SECTION 9
MARKETING, COMMUNICATIONS, AND OUTREACH

(Last Updated APRIL 2011)
POLICY

The Vice President of Marketing, Communications, and Outreach represents all marketing, communications, and outreach programs on the INFORMS Board and chairs the Outreach Committee. He or she is responsible for setting and driving the strategic direction in these areas in conjunction with the Director of Marketing and the Director of Communications.

The VP of Marketing, Communications, and Outreach should craft goals that would create action-oriented marketing, communications, and outreach strategies for INFORMS that:

- Increase recognition of the value of O.R. as an expertise (market awareness)
- Promote INFORMS as the umbrella organization for O.R. (brand connection) and
- Create a sense of belonging for all O.R.-type academics and practitioners (brand identity)

These goals need to be executed holistically to include executives, middle management, university faculty and students, and grade school teachers and students. They should be long-term focused, isolated from short-term planning, and designed to increase the demand for O.R. expertise.

The VP of Marketing, Communications, and Outreach is responsible for nominating the chairs of the Committees described in Section 9 of the P&P and acting as a de facto committee member as required.

PROCEDURES

The Vice President of Marketing, Communications, and Outreach is elected for a two-year term by the membership of INFORMS, normally in an INFORMS general election, according to the bylaws of the organization. Candidates for the position should have demonstrated experience in marketing, communications, and/or outreach leadership along with active participation in the functions of the Institute. The Vice President may run unopposed for a second two-year term.
NUMBER 9.1  PUBLIC AWARENESS COMMITTEE

EFFECTIVE: JULY, 2005

POLICY

The primary purpose of the Public Awareness Committee (PAC) is to recommend and, upon INFORMS approval, develop creative and innovative educational outreach materials that will motivate students to take mathematics and computer science courses as well as familiarize teachers about the operations research/management sciences (OR/MS) field, thus helping not only to reverse the steady decline of interest in mathematics and science, but also to encourage students toward eventual careers in OR/MS. Emphasis shall be concentrated on, high school, community college, and intermediate school levels.

PROCEDURES

Membership

The Public Awareness Committee shall consist of a chair and at least three additional members, all appointed by the President with approval of the Board. The normal term of membership is three years, with committee members staggered to the degree possible. Terms of service on the PAC normally commence January 1. The PAC is part of the Outreach Group cluster of committees, which shall have as Board Liaison the Vice President for Marketing and Outreach.

To foster leadership, the PAC shall delegate activities and duties to members of the committee to encourage widespread membership involvement. As his/her term of office nears its end, the PAC Chair shall poll (in written form) his/her committee members as to their desire to chair the Committee. If there are suitable responses, the PAC Chair shall make recommendations to the INFORMS President regarding which committee members are ready for chairing the PAC and recommend a new chair. Should there be no suitable candidates from within, the PAC chair shall make a recommendation from outside the current committee. Normally, the outgoing PAC Chair will serve at least one additional year on the PAC.

Committee Recommendations to Council

If the PAC wishes to make a recommendation which requires a vote of the Board, in addition to the report the PAC shall submit (to its Board Liaison and to the Secretary) a statement of the proposed motion and one or two paragraphs stating why the motion should be passed. Motions and supporting documentation shall also be furnished 3 weeks before all Board meetings; a listing of agenda items shall be furnished 4 weeks before each meeting, to allow for time to place the items on the agenda.
PAC activities which require a vote of 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 major activities
- Joint activities with other societies

Committee Budget and Expenses

The PAC budget shall cover not only routine administrative expenses such as supplies, postage, telephone and copying, but also development, production and dissemination of educational materials (videotape, teacher's guide, etc.). It will also cover, in the cases where no other funds are available, meeting expenses for instructors participating in the teachers' workshop.

Expenses can be reimbursed by sending a request, via the Chair, for reimbursement with supporting documentation to the INFORMS office.

The PAC Chair shall be asked each Spring by the INFORMS office for the budget recommendation for the PAC. Generally speaking, the budget recommendation should reflect current PAC expenditure levels and plans for increased or decreased activities. The INFORMS office can supply a history of PAC expenses. It is strongly recommended that the PAC Chair have a proven record of obtaining and/or is willing to seek funding from outside sources beyond the "seed" money approved/appropriated by the INFORMS Board to help defray the expenses of the PAC's activities.

Committee Travel

PAC and PAC Chair travel is reimbursed by INFORMS only under special circumstances. Normally, such circumstances will be inherent on the PAC's charge and the anticipated travel expenses will be included in the PAC budget. To qualify for reimbursement, travel must be approved in advance by the President-Elect. The PAC shall consult Policy Number 2.8, Business Travel and Expense Reporting, for further particulars.

RELATED DOCUMENTS:

INFORMS Policies and Procedures Manual, Section 2, General Procedures
INFORMS Policies and Procedures Manual, Section 2.8, Business Travel and Expense Reporting
NUMBER 9.2  OR/MS SPEAKERS PROGRAM COMMITTEE

EFFECTIVE: JULY, 2005

POLICY

The purpose of the OR/MS Speakers Program is to facilitate access to excellent speakers who are experts in some aspect of operations research and the management sciences. Entities that can request speakers include:

1. INFORMS chapters seeking non-local speakers;

2. Students and faculty at colleges and universities, especially those trying to strengthen their OR/MS program or to launch an OR/MS-related program;

3. Practitioners and management, both at organizations with established OR/MS projects and at those trying to establish such activities;

4. Kindred societies and members of the press seeking information about OR/MS activities.

Speakers are expressing their own individual opinions, which are not necessarily the opinions of INFORMS, and should not be considered or presented as representatives of the Institute.

Participants on the Speakers Program should be exceptionally good speakers and prominent OR/MS professionals actively solicited from the membership of INFORMS. It is expected that participants will reflect a balance of practitioners and academics. Each appointment to the Program will be reviewed annually. Reappointment will be based upon the level of participation, suitability of lecture topics for the purposes of the program, and feedback from host institutions.

The Program is administered by a Committee consisting of a Chair plus two additional members, all appointed by the President with Board approval. Generally, Committee members serve three one-year terms with one member's third year term ending each year and a new member taking his/her place on the Committee. Usually, the member who is serving a second-year term will serve as Chair. The Chair will report at least annually to the Board on the Speakers Program’s status and activities.

The OR/MS Speakers Program Committee is part of the Outreach Group cluster of committees, whose Board Liaison is the Vice President for Marketing and Outreach.

The host institution is expected to cover all on-site and travel costs incurred by the speaker. If this arrangement should pose a hardship, the Chair of the Committee will use discretion in authorizing full or partial reimbursement from an annual budget designated for this purpose.
PROCEDURES

Committee Selection

The committee has a chair and two additional members, each with three-year terms. The appointments are staggered so that one new member joins the Committee annually. Normally, the member who is serving a second-year term will serve as Chair.

1 Reassessment of current speakers January/February
2 Solicitation for new participants in the Program Spring
3 Appointment letters to new participants May
4 Letters to speakers requesting updated biographical information and subjects for talks May
5 New Speakers Program Booklet copy for publication July
6 Distribute booklets August
7 Match requests with speakers As appropriate throughout the academic year
8 Report on activities through INFORMS Board member on committee Fall and Spring

RELATED DOCUMENTS:

INFORMS Policies and Procedures Manual, Section 2, General Procedures
NUMBER 9.3  PUBLIC INFORMATION COMMITTEE

EFFECTIVE: AUGUST, 2008

POLICY

The mission of the Public Information Committee (PIC) is to improve the visibility, understanding and appreciation of – and especially the support for – operations research and the management sciences in all the names by which the profession is known, including business analytics, mathematical modeling, and decision sciences among others.

In pursuing this mission, the primary target audience consists of our profession’s ultimate consumers -- business, management, governmental and military leaders, and educational administrators -- along with individuals who directly influence those consumers. Other audiences include members of the profession, students and prospective students, and the general public.

Public relations has traditionally achieved its effect through the print and broadcast media. However growing evidence indicates that public relations is rapidly involving online media, Web 2.0, and social networking technologies including wikis, blogs, and forums. When practical, public relations also obtains results by going directly to the target audience.

PROCEDURES

Membership

The committee shall consist of at least nine members, including a chair. Each member shall serve for a three-year term, beginning on January 1. Terms shall be staggered to promote continuity, and there shall be a limit of two consecutive terms. Annually, the president, with the approval of the board, shall appoint at least two PIC members. The president also shall name the committee chair to serve a three-year term, but a new chair can be named earlier, or an incumbent continued longer, at the president’s discretion. The committee chair may serve no more than two consecutive terms. PIC is part of the Outreach Group of committees, whose board liaison is the Vice President for Marketing and Outreach.

Functions

The committee will work closely with the INFORMS Communications Director. Together, PIC and the Communications Director will plan and undertake activities to pursue the PIC mission.

The main Public Relations activities in conjunction with PIC consist of (1) taking steps that contribute to effectively branding our profession in the minds of those in our target audience, (2) issuing press releases, (3) responding to requests for assistance from reporters and writers, (4) building relationships with reporters and writers so that they recognize output from our profession when they see it and look to INFORMS as a source of expertise and help with related stories, (5) building relationships with our experts and spokespeople who will assist the media when called
upon and promote the profession when they do, (6) building relationships with others (e.g., in other Societies and in the public relations community) who might help the PIC program,
(7) cooperating with and assisting, as appropriate, other INFORMS committees including Outreach, Public Awareness, Marketing, Membership, and OR/MS Today, and (8) undertaking special projects (such as the special June 2000 issue of ORMS Today devoted to practice) that significantly advance the PIC agenda.

In carrying out those activities, the precise roles of PIC members and the Communications Director will vary, depending on circumstances, but always will be in the spirit of partnering, and always be designed to make the most of limited resources.

Relation to the Board

Working with the Vice President of Marketing and Outreach, PIC will advise the board on public relations matters and submit a report (often jointly with the Communications Director) prior to each national meeting.

Relation to the Executive Director

PIC will advise the Executive Director on public-relations-personnel matters, including performance appraisal and recruiting.

Meetings

PIC will meet at least once a year, members conferring either in person or by teleconference. A quorum will consist of the chair and at least three other committee members.

RELATED DOCUMENTS:

INFORMS Policies and Procedures Manual, Section 2, General Procedures
INFORMS Policies and Procedures Manual, Section 9.1, Public Awareness Committee
INFORMS Policies and Procedures Manual, Section 9.4, Marketing Strategy Committee
INFORMS Policies and Procedures Manual, Section 9.5, Outreach Committee
INFORMS Policies and Procedures Manual, Section 11.1, Membership and Member Services Committee
POLICY

The Marketing Strategy Committee is established to:

- help coordinate, originate, develop, and implement the marketing aspects of programs and projects across standing committees of the Board, and
- oversee the INFORMS office marketing function and help set priorities for its activities.

PROCEDURES

Membership

The core committee consists of a chair and three other members. Although all are annually appointed by the President with the approval of the Board, customary service is as follows:

Except for the chair, members serve for three years. Terms are staggered so that one new member is appointed each year. Members may be reappointed, but regular turnover is encouraged to bring fresh perspectives to the committee.

The chair serves for two years and may be reappointed once. If the chair is drawn from the existing committee, a replacement is appointed to fill the vacancy and complete the unexpired term.

The chair is encouraged to set up liaisons with other relevant INFORMS committees. Likely candidates are Membership and Member Services, Publications, and Outreach. In addition, depending on the committee’s current agenda, liaisons may also be desirable with Information Technology, Public Information, Subdivisions, Meetings, Education, and possibly others. Liaisons are of two types: (1) individuals who serve simultaneously on both of the committees involved, and (2) members of one committee who are designated to join the meetings of the other on a regular basis. Liaisons serve for one year and may be renewed.

In addition to its core membership, the committee has three ex officio members: (1) the Director of Marketing in the INFORMS office, (2) the Executive Director of INFORMS, and (3) the Vice President for Marketing and Outreach.

The committee slate is normally submitted to the Board at the Fall Meeting, and upon approval, takes effect the following January 1. Appointments to fill unexpired terms are made as needed.
Functions

1. Help originate, develop, and monitor the implementation of marketing programs for INFORMS products and services, both across standing Board committees and within the INFORMS office.
2. Audit selected ongoing marketing programs and as a result recommend methods of strengthening those programs.
3. Conceive and recommend selected new marketing programs, and establish priorities among them.
4. Develop selected new marketing programs.
5. Furnish marketing support to the outreach effort.
6. Monitor members' needs and members' satisfaction with selected products and services, and recommend corresponding improvements in those products and services.

Relationship to the Board

The Marketing Strategy Committee will report to the Board through a written report submitted prior to each Board meeting and through an oral presentation at each Board Meeting.

Meetings

The committee will meet as needed by conference call between national INFORMS meetings and face to face at least once a year. A quorum will consist of the chair and at least half the other members.

RELATED DOCUMENTS

INFORMS Policy and Procedures Manual, Section 2, General Procedures.
POLICY

The mission of the Outreach Committee is to aid the Board of Directors in identifying and coordinating programs and activities that have an external focus with an objective of influencing non-members and increasing their awareness of Operations Research and the Management Sciences.

PROCEDURES

Membership

Committee members will include the Chairs of all committees that comprise the Outreach Group: Marketing Strategy, NSF Liaison, Professional Liaison, Public Awareness, Public Information, Speakers Program, and any other committees that may be assigned to the Outreach Group. The Vice President for Marketing and Outreach will also be a member of the committee as will the Chair of the Information Technology Committee or an appropriate representative. The Executive Director will serve as an ex officio member of the committee. In addition, if needed, the committee will include 3-5 appointed members. The President, with the approval of the Board, will appoint a Chair, and additional members if deemed appropriate and beneficial. Chairs of Outreach Group Committees serve on the Outreach Committee during their incumbency. Appointed members of the Outreach Committee normally serve three year terms.

Functions

The Outreach Committee provides a forum for the committees of the Outreach Group to exchange information on their programs and activities. In particular, inter-committee communication will help to

- avoid or identify and correct inefficient duplication
- identify and exploit opportunities for synergy, and
- identify and exploit unfilled needs.

In particular, the Outreach Committee will facilitate the generation of new ideas for outreach and develop new initiatives to improve INFORMS interaction with external consumers and beneficiaries of Operations Research and Management Science. Implementation of new initiatives will fall to existing committees, the Outreach Committee itself, or to the Board as appropriate.
Relation to the Board

The Outreach Committee will advise the Board on Outreach issues and submit a biannual report to the Board prior to each national meeting on outreach activities not otherwise represented by individual committees of the Outreach Group.

Meetings

The Outreach Committee will meet at least once a year at the National Meeting. A quorum will consist of the Chair and a majority of the committee membership. In addition, the committee will meet as necessary by electronic mail and telephone conference calls.

RELATED DOCUMENTS:

INFORMS Policies and Procedures Manual, Section 2, General Procedures
INFORMS Policies and Procedures Manual, Section 7.1, Information Technology Committee
INFORMS Policies and Procedures Manual, Section 9.1, Public Awareness Committee
INFORMS Policies and Procedures Manual, Section 9.2, OR/MS Speakers Bureau Committee
INFORMS Policies and Procedures Manual, Section 9.3, Public Information Committee
INFORMS Policies and Procedures Manual, Section 9.4, Marketing Strategy Committee
INFORMS Policies and Procedures Manual, Section 16, Liaisons
POLICY

The purposes of the INFORMS NSF Liaison are:

- to communicate with the National Science Foundation regarding ORMS issues and interests,
- to recommend potential NSF program directors and division directors,
- to disseminate NSF funding opportunities to the ORMS community,
- to arrange for NSF representatives to participate in conference sessions and Board meetings.

PROCEDURES

Committee Membership

The NSF Liaison will serve a two-year term beginning on January 1. The Liaison may recommend up to three committee members to serve two-year terms beginning on January 1. Committee members will be appointed so that terms are staggered with the Liaison’s term. The Liaison and committee members will be appointed by the President with Board approval. The Liaison should be a current or former NSF program or division director, or an individual with experience with and knowledge of the NSF, in particular the Operations Research program.

RELATED DOCUMENTS:

INFORMS Policies and Procedures Manual, Section 2, General Procedures
**PROTOCOL**

**Name**

The committee shall be known officially as the OR/MS Today Committee. (“Committee”)

**Membership and Terms of Office**

The Committee shall consist of approximately three members, including a chair (or co-chairs).

The broad mission of OR/MS Today necessitates extensive liaison with other INFORMS committees; thus, in addition to these members, there will be several additional Committee members who will be liaisons with other INFORMS committees, including:

1. Liaison with the Publications Committee,

2. Liaison with the International Activities Committee,

3. Liaison with the Academic/Practitioner Interface Committee.

In addition, the INFORMS Executive Director will serve as an ex officio member of the Committee.

The chair(s) and non-liaison members of the Committee will serve two-year terms of office, with those terms of office beginning on January 1. The appointments will be staggered such that three to four new members are appointed each year. Liaison members will serve two-year terms if possible, but may serve shorter terms depending on their tenure on their respective liaison committee. Members of the Committee will be appointed by the Board, following recommended appointments by chairs of the respective liaison committees.

**Responsibilities**

The Committee shall represent INFORMS and the Board in all matters related both to the editorial activities and the contractual/financial activities of OR/MS Today.

The Committee shall be the contact between the editor of OR/MS Today and the Board with regard to proposed new policies, procedures, marketing initiatives, circulation issues and other issues involving strategy, operations and business functions. Any new OR/MS Today initiatives, as well as any contract-related issues, such as renewals, revisions and extensions, must first be submitted to the Committee. The Committee will then comment on any such proposal and submit its recommendations to the Executive Committee for presentation to the Board.
The Chair of the Committee shall be the principal contact for the editor or publisher for editorial matters; the Executive Director shall be the principal contact for business and contract-related issues.

The Committee shall regularly advise the Editor concerning the substantive content of *OR/MS Today* and how it could be made more valuable to readers. This includes recommending specific topics for development and specific candidate authors.

The various liaison members of the Committee are responsible for communicating *OR/MS Today* activities to their functional committees and for helping to coordinate those activities that affect both committees.

**Reporting**

The Committee shall coordinate all of its activities with the Executive Committee, which will be responsible for presenting the Committee’s findings, reports and recommendations to the Board at each national meeting.

**Meeting**

The Committee will meet by teleconference (or in person) as often as necessary and the chair(s) will meet with the editor of *OR/MS Today* personally, in conjunction with each national meeting.

**RELATED DOCUMENTS:**

INFORMS Policies and Procedures Manual, Section 2.1, General Committee Procedures
INFORMS Policies and Procedures Manual, Section 5.4, Finance Committee
INFORMS Policies and Procedures Manual, Section 8.1, International Activities Committee
INFORMS Policies and Procedures Manual, Section 12.2, Academic/Practitioner Interface Committee
INFORMS Policies and Procedures Manual, Section 13.1, Publications Committee