



## **Section 2**

### **General Procedures**

## NUMBER 2.1      GENERAL COMMITTEE PROCEDURES

***EFFECTIVE: OCTOBER, 1998***

### ***POLICY***

Committees are established to undertake activities and projects to serve the Institute, its members, and the profession of Operations Research and the Management Sciences.

The procedures in this section apply to all Board committees, unless they are superseded by a specialized procedure elsewhere in this manual.

### ***PROCEDURES***

***Members:*** Each year the President appoints committee chairs, with Board approval, and committee members, with Executive Committee approval, at the start of her or his term. Most committee terms begin on January 1. The prize committees have terms beginning all through the year to facilitate their specialized activities.

Each committee specifies in its Policies and Procedures section the procedure for committee selection. The length of the terms of members and chairs typically vary from one to five years of service. For some committees, the chair is normally chosen from among the senior members of the committee. Many committees stagger appointments of committee members for continuity.

A committee member or Chair must be a member of INFORMS at the time of appointment.

***Relation to INFORMS Board:*** Committee chairs will be notified about upcoming Board Meetings by the Board Services Administrator. Board Meetings are always held in Spring and Fall, with the fall meeting occurring at the INFORMS Annual Meeting, and there may be interim meetings in Winter and Summer. Each committee normally submits a written report to their Board Liaison and the Board Services Administrator in the INFORMS office three weeks preceding Board Meetings. These reports are distributed to all Board members.

Committee reports to the Board are of two types: (1) information such as progress on current projects and (2) motions to the Board that require a vote of the Board. Activities that require a vote of the Board include:

- Proposals to spend money in excess of the approved budget
- Approval of contracts or agreements
- Any out-of-the-ordinary use of the INFORMS name or logo
- New publications
- New prizes

- New major activities
- Joint activities with other societies

Committees may also propose a special type of motion, called a “sense of the board,” to obtain approval and guidance from the Board for a concept.

***Procedures to make a motion:*** Four weeks preceding a Board Meeting inform the Secretary, the Board Liaison, and the Board Services Administrator in the INFORMS office that the committee has an item for the agenda.

Three weeks preceding a Board Meeting submit to the Secretary, the Board Liaison, and the Board Services Administrator in the INFORMS office, a statement of the proposed motion and one or two paragraphs stating why the motion should be passed.

***Voting on Motions:*** Except where committee protocols specify otherwise, all committees may conduct voting on motions by mail ballot, including e-mail ballots, provided that there has been ample opportunity for discussion and debate among committee members on the merits of the item submitted for vote. Such opportunity for discussion and debate will normally be a meeting, including telephone or computer conference, open to and announced and scheduled to achieve the maximum participation by the full committee. Once voting has commenced, it may not be interrupted by any motion, including a motion to amend or lay on the table the item submitted for voting.

***Relation to the INFORMS Executive Committee:*** The Executive Committee consists of the President, the President-Elect, the Past President, the Treasurer, and the Secretary. This group meets frequently (for example, every two weeks) with the Executive Director and the Board Services Administrator. If a committee needs guidance or has a recommendation that needs attention before the next Board Meeting, the Chair should contact the Secretary or any other appropriate member of the Executive Committee.

***Relation to the Board Liaison:*** A committee’s Board Liaison serves as the committee’s voice at Board Meetings. It is important that the chairs keep their Liaison well informed to insure that the Liaison can accurately and fully represent them at Board Meetings.

***Updating the Policies and Procedures Manual:*** At any time a committee may submit, to the Secretary, an addition or change to their section of this Manual. Minor changes can be approved by the Secretary; more significant changes require approval by the Executive Committee; and major changes require approval by the Board. It is an important job for chairs to update the Policies and Procedures Manual so that future chairs and INFORMS can benefit from their experience.

***New Committees:*** At the next Board Meeting following the formation of a new committee, the Chair submits a section, to the Secretary, for the *Policies and Procedures Manual* which requires board approval. The section includes a description of the function or purpose of the committee; the procedure for committee membership; and operating procedures.

***Committee Records and Correspondence:*** The Chair is required to send a list of members and their terms of membership, start and end dates, to the Board Services Administrator at the INFORMS office.

Departing committee Chairs should send committee files and previous committee correspondence to the new Chair. Name, address and phone number of new chair can be obtained from the INFORMS office. If a new committee Chair has not obtained these files, he/she should call or write the preceding chair of this committee.

Copies of all major committee external correspondence should be sent to the Board Liaison, Board Services Administrator, and the appropriate INFORMS office staff member. Major correspondence includes those that create a long-term commitment for the Institute.

***Committee Budget and Expenses:*** The Board budget is established on a calendar year basis. The budget for a particular year is approved by the Board at the preceding Spring Board meeting and is subsequently revised as needed at the Fall National meeting preceding the beginning of the budget year.

Consequently, a new committee Chair inherits a budget. Planned expenses which significantly exceed the committee's budget must be approved by the Board. Should quicker action be required, modes over-budget expenditures can be funded by the Executive Committee, using a Board-approved contingency fund.

The typical committee budget is intended to cover routine administrative expenses such as supplies, postage, telephone, and copying. A few committees have other planned routing expenses, such as publication of the student newsletter, or planned irregular expenses, such as conducting the membership survey.

Expenses can be reimbursed by sending a request for reimbursement with supporting documentation to the Board Services Administrator in the INFORMS office.

The Chair of each committee will be asked each Spring by the Finance Committee for the budget recommendation for the committee for the following year. Generally speaking, the budget recommendation should reflect current committee expenditure levels and plans for increased or decreased activities. The INFORMS office can supply a history of committee expenses.

***Committee Travel:*** Committee or committee Chair travel is reimbursed by INFORMS only under special circumstances. Normally such circumstances will be inherent in the committee's charge **and the anticipated travel expenses will be included in the committee budget. An example is a site visit to evaluate a vendor in a competitive selection process. To qualify for reimbursement, travel must be approved in advance by the Treasurer. The Institute does not fund travel to National and International meetings.**

***RELATED DOCUMENTS:***

**INFORMS Policies and Procedures Manual, Section 3.4, Availability and Confidentiality of INFORMS Documents and Minutes**

**INFORMS Policies and Procedures Manual, Section 4.5, Board Liaisons**

## **NUMBER 2.2          ANNUAL BUDGETS**

***EFFECTIVE: JANUARY 2011***

### ***POLICY***

An annual income and expense budget is prepared by the INFORMS office and the Treasurer for review and approval by the Board at the fall meeting. This budget reflects input from and negotiations with the committees overseeing the Institute's various operating units.

All INFORMS office expenses as can be allocated practically to identifiable activities shall be allocated to those activities in the budget. This is intended to help manage the INFORMS office better and to help the Board understand the complete cost of various Institute activities.

Budgets are approved annually. It is firmly intended that all departments operate within their budgets. If it appears that the expense budget for a particular operating unit will be overspent in one line item, it is the responsibility of the involved management to compensate by under spending an equal amount in other line items. If a shortfall of revenue from a revenue-producing unit is anticipated, the involved management should compensate by under spending their expense budget. However, the Board will consider at any time proposals to overspend approved budgets if the need can be justified. Such a proposal should be submitted to the Treasurer who will evaluate it and forward to the Board with a recommended action.

It shall be the responsibility of the Finance Committee, with the support of the INFORMS office, to recommend budget levels of activities to the Board. The steps of the budget development shall be as follows: 1.) At least 75 days before the spring board meeting the INFORMS directors shall initiate discussion with his/her Committee Chairs regarding their Committee's budget level. 2.) At least 45 days before the spring board meeting the Director and Committee Chair shall jointly submit a budget in writing to the Finance Committee and the INFORMS office. 3.) At least 30 days before the summer board meeting budget revisions to be discussed at the board meeting shall be submitted in writing to the Finance Committee and the INFORMS office. 4.) At least 30 days before the fall board meeting budget revisions to be discussed at the board meeting shall be submitted in writing to the Finance Committee and the INFORMS office. In the event that the Finance Committee cannot resolve a budget level for an activity, the matter will be resolved by the Board.

Budget funds will not be carried forward from one year to the next.

### ***RELATED DOCUMENTS:***

INFORMS Policies and Procedures Manual, Section 2.3, Expenditure Approvals

INFORMS Policies and Procedures Manual, Section 5.3, Financial Assets of Subdivisions

## **NUMBER 2.2.1      INFORMS Budget Process**

***EFFECTIVE: JANUARY 2011***

### ***POLICY***

This document prescribes the procedure for producing an annual budget. Key target dates are somewhat dependent on the exact dates for the board meetings. The budget process requires that the INFORMS Board consider at the spring board meeting the preliminary budget for the following year, as presented by the Treasurer upon the recommendation and motion of the Finance Committee. The goal is to produce a board-approved budget setting all the appropriate revenue charges and more than 95% of the expense items at the spring meeting. At its fall meeting the Board again considers the next year's budget, this time including such modifications as have been approved by the Finance Committee. This budget is presented by the Treasurer upon the recommendation and motion of the Finance Committee. Board members may amend the budget by following parliamentary procedures, and the board then votes to approve or disapprove the budget.

### ***PROCEDURE***

INFORMS has a fiscal year that is the same as the calendar year.

1. The budget process starts before the winter board meeting with the Finance Committee recommending budget guidance to the board, including a recommended funding level for new initiatives. At the winter board meeting the board provides general guidance on budget levels for the following year.
2. After the winter board meeting, directors begin preparation of their departmental budget requests and board liaisons canvass their respective committees for their next year's budget requests. Approximately 75 days before the spring board meeting the Executive Director will email all board members, directors, and editors-in-chief to remind them that their input for next year's budget is needed. A second notice goes out approximately 20 days later. The INFORMS directors shall contact their respective Committee Chairs regarding their following year's budget.
3. All input should be sent to the respective board liaisons for their review and comment where necessary, and to the INFORMS office of the Director of Finance. Board liaisons should pass their concurrences or adjustments of budget submissions to the Treasurer and the Director of Finance. The deadline for budgetary submissions is 45 days prior to the spring board meeting.
4. If a Committee Chair is requesting additional funds for their budget the committee must submit in writing a detailed proposal with expenses, revenues, and justification for the project to the board for approval.
5. Membership dues, meeting registration fees and journal pricing are policy matters for the board to decide and must be forwarded to the Finance Committee to complete the

revenue side of the budget prior to the spring board meeting. The Finance Committee will introduce a motion that effectively establishes the next year's prices for INFORMS which will subsequently be incorporated into the revenue portion of the budget. In parallel with this process, expense requests for the budget are developed and forwarded to the Finance Committee to complete the expense side of the budget.

6. The Finance Committee will meet prior to the spring board meeting to review the budget, seek clarification where necessary and prepare the budget motion for board action. Last minute funding requests from committees or editors that have not been reviewed by the Finance Committee may not be incorporated into the budget and will be delayed for consideration at a later date.
7. At the spring board meeting, the board approves the preliminary budget for next year. Given that the INFORMS budget process for the next fiscal year starts at the beginning of the previous calendar year, modifications and additions to the budget are expected. Between the spring and summer board meetings, directors will work with board members, committee chairs and editors-in-chief to refine the budget.
8. Approximately 75 days prior to the fall board meeting, the Executive Director will email to all board members, directors, committee chairs and editors-in-chief a reminder of the need for submission of any changes to the preliminary budget.
9. Requests for changes to the preliminary budget must be submitted to the Director of Finance at least 45 days prior to the fall board meeting. This is the final date for any budget request for the next year.
10. The Finance Committee will meet to review all budget changes and additions and to prepare a motion for the board to consider at its fall meeting that represents the final budget.
11. At the fall meeting of the board, the final budget for the next year is approved. Any changes from the budget passed at the previous meeting will have been reviewed by the Finance Committee and incorporated into their motion to the board.

12 Budget requests must be prepared to answer the following three questions:

Has the impact of this function/program/activity been evaluated in light of the organization's missions, values, and strategies? Has any impact of this decision on other functions/programs/activities been considered; and if so, have the appropriate officers, committees, and staff been consulted?

Are the revenue and expense estimates reasonable? For large capital expenditures (more than \$20,000) or significant new programs requiring large commitments of funds overtime (more than \$20,000), has a financial projection of the impact on revenues, expenses, and cash flows been conducted? If so, have the projections been reviewed to determine if they are reasonable, and have significant risk factors been explicitly considered?

***RELATED DOCUMENTS:***

INFORMS Policies and Procedures Manual, Section 2.2, Annual Budgets

## NUMBER 2.3      EXPENDITURE APPROVALS

*EFFECTIVE: MAY, 1997*

### *POLICY*

Editors, Committee Chairs, Meeting Chairs, Chairs of Subdivisions, Institute Officers (President, President-Elect, Past President, Secretary, and Treasurer), and INFORMS office directors have responsibility for reviewing and approving expenses incurred by or for their assigned areas of responsibility. Each has the authority to approve incurring such expenses up to the limit of their annual budget as approved by the Board.

Subdivisions normally raise their own operating funds and are expected to limit expenditures to match income from dues and other sources. Consequently, neither the Board nor the Subdivisions Council reviews or approves the annual operating budgets for such subdivisions. However, the chair of each subdivision is responsible for reviewing and approving expenses incurred by or for their subdivision, and overseeing the subdivision's financial affairs prudently. Budgets, accounting ledgers and bank account statements of subdivisions must be provided to the INFORMS office quarterly and reviewed by the Treasurer to assure compliance with all accounting and auditing procedures required of tax-exempt organizations. Neither the Board nor the Subdivisions Council (or their agents, including INFORMS Staff) may cause expenditures of a subdivision's operating funds without the explicit consent of a subdivision officer authorized to expend funds, as determined by that subdivision's by-laws and procedures.

See Number 15.1, Subdivisions Committee, Functions section, for procedures related to expenditure approval of subdivision and special interest meetings. These procedures may involve action by the Subdivisions Committee, the Meetings Committee and/or the Executive Committee as indicated in this procedure.

From time to time, initiatives from the Institute or from the Chairs of committees result in the need for resolving financial issues between meetings. Examples of such initiatives are:

- a. start a new activity not funded in the current budget
- b. authorize spending on an activity in excess of the approved budget

The Executive Committee is authorized to approve overspending the approved annual budget in one or more line items by a total amount not to exceed \$10,000 in a single calendar year. Larger amounts require approval by the Board. It is the intent of this Policy that no spending above the budgeted levels will be permitted without prior approval.

All spending which will be capitalized, i.e., depreciated over several years, must be approved in advance by Board.

An asset whose original cost is \$500 or greater will be treated as a capital asset. The cost of a capital asset is to be depreciated over a standard asset life of 5 years, unless judged to require a special life. One exception to this policy is that all electronic/computer equipment will be

depreciated over 3 years. The cutoff cost (\$1000), standard asset life (5 years), and any special lives will be approved by the Board. The Board will review the cutoff cost and standard asset life from time to time and revise them when deemed appropriate.

Purchase of a new capital asset requires prior approval (preferably during the capital expenditures portion of the annual budget process). Approval authority will depend upon the purchase cost, which will fall into one of the following four levels:

Level 1 (less than \$5000)	Approval of the Executive Director
Level 2 (at least \$5000, less than \$10,000)	Approval same as Level 1 plus the Treasurer

Level 3 (at least \$10,000, less than \$20,000)	Approval same as Level 2 plus the President
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Level 4 (at least \$20,000)	Approval by the Board
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The Board will review the amounts for the various capital expenditure levels from time to time and revise them when deemed appropriate.

***RELATED DOCUMENTS:***

INFORMS Policies and Procedures Manual, Section 2.2, Annual Budgets

INFORMS Policies and Procedures Manual, Section 5.3, Financial Assets of Subdivisions

## **NUMBER 2.4      JOINT ACTIVITIES WITH OTHER SOCIETIES**

***EFFECTIVE: JANUARY, 1997***

### ***POLICY***

Any activity of INFORMS jointly with another society is subject to prior approval by the Board. In general, the Board encourages joint activities where there is some clear benefit to INFORMS members who participate and acceptable risk to the Institute. Such activities may include joint meetings, joint publications, and reduced subscription rates for the other societies' publications.

## NUMBER 2.5 CONFLICT OF INTEREST

*EFFECTIVE: August, 2020*

### **POLICY**

A "conflict of interest" is defined as any situation in which a person who influences decision making for INFORMS has an incentive to recommend or make decisions that are not in the best interest of INFORMS or the community served by INFORMS. The existence of an incentive is sufficient to establish a conflict of interest, even if no undue influence has been exerted.

Conflicts of interest should be avoided, if possible, by the person with a conflict of interest being replaced by another person without a conflict of interest. If a conflict of interest cannot be avoided it must be disclosed, by the person having the conflict of interest to persons with the authority to either eliminate the conflict or to ensure that it is made known widely to the affected community. For example, staff members including the executive director and board members including the president should disclose conflicts of interest to the executive committee. Members of other committees such as award committees, award revocation panel/committee or nomination committees should disclose conflicts of interest to their fellow committee members, as well as persons who appointed the committee or who oversee the committee, if any.

Upon election/appointment, each INFORMS staff member, board member, Editor-in-chief, committee chair, award committee member or award revocation panel/committee member must sign the following statement before commencement of their duties:

I, \_\_\_\_\_, Print Name acknowledge that I have read and understand the above Conflict of Interest statement, that I will adhere to it, and that I will ensure the same for any people under my supervision who perform duties for INFORMS.

\_\_\_\_\_  
Signature Date

Upon election/appointment, each INFORMS section, society, and forum chair/president must sign the following statement before commencement of their duties:

I, \_\_\_\_\_, Print Name acknowledge that I have read and understand the above Conflict of Interest statement, that I will adhere to it, that I will take steps to ensure that the policy is adhered to in my subdivision, and that I will report to the Chair of the Subdivisions Council any conflict of interest situation in my subdivision that I am aware of.

\_\_\_\_\_  
Signature Date

Chapter Officers: The VP for Chapters/Fora will notify, by email, the chapter chairs/presidents what the Subdivisions Council members signed and ask the chairs/presidents to adhere to the policy.

On the annual activity report required of all subdivisions, there shall be a box that must be checked which asks the subdivision to confirm that all of its officers understand and will adhere to this Conflict of Interest policy.

Upon election/appointment, each officer of the INFORMS Roundtable must sign the following statement before commencement of their duties:

**POLICY**

*I, \_\_\_\_\_, acknowledge that I have read and understand the above Conflict of Interest statement, that I will adhere to it, and that I will report to the Vice President of Practice; Activities any conflict of interest situation in the Roundtable that I am aware of.*

\_\_\_\_\_  
Signature Date

**PROCEDURE:**

The INFORMS Executive Director is responsible for implementation of this policy, including the archiving of the signed statements.

*I, \_\_\_\_\_, acknowledge that I have read and understand the above Conflict of Interest statement, that I will adhere to it, and that I will report to the Vice President of Practice Activities any conflict of interest situation in the Roundtable that I am aware of.*

\_\_\_\_\_  
Signature Date

**PROCEDURE:**

The INFORMS Executive Director is responsible for implementation of this policy, including the archiving of the signed statements.

**RELATED DOCUMENTS:**

INFORMS Policies and Procedures Manual, Section 6.1, General Information on Awards

**NUMBER 2.6        SPEAKING FOR INFORMS ON PROPER PRACTICE**

***EFFECTIVE: JANUARY, 1995***

***POLICY***

No individual is empowered to speak for the Institute for Operations Research and the Management Sciences in any public sense on what does or does not constitute proper practice of operations research or management science, not the members, not the subdivision officers, not the Board members, and not the President.

Nor is any subdivision so empowered.

The Board alone has this power.

***RELATED DOCUMENTS:***

## **NUMBER 2.7            POSITIONS ON GOVERNMENTAL PUBLIC AND POLITICAL ISSUES**

***EFFECTIVE: AUGUST, 2006  
(July 2019: 2.7.1)***

### ***POLICY***

The Institute may take public positions on governmental and other issues with the explicit approval of the Board. Individual officers, members, or staff who express a public position on an issue must be authorized by Board vote.

There must be a clear rationale for why it is fitting for the Institute to take a public position on the issue. Also, there must be a clear statement of the format of the public position whether it is a signature on a petition, a letter sent by post or electronically, a posting on a website, an oral presentation, or other format.

The position must be consistent with the Institute's legal status as a tax-exempt organization, as defined by Federal and state laws and regulations. Specifically, this means that the Institute is prohibited from "directly or indirectly participating or intervening in any political campaign on behalf of, or in opposition to, any candidate for public office."

### ***Examples Of Governmental And Other Issues***

INFORMS may be called upon by its members or individuals and organizations outside INFORMS to take a public position on a variety of issues. Examples of fitting issues include those relating to scientific publication, science and mathematics education, academic policies, professional societies, international scholarship, technology development, funding for research, and so on.

The public position may be linked to proposed or existing legislation, governmental policies, and policies or actions of public or private organizations or individuals.

### ***Obtaining Board Approval***

Board approval for an Institute public position may be obtained by Board vote, either at a scheduled Board meeting or by email, when a timely response is needed. Any Board member or Institute committee may make the motion. The motion should include a clear description of the rationale for the position, the format, and the timing.

Here is the procedure when the Board vote is conducted by email: The email motion should be distributed through the Board liaison with a timetable for a discussion period and a voting period. The customary timetable for email votes is one week for discussion and one week for voting. However, if a vote is urgent the timetable may be set at a minimum of 24 hours for discussion and 24 hours for voting. It is understood that some Board members may be out of email contact during the discussion and/or voting periods.

### ***Exception for Expressions of Congratulations Or Gratitude***

The President, the Executive Committee, and the Executive Director may issue public statements of congratulations (to a prize recipient, for example) or gratitude (for exceptional

service, for example) with Executive Committee approval only. Board approval is not required. If there is any doubt as to whether the exception applies, Board approval should be sought.

### ***Subdivisions***

Subdivisions are not permitted to take public positions on governmental or other issues on behalf of INFORMS or on their own behalf. However, individual subdivisions may submit a motion to the Subdivisions Council, who will in turn present a motion for Board consideration.

### ***Maintaining Tax Exempt Status***

To maintain tax exempt status, the Institute may not make statements, whether oral, written or in an electronic medium including websites, supporting or opposing any candidate, political party or political action committee.

Lobbying is permitted but such activities “may not constitute more than an insubstantial part” of the organization’s total activities during a particular year.

Institute officers and staff may participate in election campaigns acting as individuals. However, their political activities will be attributed to the Institute, and endanger the tax exempt status, if undertaken during Institute-sponsored functions or in institute publications or if Institute funds or facilities including websites are used.

## NUMBER 2.7.1      ADVOCACY OPERATIONS

***EFFECTIVE: JULY 2019***

INFORMS recognizes that government policies and actions have the potential to advance the fields of Operations Research and analytics and their contributions to society. For this reason, INFORMS policy shall be to support the advancement of OR and analytics by seeking out and responding to opportunities in Congress, the Administration or other legislative and regulatory bodies in states or localities that are focused on:

- 1) Increasing the awareness and understanding of OR and analytics at all levels of government;
- 2) Advancing the government's use and support of OR & analytics in government operations and/or the creation/implementation of policy; and
- 3) Increasing government funding opportunities related to operations research and analytics.

Further, recognizing that the pace of government or government-related opportunities within the above policy usually do not afford time for Board discussion and consideration of each opportunity or potential opportunity, it shall be INFORMS policy that the Executive Committee, including the Executive Director, shall determine the response to and/or provide direction on requests and/or activities related to the successful pursuit of these objectives and opportunities. The Board shall be informed, at each Board meeting, of all activity undertaken in accordance with the policy. All opportunities and/or requests not within the scope of this policy shall continue to be considered as required by P&P 2.7.

## NUMBER 2.8 BUSINESS TRAVEL AND EXPENSE REPORTING

***EFFECTIVE: NOVEMBER 2014***  
*(Fall BOD 2014)*

### ***POLICY***

INFORMS members who are traveling on INFORMS business are expected to use good judgment in planning their expenses and seeking reimbursement. This policy includes general guidelines, as well as special guidelines for particular categories of traveler.

#### A. General Guidelines

1. If possible, travel expenses should be covered by an employer, by grant support, or by another external source. If this is not possible, then INFORMS will reimburse business travel expenses according to the guidelines that follow.
2. Reimbursement is limited to travel cost, accommodation, preapproved purchases for INFORMS business use, and a *per diem* for M&IE. The allowable *per diem* is the Federal M&IE allowance at the same location.
3. Travel and accommodation expenses will be reimbursed at the lowest available rate. For example, airfare should be the lowest available advance purchase rate. Also, hotel accommodation should be reserved at the lowest available discounted rate for the meeting hotel. The lowest available rates should be sought from both INFORMS and other providers.
4. Detailed documentation, including receipts, should be provided for all reimbursable expenses over \$75. This limit does not replace the *per diem* maximum M&IE allowance. In order to support a claim for *per diem*, the time of travel should be documented.
5. Any exceptions to Guidelines A.1 through A.4 must be approved by a majority vote of the President, Treasurer, and Executive Director in advance of incurring any

#### expense. B. Special Guidelines by Category of Traveler

##### 1. ***Travel by Board Members to an Annual Meeting***

There is value in having Board members participate in both the annual and the analytics meetings each year. Moreover, it is assumed that at least one of these meetings will be professionally valuable to all Board members. Therefore, it is expected that Board members will pay for part of their conference expenses to attend one meeting. To implement this, Board members will decide at the winter Board meeting which of the two Institute-wide meetings in the same year to declare as “complimentary”.

- a. For the complimentary meeting, all expenses that meet the General Guidelines will be covered by INFORMS.
- b. For the non-complimentary meeting, INFORMS will cover the conference registration fee, as well as expenses incurred through additional onsite time needed to attend the EC and/or Board meetings, for Board members based in North America. Board members based outside North America may also receive additional travel support if approved in advance under Item A.5 above.

**2. *Travel by Committee Chairs and Editors***

Committee Chairs and Editors should include any anticipated expenditures in their annual budgets. Reimbursement guidelines follow those above for Board members.

**3. *Travel by Board Members to an Interim Board Meeting***

INFORMS will reimburse all expenses in accordance with the general guidelines above for all Board meetings not held in conjunction with an INFORMS annual or analytics meeting.

**4. *Travel by Speakers to National Meetings***

In general, INFORMS does not support expenses for conference speakers. The Board, by majority vote, may approve such support for a distinguished plenary speaker. The Board motion must specify the part of the budget against which the expense will be charged.

**5. *Travel by Board Members on Institute Business***

Travel expenses are only reimbursable if they have been explicitly included in the budget of the committee, as approved, or amended, by the Board. INFORMS will reimburse all expenses in accordance with the general guidelines above.

**6. *Travel by Committee Members on Institute Business***

Travel expenses are only reimbursable if they have been explicitly included in the budget of the committee, as approved by the Board. Reimbursement guidelines follow those above for Board members.

7. Any exceptions to Guidelines B.1 through B.6 must be approved by a majority vote of the President, Treasurer and Executive Director in advance of incurring any expense.

***RELATED DOCUMENTS: NONE***

## NUMBER 2.9      USE OF INFORMS LOGO AND ACRONYM

*Effective: Summer 2017 Board Meeting*

***Policy:***

INFORMS wishes to avoid confusion and achieve a unified image; this requires a set of consistent procedures for the use of its logo and acronym. The INFORMS logo is to be used across all products and sub-brands. Specific requirements can be found in the INFORMS Branding Guide.

**Procedures:**

1. **LOGO:** The official copyrighted INFORMS logo (shown on the attached letterhead sample) should be used as is. No modifications may be made.
2. **COLOR:** The official colors for the logo are PMS 287 (blue), PMS 158 (orange), and PMS 376 (green). The CMYK, RGB, and Hexadecimal breakdowns can be found in the INFORMS Branding Guide. Reproducing the logo in black and white is acceptable, and there is an official grayscale version. In cases of one-color printing jobs, the one-color version may be printed in the specified color.
3. **ACRONYM:** Where the INFORMS name is spelled out in text, it should appear in all capital letters, as all acronyms do, in order to avoid confusion that might be caused by alternate capitalization conventions (e.g., InForms, InfORMS) that can be misunderstood as typos.

**INSERT HERE A SAMPLE OF INFORMS LETTERHEAD**



## **NUMBER 2.10      EMAIL**

***EFFECTIVE: July 2010***

### ***POLICY***

INFORMS wishes to correctly balance the wishes of the Society to better communicate with its members, the wishes of many members to receive useful information, and the wishes of many members not to receive unwanted email, and therefore establishes the following consistent procedures.

### ***PROCEDURES***

1. INFORMS will maintain an email list of members that excludes members who have asked INFORMS not to contact them via email.
2. An explanation of the purpose of the list, a check-off box for members to indicate whether they wish to be on the list (default is to include them), and clear instructions on how to remove an address, all shall be provided (a) in member application and renewal forms, (b) as appended material with all email messages from INFORMS to the list, and (c) in a single email message from the President or his or her designee to all members as part of initialization of the list. Instructions on address removal shall include an email address read by human beings.
3. Members will be added to the email list no sooner than two weeks after transmission of the message described at the end of #2.
4. As a normal operating guideline, e-mails (typically E-News announcements) from INFORMS to any member are specifically limited to two ( $\leq 2$ ) per month.

Recognizing that special business situations may periodically require more than this number, month by month approved exceptions to this limit will be permitted in circumstances where the e-mail is a single topic e-mail which supports a special initiative of the society or any issue of pressing interest to the membership; all exceptions to this rule must secure the single approval of the President or the Executive Director; any and all exceptions to the two (2) per month limit will be recorded, noting the approver, and a summary report of exceptions reported to the VP-IT on a quarterly basis.

5. INFORMS will seek to develop a web interface on IOL to handle subscribe/unsubscribe actions and provide an archive of all sent mail.
6. Any mailing to any group of members falls under these rules, no matter the size of the mailing. This would not hold in cases where a particular group is reached based on known interest.

Examples:

Falls within guidelines:

--- Mail to a geographic location based on some activity in that location (TV Show, possible chapter organization): no knowledge of interest of member.

--- Mail to a randomly selected group for an email survey: no known interest.

Outside of guidelines:

--- Mail to registrants of the Job Placement Service about a change in deadlines:  
known interest in JPS

--- Mail to identified individuals to ask for suggestions for a journal editor: key is choice of individuals: if it is a large, unselected list, then it is a mass mailing within guidelines; if it is a few individuals selected for status in field, then it falls outside of guidelines.

The key is knowledge of interest: membership in INFORMS or living in a particular area is not enough. In case of doubt, err on the side of caution and apply the guidelines.

7. Subdivisions can be given mailing lists of their members, provided that no email addresses are given of those who do not want to receive email, and that the subdivision has in place a mechanism to allow those who want no subdivision mail to easily choose not to receive it. Subdivisions are free to make their own rules on frequency and authorization of email. The Institute should be extremely cautious in mailing to members of a subdivision without doing it through the subdivision: any such targeted mailings would fall within the guidelines.

8. Targeting email to particular subgroups based on membership type, geographic location, time in the Society, and so on is a very good way to create email that meets the goals of the members as well as the Society. Such targeting is encouraged. We feel, however, that no member should be targeted too often, so such mailings would fall within the guidelines (and, in particular, the 2/month rule).

9. INFORMS allows rental of members' e-mail addresses to advertisers under tightly controlled conditions and managed by the Director of Marketing and Member Services for the purpose of informing members of offers deemed to be of interest to them. INFORMS and renters will comply with all provisions of the CAN-SPAM Act of 2003 to ensure privacy and security of members' e-mail addresses including allowing members to opt out of third-part e-mail transmissions at any time. Messages from sister societies may be sent free of charge by INFORMS if the Executive Director feels it is warranted, but the mailing itself must be done by INFORMS, and clearly state that it is an INFORMS mailing (and fall within the other guidelines).

## **NUMBER 2.11      VOLUNTEER – STAFF RELATIONS**

***EFFECTIVE: NOVEMBER, 2002***

### ***POLICY***

INFORMS has two key components that make it function: volunteers and office staff. Volunteers give their time to INFORMS to provide guidance, expertise and often supplement the functions of staff. Staff members are paid employees whose jobs are to make INFORMS an ongoing and successful enterprise. As such, it is our policy to have INFORMS be a member driven and staff executed organization.

Volunteers report up through the Board of Directors to the Executive Committee. Office staff report to the Executive Director, who in turn reports to the Executive Committee and Board. While we appear to have two reporting chains, it is INFORMS policy that volunteers and staff work closely together to achieve the goals of the organization, create products and services, and carry out activities on behalf of INFORMS and the membership.

Volunteers are given the prerogative of setting policy and the primary policy setting body for INFORMS is the Board of Directors. Each board member has responsibility for specific areas of governance within INFORMS. Each committee or editorial board reports to and through an assigned board member. The Executive Director assigns a staff member to work with and assist each board member. Each committee or editorial board is also assigned a specific staff person with whom they work and rely on for assistance.

In general, it is INFORMS policy to assign only senior staff members as board and committee liaisons. Every year a listing of the board members, their respective committees and their staff liaisons is prepared and distributed to all those involved.

The role of staff members is to assist their board partners and committee chairs in conducting the business of INFORMS and the projects that accomplish the volunteers' and organization's objectives. Staff members are encouraged to give input to their board partners and committee chairs on matters being discussed. When volunteers need to get something done, it is up to the staff to find effective and creative ways of executing various undertakings.

Should there be differences of opinion about policy, the staff liaison should consult the Executive Director. The Executive Director can address concerns with the staff liaison and take the matter up to the Executive Committee for further discussion if deemed necessary. Likewise, should there be disagreement between a volunteer and staff member about how to execute a project, consultation with the Executive Director is required.

It is INFORMS policy that the volunteer – staff relationship is not one of micromanagement by the volunteers. Rather the desired relationship is one of taking volunteer ideas and having the staff put them into action in a manner consistent with the professional experience of the staff member, the capabilities of the organization and in keeping with our non-profit tax status.

Volunteer input is vital to INFORMS succeeding as is the ability of the staff to execute plans within our business operations.

The goal of INFORMS is to achieve a well balanced volunteer – staff relationship, one that is synergistic and takes advantage of what both groups offer.

***RELATED DOCUMENTS***

## **NUMBER 2.12 VOLUNTEER INPUT ON STAFF PERFORMANCE**

***EFFECTIVE: NOVEMBER, 2002***

### ***POLICY***

It is INFORMS policy that the Executive Director will consult board members and volunteer leaders for input on the performance of staff members with whom they work. In particular, board members, committee chairs and editors-in-chief will be asked about the performance of their staff liaisons. The Executive Director as part of the annual employee appraisal process will consider this input by the volunteer leaders as a component of staff performance.

### ***PROCEDURE***

1. About the time of the annual meeting the Executive Director will formally contact board members, committee chairs, and editors-in-chief to solicit input on the performance of their respective staff liaisons.
2. The preferred methodology is to have the volunteer leaders answer the request in writing (an email would be sufficient) but a conversation with the Executive Director would suffice.
3. The Executive Director will consider the volunteers inputs as part of the staff members' annual performance appraisals.

### ***RELATED DOCUMENTS:***

INFORMS Policies and Procedures Manual, Section 2.11, Volunteer – Staff Relationships