member	2	2	1	1	0	0	0	0	0	1	2
Student Member	6	16	18	6	4	1	0	5	5	4	4
Total	43	75	87	38	41	22	17	32	33	25	26

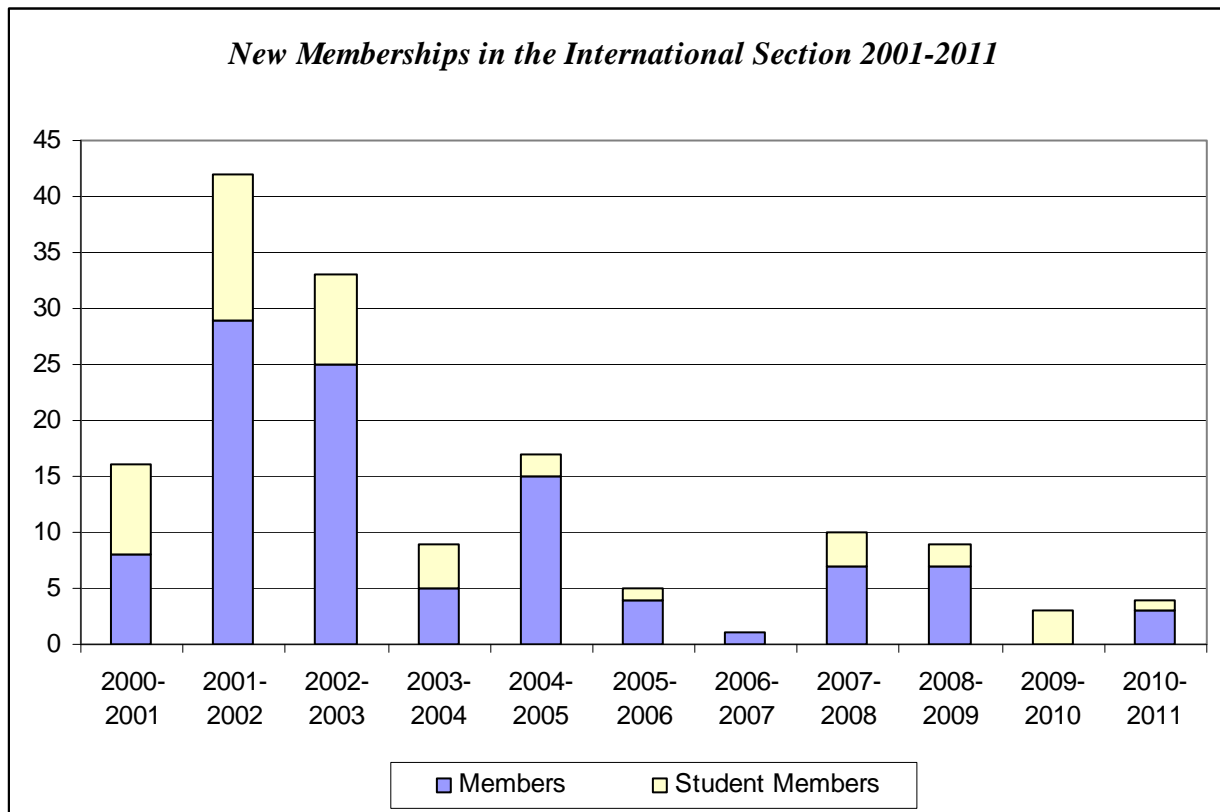


**Percentage Distribution of International Section Membership 2011**



***New Memberships in the International Section by Member Type  
April 2000 – March 2011***

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	8	29	25	5	15	4	1	7	7	0	3
Retired Member	0	0	0	0	0	0	0	0	0	0	0
Student Member	8	13	8	4	2	1	0	3	2	3	1
Total	8	42	33	9	17	5	1	10	9	3	4



***Discontinued Memberships in the International Section by Member Type  
April 2002 – March 2011***

<i>Member Type</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	14	42	10	19	4	1	8	7	5
Retired Member	1	0	1	0	0	0	0	0	0
Student Member	4	15	3	4	1	0	2	3	0
Total	19	57	14	23	5	1	10	10	5

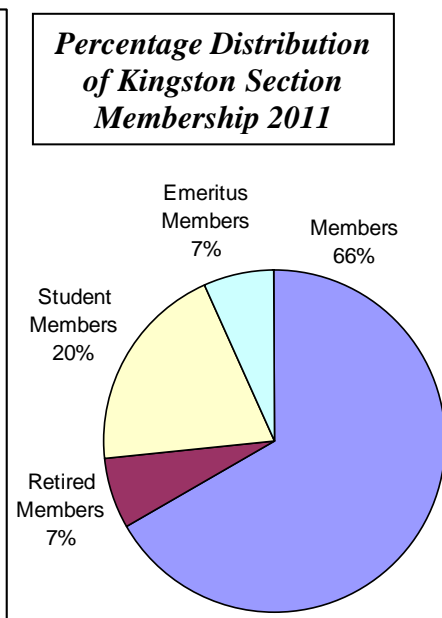
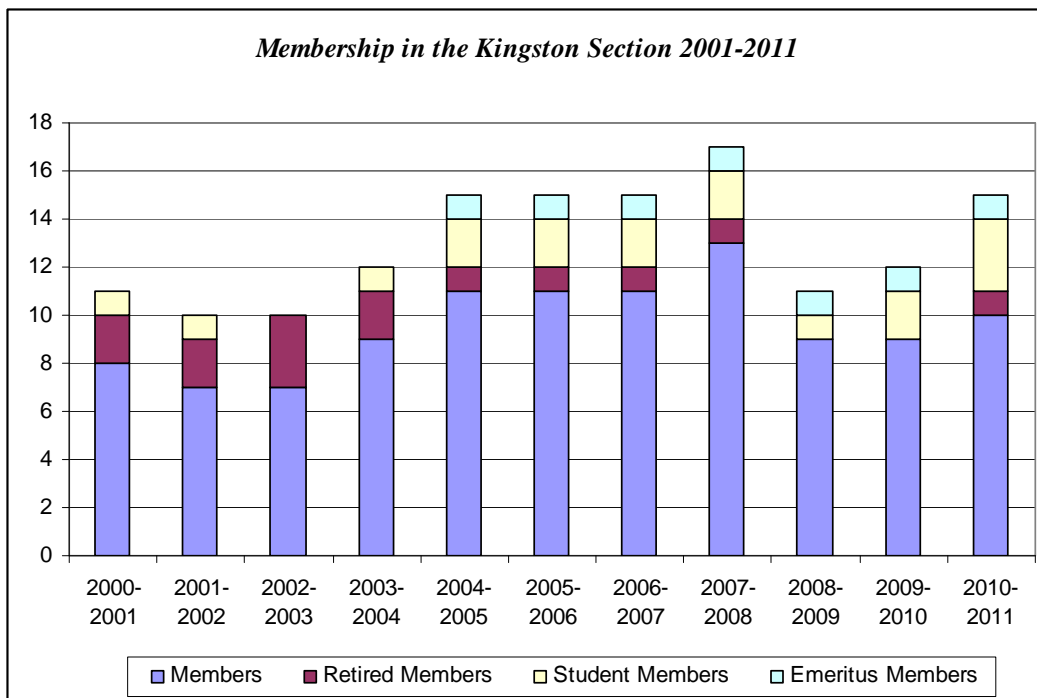
# Membership Statistics by Section

## Kingston Section

For the first time in several years membership in the Kingston section has increased by a significant number, 3, returning it to a level last seen in the mid 2000s. One Member changed his member type to Retired.

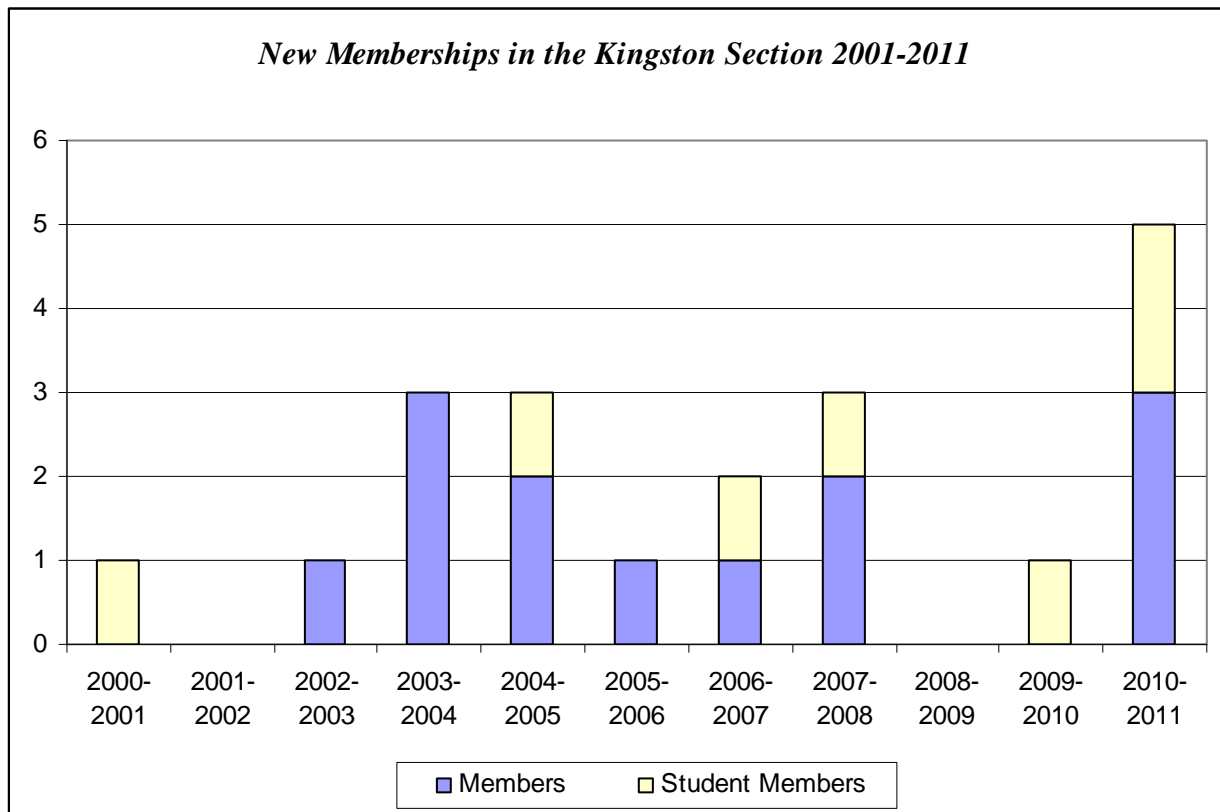
**Membership in the Kingston Section by Member Type  
2001-2011**

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	8	7	7	9	11	11	11	13	9	9	10
Retired Member	2	2	3	2	1	1	1	1	0	0	1
Student Member	1	1	0	1	2	2	2	2	1	2	3
Emeritus Member	0	0	0	0	1	1	1	1	1	1	1
<b>Total</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>12</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>17</b>	<b>11</b>	<b>12</b>	<b>15</b>



*New Memberships in the Kingston Section by Member Type  
April 2000 – March 2011*

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	0	0	1	3	2	1	1	2	0	0	3
Retired Member	0	0	0	0	0	0	0	0	0	0	0
Student Member	1	0	0	0	1	0	1	1	0	1	2
Total	1	0	1	3	3	1	2	3	0	1	5



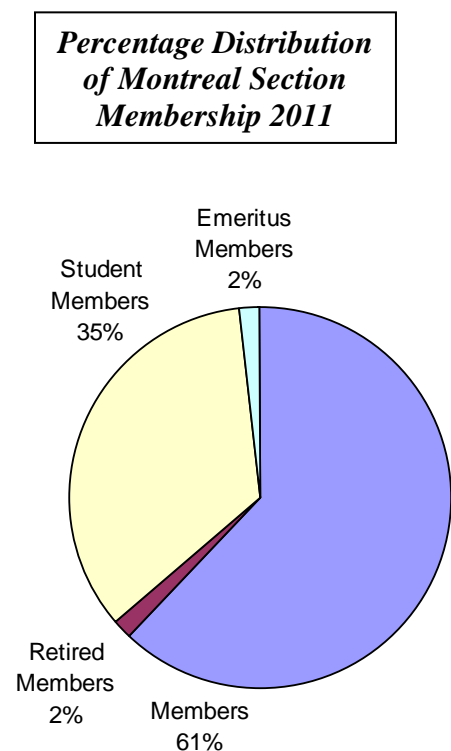
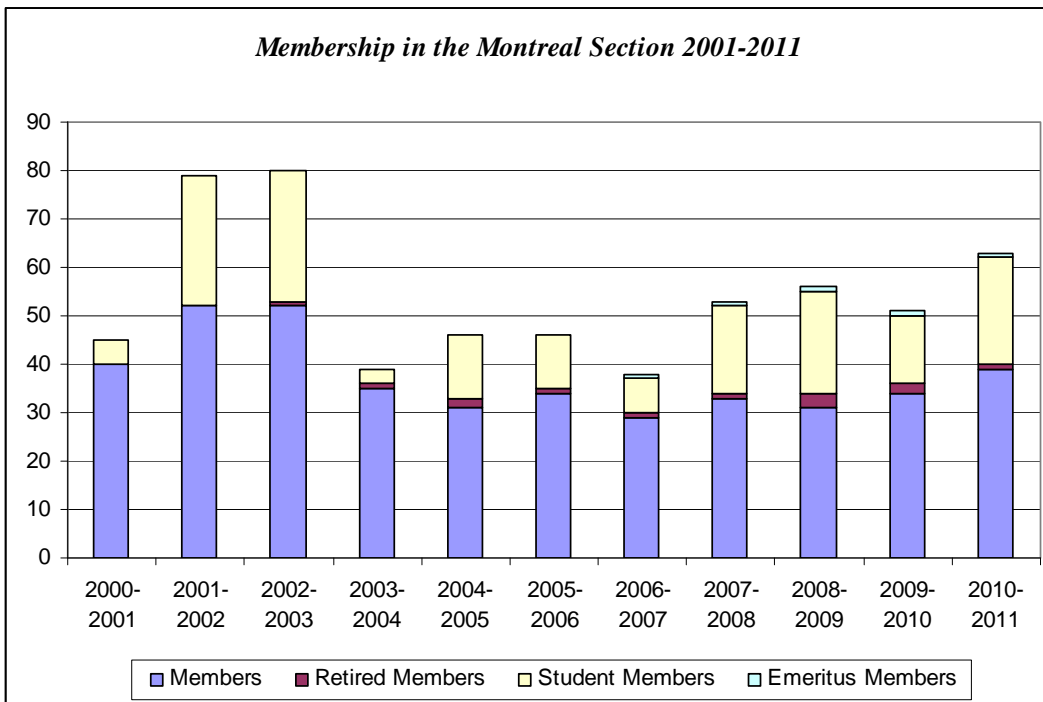
*Discontinued Memberships in the Kingston Section by Member Type  
April 2002 – March 2011*

<i>Member Type</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	1	2	0	2	1	1	4	0	1
Retired Member	0	0	1	0	1	0	1	0	0
Student Member	1	0	0	0	1	1	2	0	2
Total	2	2	1	2	3	2	7	0	3

The Montreal section is dynamic in terms of membership. Over the past year it experienced a net increase of 12 reflected in a net gain of 5 Members, the loss of 1 Retired Member and the addition of 8 Student members. The number of new people attracted to the section is encouraging; including the reinstatement of 3 former Members. The student dynamic is obvious in the figures. Efforts to regain the membership levels in 2002 and 2003 might be achievable by continuing to recruit former members to rejoin CORS.

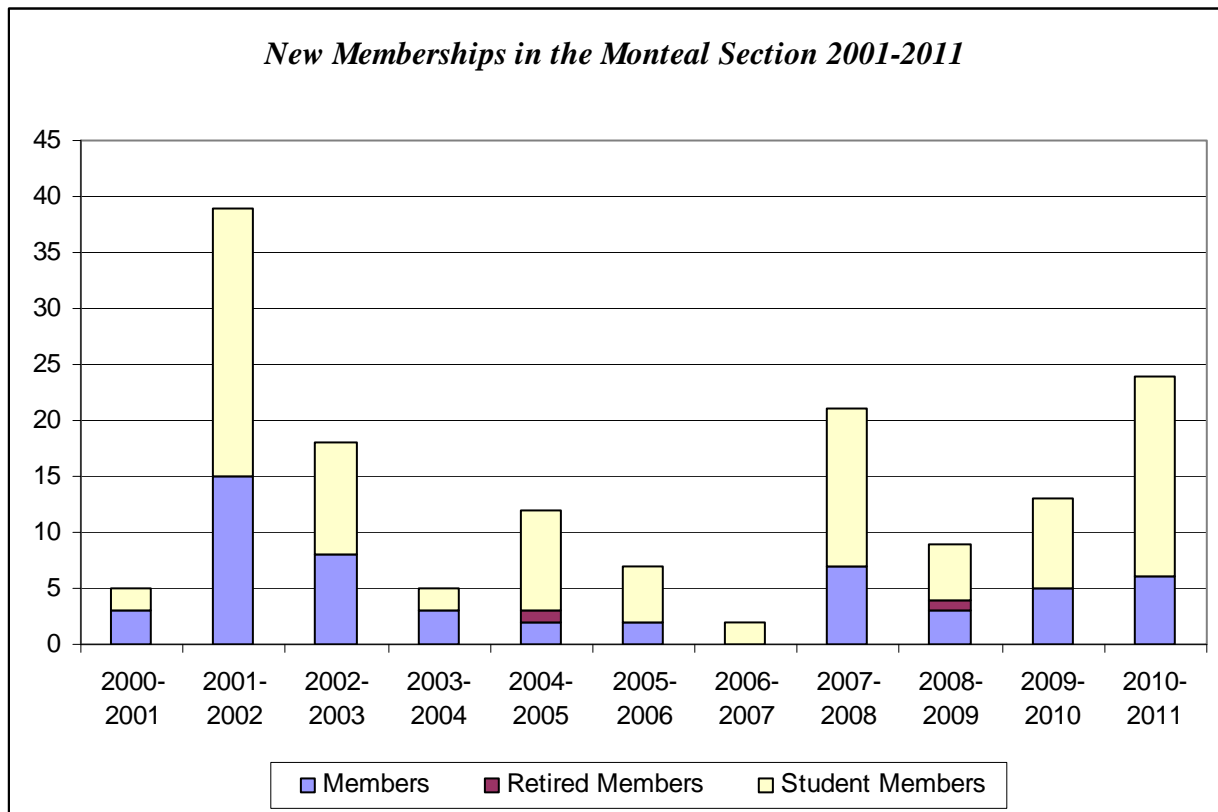
**Membership in the Montreal Section by Member Type  
2001-2011**

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	40	52	52	35	31	34	29	33	31	34	39
Retired Member	0	0	1	1	2	1	1	1	3	2	1
Student Member	5	27	27	3	13	11	7	18	21	14	22
Emeritus Member							1	1	1	1	1
Total	45	79	80	39	46	46	38	53	56	51	63



***New Memberships in the Montreal Section by Member Type  
April 2000 – March 2011***

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>1010-2011</i>
Member	3	15	8	3	2	2	0	7	3	5	6
Retired Member	0	0	0	0	1	0	0	0	1	0	0
Student Member	2	24	10	2	9	5	2	14	5	8	18
Total	5	39	18	5	12	7	2	21	9	13	24



***Discontinued Memberships in the Montreal Section by Member Type  
April 2002 – March 2011***

<i>Member Type</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	7	22	6	0	7	4	5	4	1
Retired Member	0	0	0	1	0	0	0	1	1
Student Member	10	18	1	7	3	4	2	13	9
Total	17	40	7	8	10	8	7	18	11

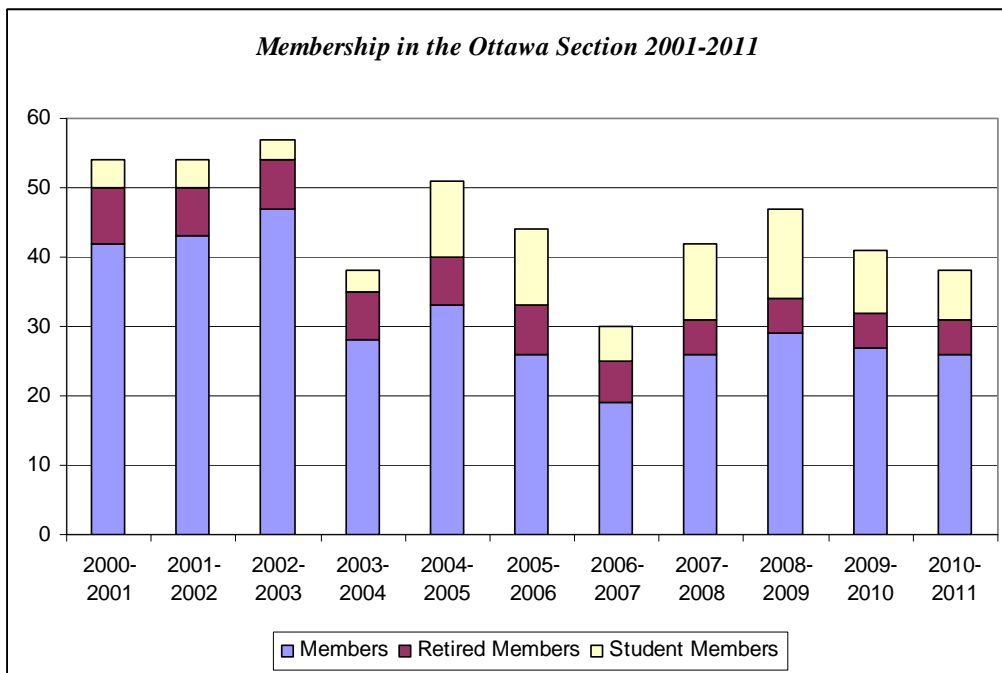
# Membership Statistics by Section

## Ottawa Section

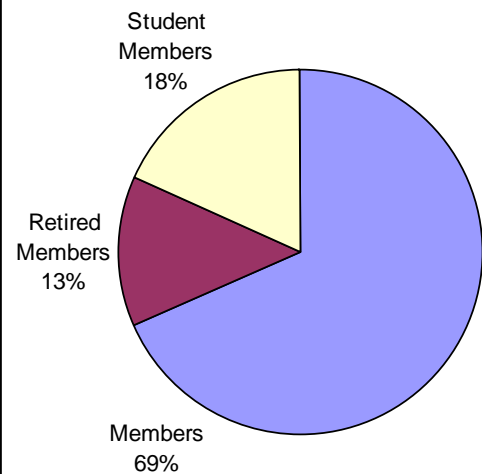
Despite efforts to rejuvenate the Ottawa section with a return to regular section meetings and seminars, for the third straight year, membership in the section has decreased; from 47 in 2009, to 41 in 2010 to 38 in 2011. The section has a large and loyal Retired member population which has remained unchanged in number over the past several years.

**Membership in the Ottawa Section by Member Type  
2001-2011**

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>1010-2011</i>
Member	42	43	47	28	33	26	19	26	29	27	26
Retired Member	8	7	7	7	7	7	6	5	5	5	5
Student Member	4	4	3	3	11	11	5	11	13	9	7
Total	54	54	57	38	51	44	30	42	47	41	38

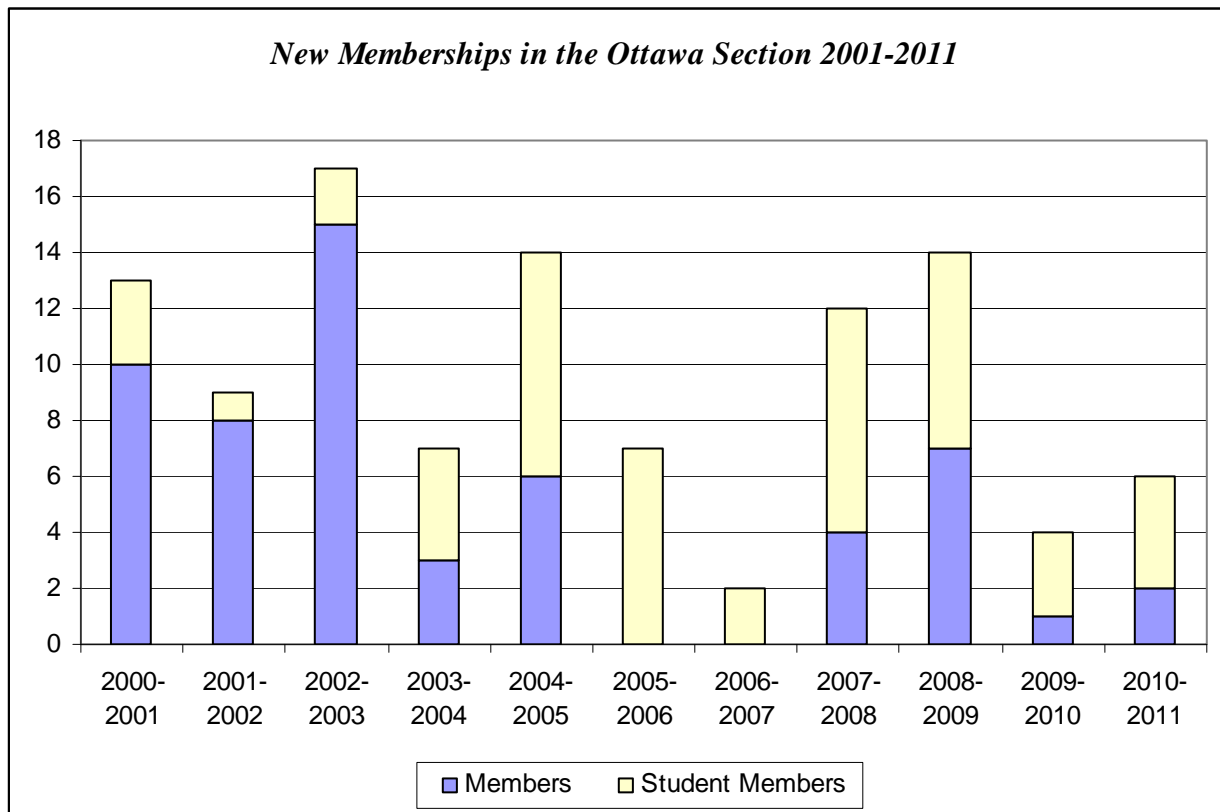


**Percentage Distribution  
of Ottawa Section  
Membership 2011**



***New Memberships in the Ottawa Section by Member Type  
April 2000 – March 2011***

<b><i>Member Type</i></b>	<b><i>2000-2001</i></b>	<b><i>2001-2002</i></b>	<b><i>2002-2003</i></b>	<b><i>2003-2004</i></b>	<b><i>2004-2005</i></b>	<b><i>2005-2006</i></b>	<b><i>2006-2007</i></b>	<b><i>2007-2008</i></b>	<b><i>2008-2009</i></b>	<b><i>2009-2010</i></b>	<b><i>2010-2011</i></b>
Member	10	8	15	3	6	0	0	4	7	1	2
Retired Member	0	0	0	0	0	0	0	0	0	0	0
Student Member	3	1	2	4	8	7	2	8	7	3	4
<b>Total</b>	<b>13</b>	<b>9</b>	<b>17</b>	<b>7</b>	<b>14</b>	<b>7</b>	<b>2</b>	<b>12</b>	<b>14</b>	<b>4</b>	<b>6</b>



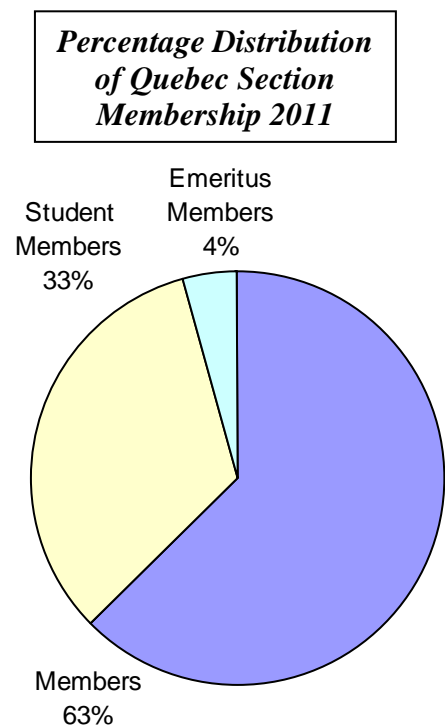
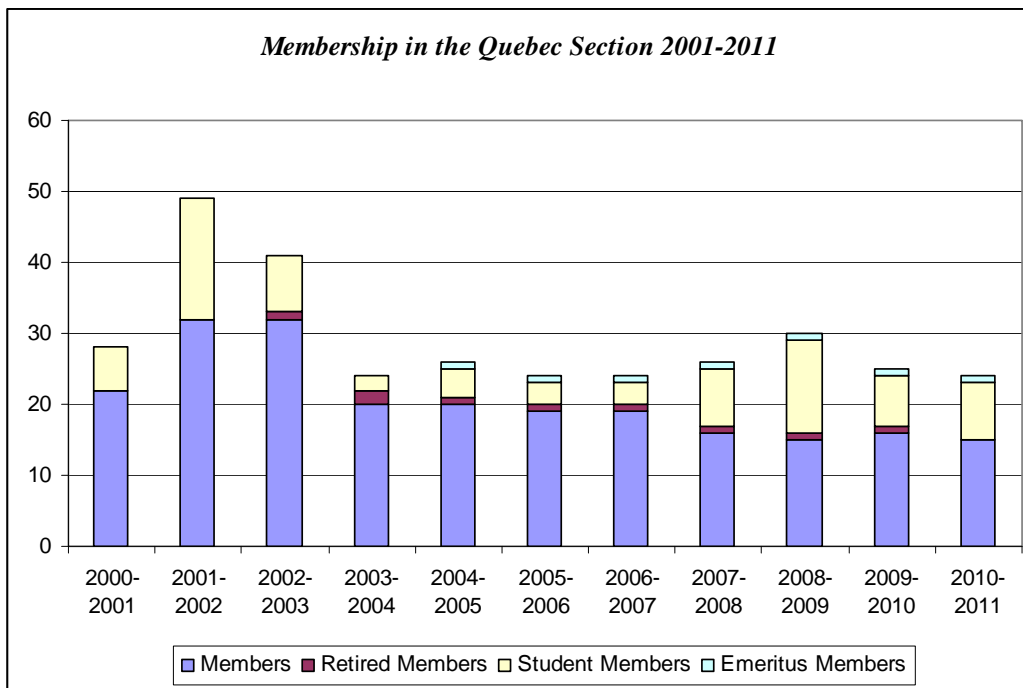
***Discontinued Memberships in the Ottawa Section by Member Type  
April 2002 – March 2011***

<b><i>Member Type</i></b>	<b><i>2002-2003</i></b>	<b><i>2003-2004</i></b>	<b><i>2004-2005</i></b>	<b><i>2005-2006</i></b>	<b><i>2006-2007</i></b>	<b><i>2007-2008</i></b>	<b><i>2008-2009</i></b>	<b><i>2009-2010</i></b>	<b><i>2010-2011</i></b>
Member	11	20	3	7	5	2	3	5	3
Retired Member	0	0	0	1	1	1	0	0	0
Student Member	3	2	0	8	8	2	6	5	3
<b>Total</b>	<b>11</b>	<b>20</b>	<b>3</b>	<b>7</b>	<b>14</b>	<b>5</b>	<b>9</b>	<b>10</b>	<b>6</b>

Since 2004, total membership in the Quebec section has remained in the range of 24-26 people. Over this period however the number of Members has decreased from 20 in 2004 to 15 in 2011 with increases in the Student member category serving to maintain the overall level. In 2009, the CORS Diploma was an incentive for attracting Université Laval students to join the Society. Efforts on the part of the Diploma Coordinator to promote the program should continue.

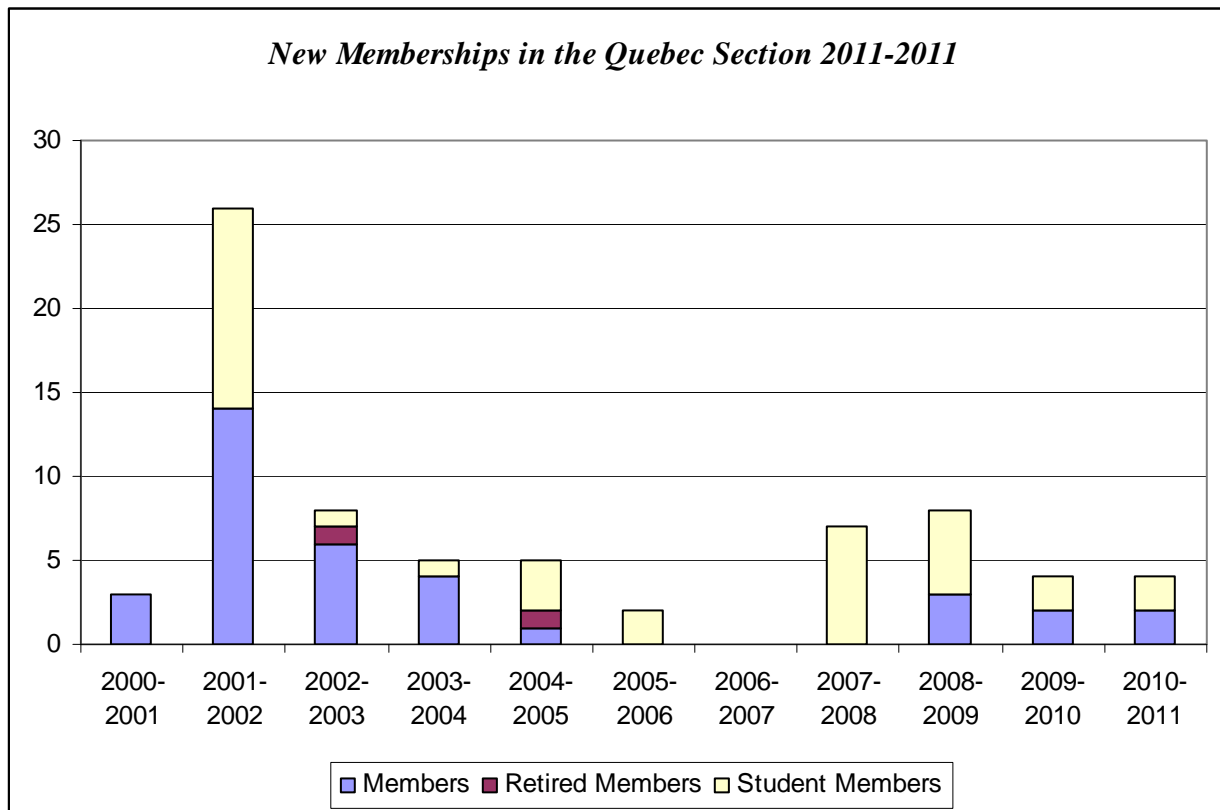
***Membership in the Quebec Section by Member Type  
2001-2011***

<b><i>Member Type</i></b>	<b><i>2000-2001</i></b>	<b><i>2001-2002</i></b>	<b><i>2002-2003</i></b>	<b><i>2003-2004</i></b>	<b><i>2004-2005</i></b>	<b><i>2005-2006</i></b>	<b><i>2006-2007</i></b>	<b><i>2007-2008</i></b>	<b><i>2008-2009</i></b>	<b><i>2009-2010</i></b>	<b><i>1010-2011</i></b>
Member	22	32	32	20	20	19	19	16	15	16	15
Retired Member	0	0	1	2	1	1	1	1	1	1	0
Student Member	6	17	8	2	4	3	3	8	13	7	8
Emeritus Member					1	1	1	1	1	1	1
<b>Total</b>	<b>28</b>	<b>49</b>	<b>41</b>	<b>24</b>	<b>26</b>	<b>24</b>	<b>24</b>	<b>26</b>	<b>30</b>	<b>25</b>	<b>24</b>



***New Memberships in the Quebec Section by Member Type  
April 2000 – March 2011***

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	3	14	6	4	1	0	0	0	3	2	2
Retired Member	0	0	1	0	1	0	0	0	0	0	0
Student Member	0	12	1	1	3	2	0	7	5	2	2
<b>Total</b>	<b>3</b>	<b>26</b>	<b>8</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>8</b>	<b>4</b>	<b>4</b>



***Discontinued Memberships in the Quebec Section by Member Type  
April 2002 – March 2011***

<i>Member Type</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	7	14	3	2	0	2	4	3	2
Retired Member	0	0	0	0	0	0	0	0	1
Student Member	7	7	0	2	0	2	1	7	1
<b>Total</b>	<b>14</b>	<b>21</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>5</b>	<b>10</b>	<b>4</b>

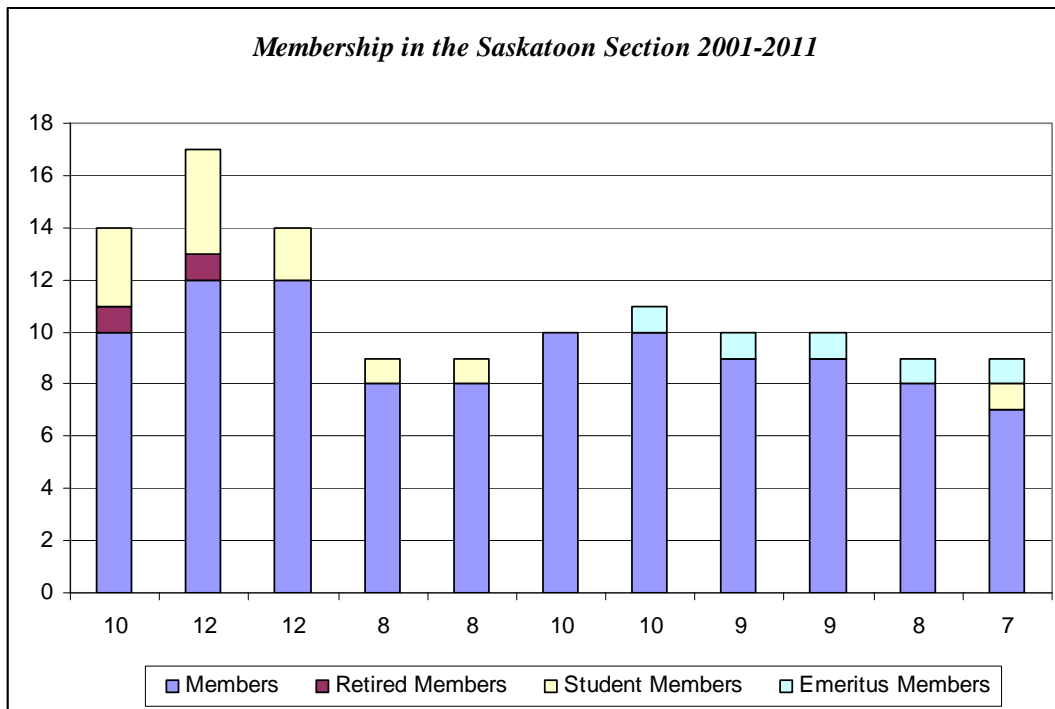
# Membership Statistics by Section

## Saskatoon

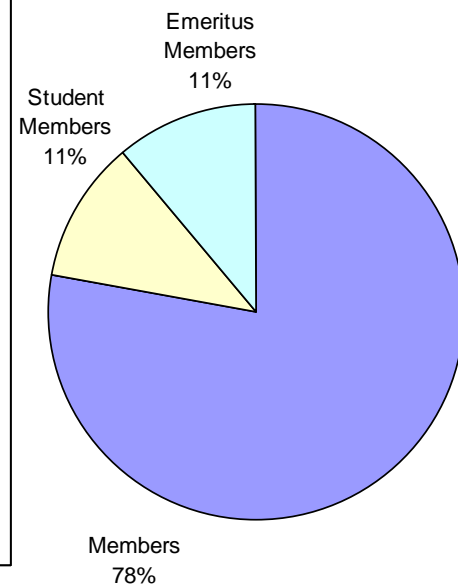
Overall membership in the Saskatoon section remained unchanged from last year. One Member decided not to renew their membership but for the first time in several years a student joined the Society. No Diplomas have been issued to students at the University of Saskatchewan since 2002 and there is currently no Diploma Coordinator at the institution.

**Membership in the Saskatoon Section by Member Type  
2001-2011**

Member Type	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Member	10	12	12	8	8	10	10	9	9	8	7
Retired Member	1	1	0	0	0	0	0	0	0	0	0
Student Member	3	4	2	1	1	0	0	0	0	0	1
Emeritus Member							1	1	1	1	1
Total	14	17	14	9	9	10	11	10	10	9	9

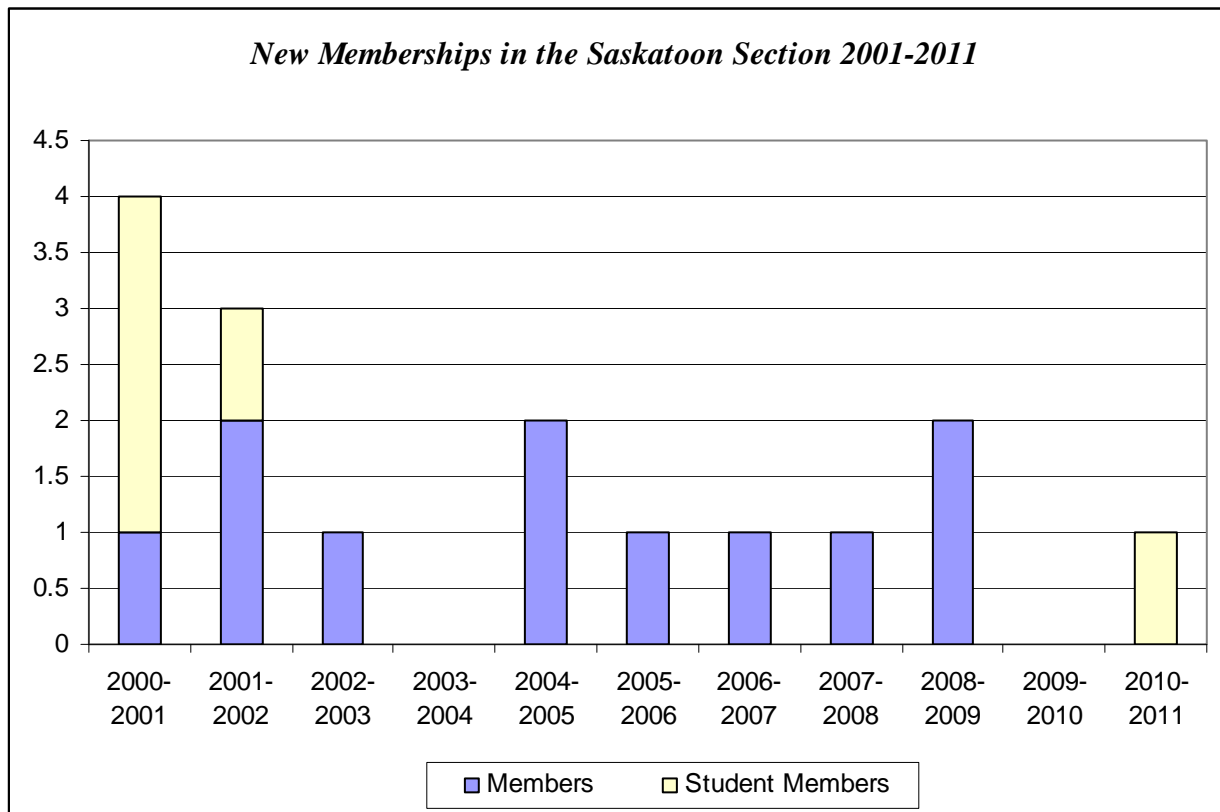


**Percentage Distribution  
of Saskatoon Section  
Membership 2011**



*New Memberships in the Saskatoon Section by Member Type  
April 2000 – March 2011*

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	1	2	1	0	2	1	1	1	2	0	0
Retired Member	0	0	0	0	0	0	0	0	0	0	0
Student Member	3	1	0	0	0	0	0	0	0	0	1
Total	4	3	1	0	2	1	1	1	2	0	1



*Discontinued Memberships in the Saskatoon Section by Member Type  
April 2002 – March 2011*

<i>Member Type</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	1	4	1	0	1	2	1	1	1
Retired Member	1	0	0	0	0	0	0	0	0
Student Member	2	1	0	0	0	0	0	0	0
Total	4	5	1	0	1	2	1	1	1

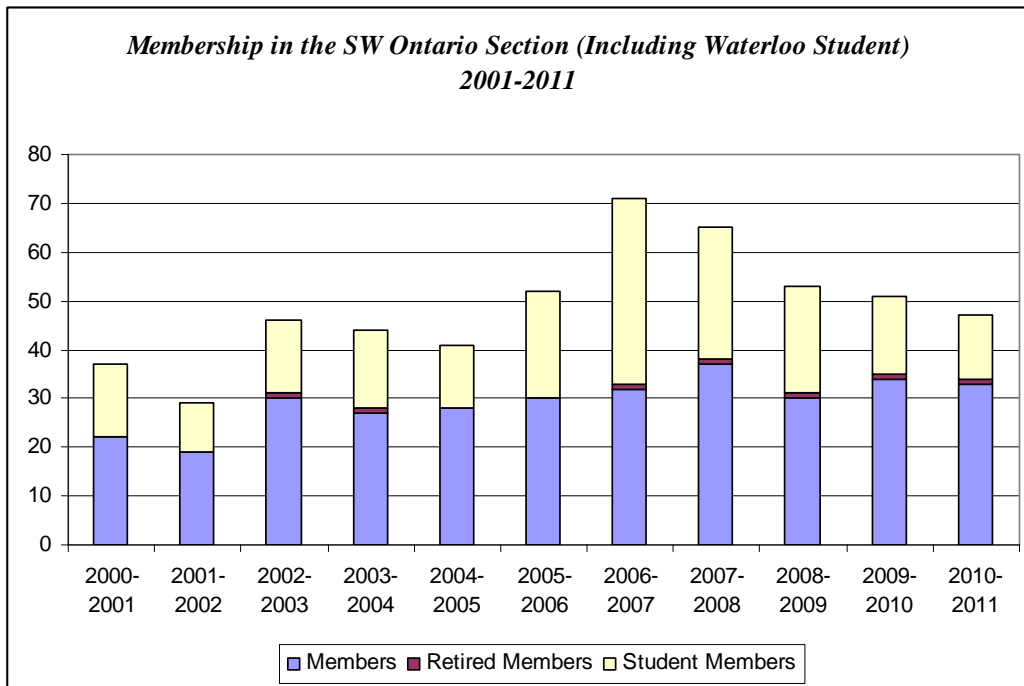
# Membership Statistics by Section

## SW Ontario (including Waterloo Student) Section

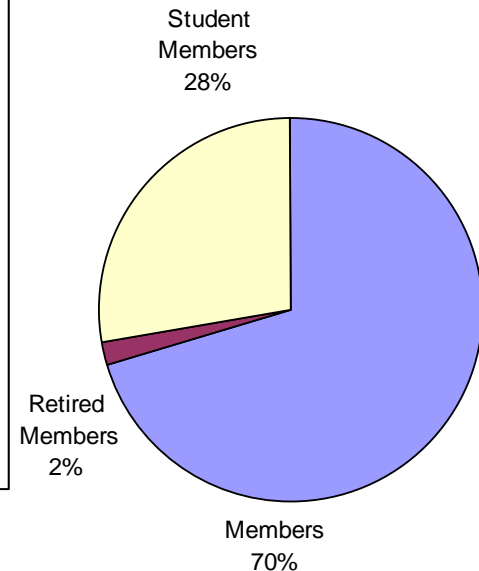
Over the past year, this section has experienced a net loss in membership of 4 reflected in the loss of 1 Member and a net decrease in Student members of 3. Only one of the Student members in SW Ontario is not affiliated with the Waterloo Student section. This is a reversal from five or six years ago when Waterloo Students accounted for less than a quarter of the Students in the SW Ontario section. The decrease in Student members from the sections in SW Ontario needs to be stemmed.

**Membership in the SW Ontario Section (Including Waterloo Student) by Member Type  
2001-2011**

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	22	19	30	27	28	30	32	37	30	34	33
Retired Member	0	0	1	1	0	0	1	1	1	1	1
Student Member	15	10	15	16	13	22	38	27	22	16	13
Total	37	29	46	44	41	52	71	65	53	51	47

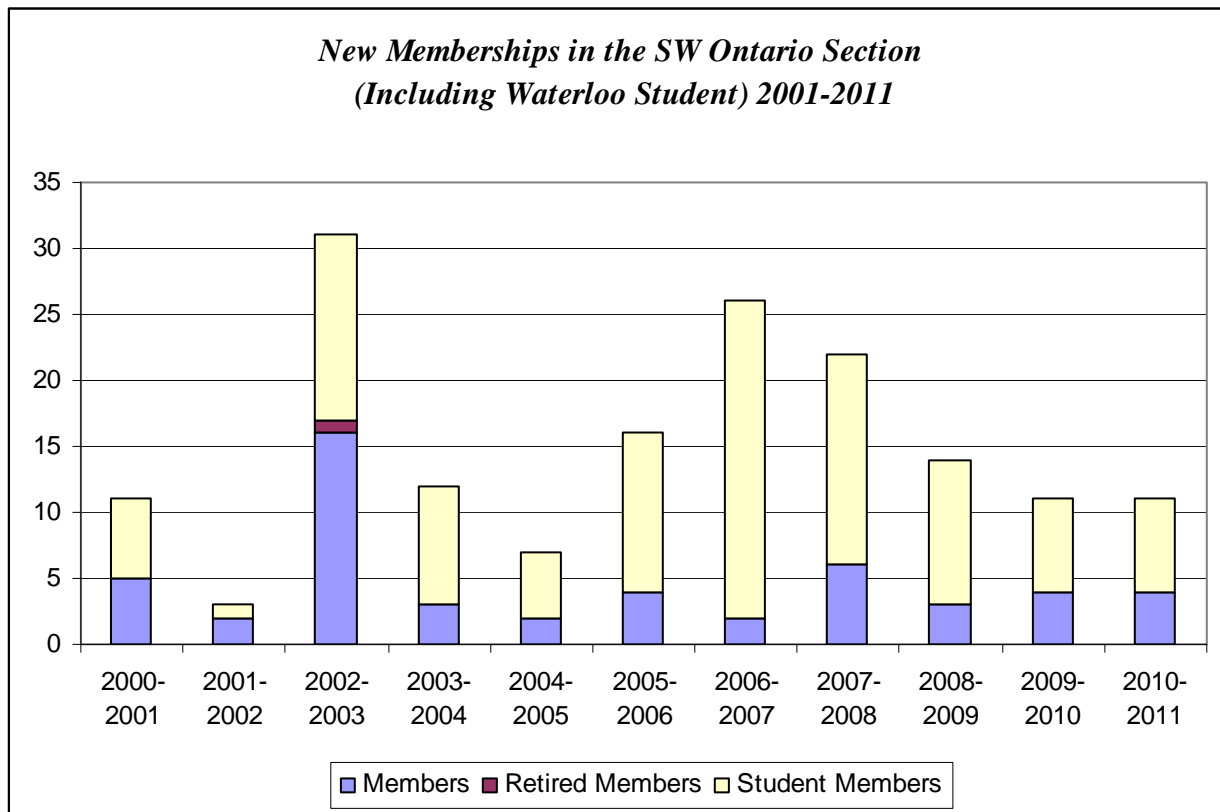


**Percentage Distribution  
of SW Ontario Section  
Membership (Including  
Waterloo Student) 2011**



***New Memberships in the SW Ontario Section (Including Waterloo Student) by Member Type  
April 2000 – March 2011***

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	5	2	16	3	2	4	2	6	3	4	4
Retired Member	0	0	1	0	0	0	0	0	0	0	0
Student Member	6	1	14	9	5	12	25	16	11	7	7
Total	11	3	31	12	7	16	27	32	14	11	11



***Discontinued Memberships in the SW Ontario Section (Including Waterloo Student) by Member Type  
April 2002 – March 2011***

<i>Member Type</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	2	1	2	5	1	4	10	1	5
Retired Member	0	0	0	0	0	0	0	0	0
Student Member	4	3	13	6	7	27	10	10	7
Total	6	4	15	11	8	31	20	11	12

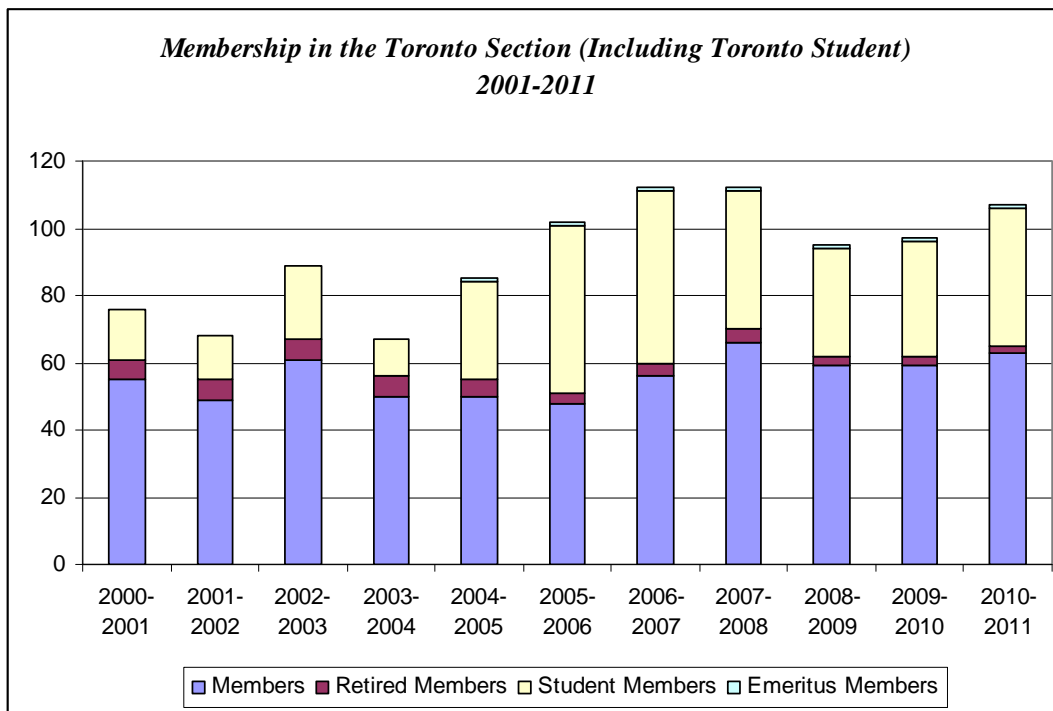
# Membership Statistics by Section

## Toronto and Toronto Student Sections

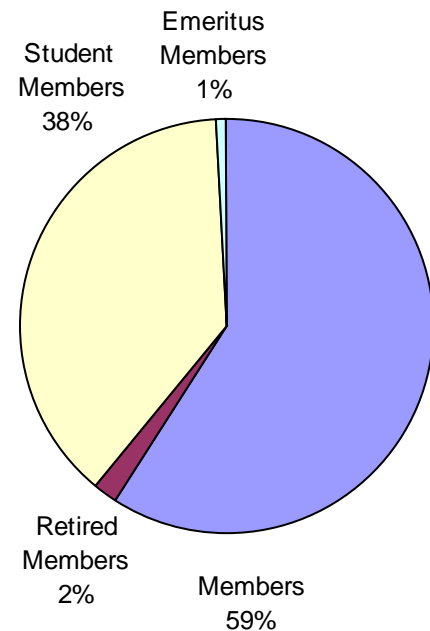
In 2010-2011, the Society's largest Section experienced an increase in membership of 10. The number of Members increase by 4 from last year, a Retired member did not renew, and the student population increased by 7. The section continues to attract new members and will continue to grow as long as existing members decide to retain their memberships.

**Membership in the Toronto Sections by Member Type  
2001-2011**

Member Type	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Member	55	49	61	50	50	48	56	66	59	59	63
Retired Member	6	6	6	6	5	3	4	4	3	3	2
Student Member	15	13	22	11	29	50	51	41	32	34	41
Emeritus Member					1	1	1	1	1	1	1
Total	76	68	88	67	85	102	112	112	95	97	107

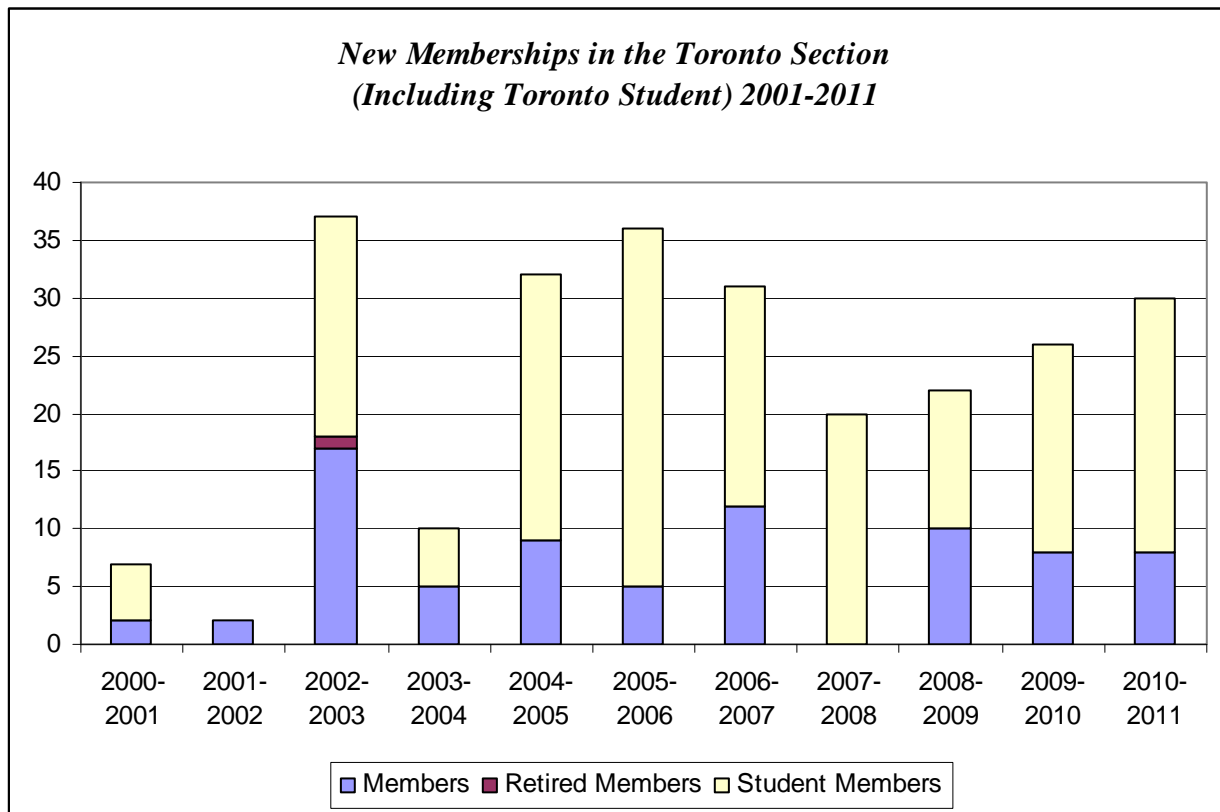


**Percentage Distribution  
of Toronto Sections  
Membership 2011**



***New Memberships in the Toronto Sections by Member Type  
April 2000 – March 2011***

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	2	2	17	5	9	5	10	14	10	8	8
Retired Member	0	0	1	0	0	0	0	0	0	0	0
Student Member	5	0	19	5	23	31	19	20	12	18	22
Total	7	2	37	10	32	36	29	34	22	26	30



***Discontinued Memberships in the Toronto Sections by Member Type  
April 2002 – March 2011***

<i>Member Type</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	10	21	6	8	8	10	15	11	4
Retired Member	1	0	1	2	0	0	1	0	1
Student Member	12	16	7	14	16	28	19	15	13
Total	22	37	14	24	24	38	35	26	18

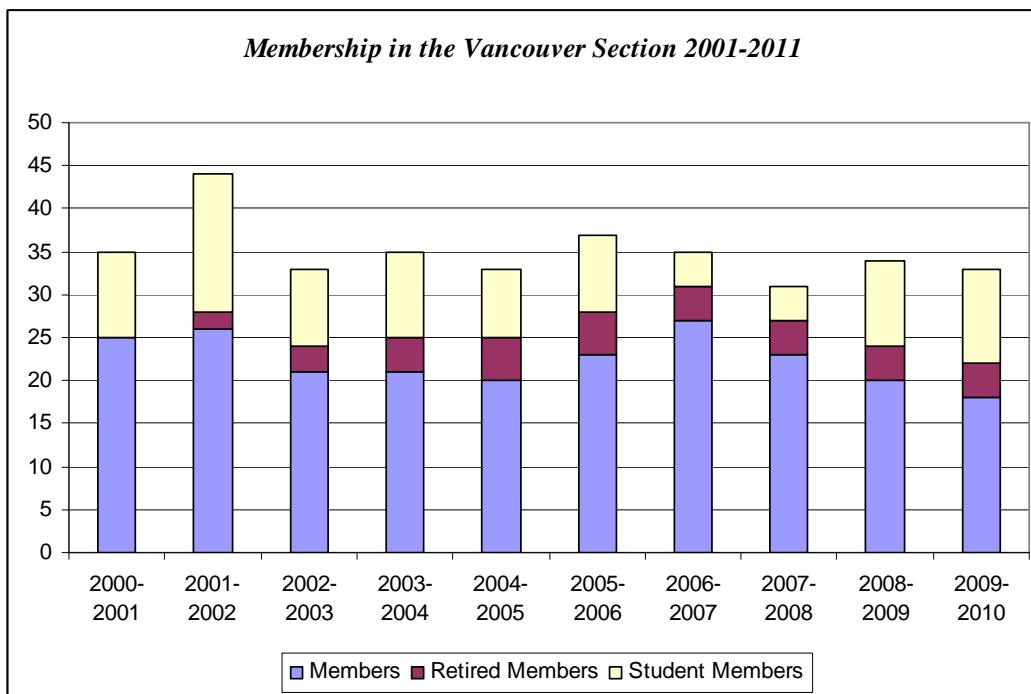
# Membership Statistics by Section

## Vancouver Section

More Members left the Vancouver section than joined this past year resulting in a net loss of 2 Members. The number of Student members in the section grew by 1 and remains significantly larger than the number seen in 2008 and 2009.

**Membership in the Vancouver Section by Member Type  
2001-2011**

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	27	25	26	21	21	20	23	27	23	20	18
Retired Member	0	0	2	3	4	5	5	4	4	4	4
Student Member	11	10	16	9	10	8	9	4	4	10	11
Total	38	35	44	33	35	33	37	35	31	34	33

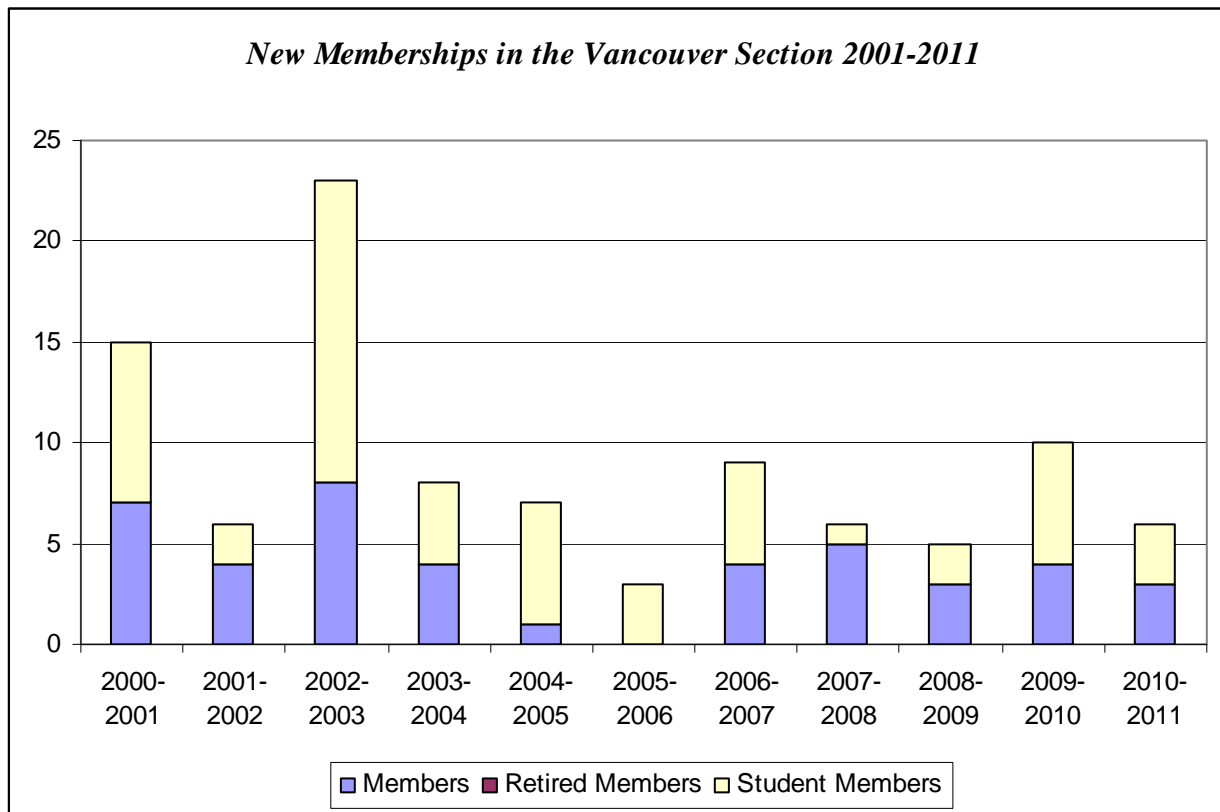


**Percentage Distribution  
of Vancouver Section  
Membership 2011**



*New Memberships in the Vancouver Section by Member Type  
April 2000 – March 2011*

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	7	4	8	4	1	0	4	5	3	4	3
Retired Member	0	0	0	0	0	0	0	0	0	0	0
Student Member	8	2	15	4	6	3	5	1	2	6	3
Total	15	6	23	8	7	3	9	6	5	10	6



*Discontinued Memberships in the Vancouver Section by Member Type  
April 2002 – March 2011*

<i>Member Type</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	6	10	2	2	4	3	7	7	5
Retired Member	0	0	0	0	2	2	0	0	0
Student Member	9	10	4	4	5	4	6	0	1
Total	15	20	6	6	11	9	13	7	6

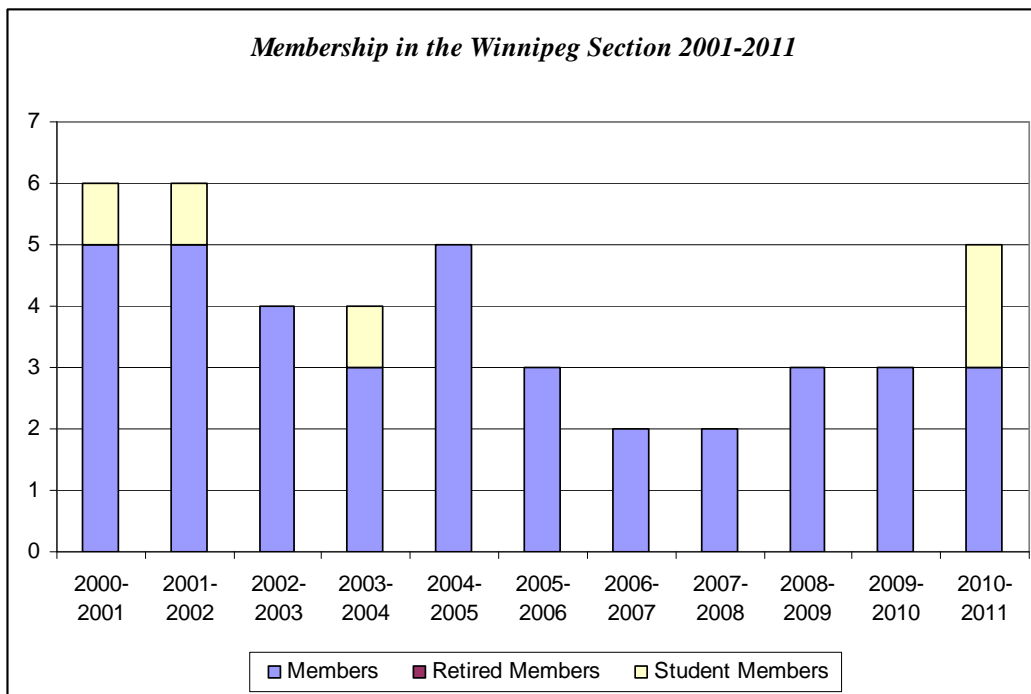
# Membership Statistics by Section

## Winnipeg

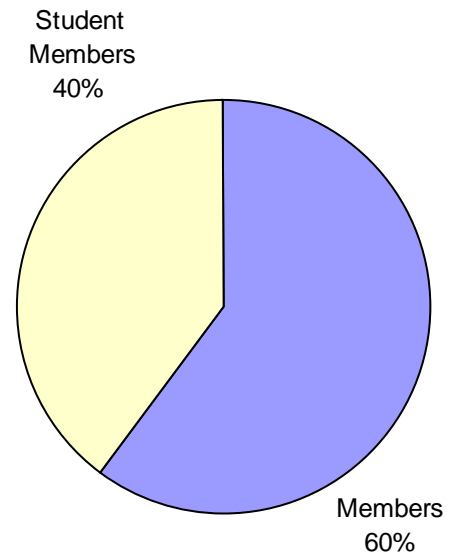
The Winnipeg remains the smallest section in the Society with only five members but for the first time since 2005 Student members have been recruited to the section.

**Membership in the Winnipeg Section by Member Type  
2001-2011**

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	5	5	4	3	5	3	2	2	3	3	3
Retired Member	0	0	0	0	0	0	0	0	0	0	0
Student Member	1	1	0	1	0	0	0	0	0	0	2
<b>Total</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>5</b>



**Percentage Distribution  
of Winnipeg Section  
Membership 2011**



***New Memberships in the Winnipeg Section by Member Type  
April 2000 – March 2011***

<i>Member Type</i>	<i>2000-2001</i>	<i>2001-2002</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	1	2	1	0	4	0	0	0	1	0	1
Retired Member	0	0	0	0	0	0	0	0	0	0	0
Student Member	0	1	0	1	0	0	0	0	0	0	2
Total	1	3	1	1	4	0	0	0	1	0	3



***Discontinued Memberships in the Winnipeg Section by Member Type  
April 2002 – March 2011***

<i>Member Type</i>	<i>2002-2003</i>	<i>2003-2004</i>	<i>2004-2005</i>	<i>2005-2006</i>	<i>2006-2007</i>	<i>2007-2008</i>	<i>2008-2009</i>	<i>2009-2010</i>	<i>2010-2011</i>
Member	1	1	2	1	1	0	0	0	0
Retired Member	0	0	0	0	0	0	0	0	0
Student Member	0	0	1	0	0	0	0	0	0
Total	1	1	3	1	1	0	0	0	0