



POLICY MANUAL

December 11, 2019

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1 AUTHORITY AND DEFINITIONS

1.1 This Policy Manual is created by authority of the Urban and Regional Information Systems Association Constitution and Bylaws, and it is supplemental to them.

1.2 The Policy Manual is delimited in scope as provided in the Bylaws. If conflict is found between either the Constitution or the Bylaws and the Policy Manual, the Constitution and Bylaws shall take precedence, and the Policy Manual shall be construed or amended to conform to the Constitution and the Bylaws.

1.3 The Policy Manual may be amended as provided in the Bylaws.

1.4 Definitions [Reserved]

2 MEMBERSHIP

2.1 **Dues.** Current dues amounts are noted in the table below.

Category	2020 Dues Amount
Regular	\$195
Student	\$20
Senior	\$75
Young Professional	\$125
Past President	\$0
Corporate	\$500 - \$10,000
Government Agency	\$350 for first 2, then \$150 each after (unless Young Professional or Student)
Academic Institution	\$400

2.2.1 **Dues Billing.** The membership year is January 1 - December 31, corresponding to the URISA fiscal year. During the first year of membership, dues will be pro-rated so that all members receive a dues renewal notice by January 1 of each year. To accomplish this, the following pro-rated dues will be charged:

Applications Received	Dues Payment
January 1 - March 31	75% of current annual dues fee

April 1 - June 30	50% of current annual dues fee
July 1 - September 30	25% of current annual dues fee
October 1 - December 31	Free for current year, 100% of dues pre-paid for future year

New memberships are processed and considered members within 45 days of receipt of full membership payment.

Members receive a minimum of two renewal notices each year. Members for which the Association has not received instruction to cancel membership, but who have dues which are more than six months delinquent are removed from the organizational roster and lose all benefits of membership. When this occurs, all outstanding dues invoices are removed from the Association’s financial records and the individual is designated as a “former member” in the records. Former members who subsequently re-join URISA will be so noted in the membership records, and membership date (i.e., “member since”) will be reported as the date re-joined.

2.3 Corporate Partnerships. The Executive Director has authority to define benefits of levels of corporate membership.

2.4 Code of Ethics [reserved]

2.5 List Sales. URISA will provide the membership list at its discretion based on the following policy:

- All requests must be submitted in writing and must contain a sample of the proposed mailing. The letter must contain a signed statement from purchaser agreeing to adhere to URISA Policy.
- Approval is given only to educational offerings or commercial products/services of scientific or technical interest of value to the URISA membership.
- Payment must be received before the list is generated.
- Each listing is for one time use only and the list is to be monitored to ensure compliance.
- Pricing for the sale of the list will be set and published by the Executive Director to maximize income to URISA.
- Lists will be supplied free of cost to satisfy written agreements with affinity program vendors.

3 ASSOCIATION MANAGEMENT

3.1 Governance and Administration. The following sections outline various components for the management of the association.

3.1.1 **Organization Chart.** See Appendix A.

3.1.2 **Management and Administration of Business Affairs.** The Board recognizes the value volunteer specialists bring in providing programs, projects, products and services to the URISA membership. To assure the success of these endeavors, the Board

provides volunteers with a staff of business specialists who are charged with the production aspects, marketing and administration of these programs, projects, products and services. The volunteer's primary function is to provide programmatic content and ensure its quality. While volunteers may assist professional staff in other ways as requested, the Board places final authority and responsibility for non-content related matters in the hands of its professional staff and emphasizes that the Executive Director will be the final authority in program administration matters.

- 3.1.3 **Registered Agent.** The Association's Executive Director is the URISA Registered Agent; the address of record is that of the URISA central office and organizational headquarters, 701 Lee Street, Suite 680, Des Plaines, Illinois, 60016.
- 3.1.4 **Contracts and Agreements.** The Board has delegated to the Executive Director authority to sign contracts on behalf of the Association provided the contracts are consistent with the Board-approved budget and programs. If the Executive Director is unable to sign a contract, such as the Executive Director Employment contract, the Board President will sign on behalf of the Association.
- 3.1.5 **Approval of Board Minutes.** All Board meeting minutes shall be approved at a subsequent Board meeting.
- 3.1.6 **Process for Taking Positions on Issues.** Only the Board, or its designee, may speak for the Association. The URISA Board may, on its own initiative, on recommendation of the Policy Advisory Committee, or at the suggestion of any member, consider taking a position on any issue that relates to the use of information technology in urban and regional environments. The Board may at its discretion act directly, refer the issue to the Policy Advisory Committee, or solicit broader member input. A majority of members of the Board must agree with the proposed position for it to be publicly advocated. The Board may designate a member or members to speak in various forums on behalf of the Association.
- 3.1.7 **Process for Undertaking New Initiatives.** As a basis for deciding whether to undertake a new initiative, the Board shall obtain the following information about it:
- Name
 - Scope and Purpose
 - Alignment with Board Goals and Strategies
 - Actions/Task List
 - Analysis of Strengths, Weaknesses, Opportunities, Threats/risk/mitigation (SWOT)
 - Staffing (Who will do the work? Will staff time be needed?)
 - Financing (Amount and source of funds, if funds are needed)
 - Contact information of sponsoring person(s) (name, organization, email, phone, mailing address)
- After undertaking a new initiative or program, the Board shall periodically evaluate it to determine whether it should be continued. Evaluation shall generally follow the initiative process plan and flow chart given in Appendix B of the Policy Manual.
- 3.1.8 **Liaison and External Relationship/Affiliation Development.** As a uniquely interdisciplinary organization, URISA and its chapters are often approached by other organizations and businesses for their expertise and guidance in matters related to

spatial data and urban and regional information systems. At other times, URISA may seek to reach out to similar entities as a part of its organizational and educational mission. While each relationship and the situation creating the relationship are different, there are underlying principles that should guide our Association.

3.1.8.1 **Guiding Principles.** URISA should enter into relationships with other organizations only after considering the following principles, the first of which is the overriding consideration.

- Relationships are desirable and suitable with organizations that demonstrate goals, philosophy or accomplishments that are in alignment with URISA's mission and goals. The goals, mission, and philosophy should be demonstrable through adopted, written documents such as mission statements, vision statements, or goals of the organization.
- The candidate organization offers URISA an expanded audience and positive visibility. Positive visibility means presenting URISA as an expert organization of the highest reputation.
- The candidate organization can offer its own expertise to URISA members and the URISA association itself.
- The candidate organization can collaborate with URISA to provide or produce suitable and desirable products available only as a result of the relationship.

3.1.8.2 **Process for Proposing New External Relationships.** URISA encourages suggestions for candidate organizations from any level within the organization. In some cases, the Board may choose to negotiate an Affiliation Agreement to formally document the relationship with said external organization. Every individual wishing to advance a proposed external relationship or affiliate will provide the following information to the Executive Director for their review and written recommendation to URISA's Board.

- Date of Request:
- Name of Requesting Individual:
 - Address, Telephone, E-Mail
- Organization proposed for external relationship:
 - Address, Telephone, E-Mail, Website
- Organization's Liaison Contact:
 - Address, Telephone, E-Mail
- Reason for relationship:
- Is negotiating an Affiliation Agreement recommended (if so, why)?
- Products resulting from relationship:
- Cost to URISA:
- Cost to proposed relationship or affiliation:
- URISA Point of Contact, if different from Requesting Individual:
 - Address, Telephone, E-Mail
- Brief history of proposed organization and any existing/prior relationship with URISA:

The Executive Director has the authority to tentatively approve affiliations, but URISA's Board must give final approval to the relationship at the next available Board conference call or meeting.

- 3.1.8.3 **Establishing a URISA Liaison for the External Organizations.** When a relationship or affiliation is approved by URISA's Board, an individual, known as the Liaison, will be chosen to serve as the official contact person with the external organization. Ideally, liaisons will have some pre-existing connection with the organization, such as a professional interest, joint membership, or other relationship. Individuals approached and selected for this duty will be expected to represent URISA in the development of joint projects and products with the external organization.
- 3.1.8.4 **Reporting.** For each organization or entity engaged in a relationship with URISA, the designated liaison must make a report on the status of the relationship no less than once each year and more often as necessary or as requested by the Board. URISA staff can assist with the writing of the report.
- 3.1.8.5 **Relationship Evaluation.** The annual review of the report will be the opportunity to continue or discontinue the relationship. The Board should be guided by the guiding principles in deciding if the relationship should continue.
- 3.1.9 **Whistleblower Policy.** The Bylaws of URISA require directors, officers, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the Association, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.
- 3.1.9.1 **Reporting Responsibility.** It is the responsibility of all directors, officers, and employees to behave in a legal and ethical manner and to report violations or suspected violations in accordance with this Whistleblower Policy.
- 3.1.9.2 **No Retaliation.** No director, officer, or employee who in good faith reports suspected illegal or unethical behavior shall suffer harassment, retaliation, or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the Association prior to seeking resolution outside the Association.
- 3.1.9.3 **Reporting Violations.** This Policy expresses the Association's open door policy and suggests that employees share their questions, concerns, suggestions, or complaints with someone who can address them properly. Violations shall be reported in writing, and can also be reported verbally. In most cases, the Executive Director is in the best position to address an area of concern. Anyone not comfortable communicating concerns with the Executive Director or not satisfied with the Executive Director's response is encouraged to contact the Association's Compliance Officer, who has specific and exclusive responsibility to investigate all reported concerns and complaints. Directors and officers should report their concerns, in writing, directly to the Compliance Officer.

- 3.1.9.4 **Compliance Officer.** The Association's Compliance Officer is responsible for investigating and resolving all reported complaints and allegations concerning illegal or unethical activities and, at his or her discretion, shall advise the Executive Director and/or the President. The Compliance Officer also has direct access to the Executive Committee of the Association and is required to report to that committee on compliance activity at least annually.
- 3.1.9.5 **Accounting and Auditing Matters.** The Finance Committee shall address all reported concerns or complaints regarding corporate accounting practices, internal controls, or auditing. The Compliance Officer shall immediately notify the Finance Committee, in writing, of any such complaint and work with the Committee until the matter is resolved.
- 3.1.9.6 **Acting in Good Faith.** Anyone filing a complaint concerning a suspected violation of the law or principles of ethical conduct must be acting in good faith and have reasonable grounds for believing the information disclosed indicates such a violation. Any unsubstantiated allegations which are made when they are known to be false or are made maliciously will be viewed as a serious disciplinary offense.
- 3.1.9.7 **Confidentiality.** Concerns and complaints may be submitted on a confidential basis by the complainant or may be submitted anonymously. Complaints and the subsequent investigations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.
- 3.1.9.8 **Handling of Reported Violations.** The Compliance Officer will notify the sender and acknowledge receipt of the written complaint or concern within five business days. All complaints will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation. If the complaint involves a Geographic Information Systems Professional, the Compliance Officer will forward the information to the Ethics Officer of the GIS Certification Institute.
- 3.1.10 **Copyrights and Trademarks.** a) For original material created by collaborative groups, URISA will hold copyright if possible. b) For original material created and provided by individual authors, URISA and authors will share copyright:
i) URISA may use the material only in support of its non-profit, professional educational mission.
ii) Authors may use their original material without restriction.
(1) They may not use additions provided by URISA.
(2) They may not use the URISA name/logo/endorsement. If they wish to do so, the material must be presented as a URISA event/publication, with any relevant license fee.

All URISA logos and other related materials are to be protected by registering them as a Trade or Service mark of the Association. Until such time as registration occurs, the official symbol "™" will be used identifying the work as the property of URISA. Once the official registration occurs, the official symbol "®" will replace the "™" symbol. The original Office of Patent and Trademark documentation recording the trade or service mark as owned by URISA will be maintained in a safe location.

3.1.11 **Authorized Use Of Logos**

- 3.1.11.1 **Member Use:** Members in good standing are authorized to use the “URISA Member” Logo to designate their membership in the Association. Use of this Logo by members does not confer any right, title or interest in the logo. Further, members shall not use the URISA Member Logo to imply or infer that they represent URISA in an official capacity. Members shall employ best efforts to use the URISA Member logo in a manner that does not derogate from URISA’s rights in the Logo and will take no action that will interfere with or diminish URISA’s rights in the Logo. Members must agree that all use of the URISA Member Logo will inure to the benefit of URISA.
- 3.1.11.2 **Chapter Use:** Chapters shall use the URISA trademarked logo for incorporation into the Chapter logo. Prior to incorporation of the URISA Logo, Chapters must submit an artist’s rendering of the proposed use to the URISA Board of Directors for approval along with a letter acknowledging that use of the Logo by the Chapter does not confer any right, title or interest in the logo. Further Chapters shall not use the URISA Logo to imply or infer that they represent the parent Association in an official capacity. Chapters shall employ best efforts to use the URISA Logo in a manner that does not derogate from URISA’s rights in the Logo and will take no action that will interfere with or diminish URISA’s rights in the Logo. Chapters must agree that all use of the URISA Logo will inure to the benefit of URISA.
- 3.1.12 **Letterhead Usage.** URISA makes “URISA Letterhead” electronically available to URISA volunteers on an “as needed” basis. These volunteers use the stationery to undertake work on behalf of URISA. All volunteers who use URISA letterhead for correspondence or send correspondence of an official nature regarding URISA, must ensure that the Headquarters receives a copy.
- 3.1.13 **Records Retention Policies.** The Document Retention and Destruction Policy identifies the record retention responsibilities of staff, volunteers, members of the Board of Directors, and outsiders for maintaining and documenting the storage and destruction of the organization’s documents and records.
- The organization’s staff, volunteers, members of the Board of Directors, committee members and outsiders (independent contractors via agreements with them) are required to honor the following rules regarding maintaining and documenting the storage and destruction of the organization’s documents and records:
- Paper or electronic documents will be maintained as indicated in the Records Retention Table.
 - All other paper documents will be destroyed after three years.
 - No paper or electronic documents will be destroyed or deleted if pertinent to any ongoing or anticipated government investigation or proceeding or private litigation.
 - No paper or electronic documents will be destroyed or deleted as required to comply with government auditing standards (Single Audit Act).
- 3.1.13.1 **Records Retention Table.** The following table indicates URISA’s minimum document retention requirements. Note that federal awards and other government grants may provide for a longer period than is required by other statutory requirements.

Type of Document	Minimum Requirement
Accounts payable ledgers and schedules	7 years
Audit reports	Permanently
Bank reconciliations	2 years
Bank statements	3 years
Checks (for important payments and purchases)	3 years
Contracts, mortgages, notes, and leases (expired)	7 years
Contracts (still in effect)	Contract period
Correspondence (general)	3 years
Correspondence (legal and important matters)	Permanently
Correspondence (with customers and vendors)	3 years
Deeds, mortgages, and bills of sale	Permanently
Depreciation schedules	Permanently
Duplicate deposit slips	2 years
Employment applications	1 year
Expense analyses/expense distribution schedules	7 years
Year-end financial statements	Permanently
Insurance records, current accident reports, claims, policies, and so on (active and expired)	Permanently
Internal audit reports	3 years
Inventory records for products, materials, and supplies	7 years
Invoices (to customers, from vendors)	7 years
Minute books, Bylaws, and charter	Permanently
Patents and related papers	Permanently
Payroll records and summaries	3 years
Personnel files (terminated employees)	4 years
Retirement and pension records	Permanently
Tax returns and worksheets	Permanently
Timesheets	3 years
Trademark registrations and copyrights	Permanently
Withholding tax statements	7 years

3.1.14 **Information Technology Systems.** URISA maintains significant amounts of data on multiple platforms with layered redundancy. Software that supports the creation and access to this data is therefore also maintained. Maintained local and cloud platforms for the storing and accessing of data are:

- Abila Netforum – Membership data/ Registration data/ Purchasing data
- Accrinet – Website data with Membership data integration
- Sage – Financial data
- Microsoft Windows Desktop and Server – Office data (documents/ financial)
- Microsoft Office – Workstation access to office data
- Miscellaneous software for office functionality

3.2 Financial Management

3.2.1 **Annual Budget.** In preparing the annual operating budget, the Association will strive to meet minimum annual net revenue of 10% of all gross revenues.

3.2.2 **Fiscal Year.** The Fiscal Year is the Calendar Year which begins January 1 and concludes December 31.

3.2.3 **Payment to Members.** Volunteers, by definition, do not work to be paid, but to improve the state and use of technology, the profession, and, thus, the life of those living in our society. This is the very definition of a charity, and represents URISA's position on this matter. Consequently, and in accordance with URISA's Charter, no monies may inure to the benefit of URISA members.

3.2.3.1 **Honorarium.** URISA may pay a reasonable honorarium for tasks that consume an inordinate amount of time (e.g., writing/editing publications, teaching day-long workshops/seminars, etc.) All proposed honoraria must be approved as part of URISA's annual budget. The maximum honoraria payable per member, per incidence is set at \$1,000. Exceptions to this policy may be made only by the URISA Board.

3.2.3.2 **Travel Reimbursement.** URISA may provide limited funding for travel on behalf of the Association. Reimbursement of travel and related expenses may be made in accordance with the following criteria, subject to the availability of funds:

- Travel must be on behalf of URISA and be part of previously planned and Board approved activities, as outlined in the appropriate budget.
- If travel reimbursement has not been budgeted and approved, written approval for reimbursement must be received from the URISA Board.
- Funding is provided to URISA members only, and solely to reimburse their personal travel costs. Reimbursement is only made to those individuals whose travel has not already been reimbursed by their employer or another sponsoring organization.
- Reimbursement is made up to a maximum of \$500 per trip for domestic Board members (\$750 for international Board members) based on a request accompanied by original receipts and other documentation. Requests for reimbursement that meet the above criteria must be submitted to URISA Headquarters within 45 days of the completion of travel.
- Reimbursement for travel by URISA Board members to attend meetings of the URISA Board may not exceed \$2,000 per year, per member. In addition, URISA may directly pay for such expenses as group meals and local travel associated with Board meetings.

- 3.2.4 **Authorized Signatures.** The President, Treasurer and Executive Director are each authorized to sign necessary deposit bonds and checks. Authorization of checks or issuance of official bank checks or other negotiable instruments drawn on the Association's accounts or wire transfers from Association accounts shall require a single signature for amounts not to exceed \$15,000. Checks in amounts greater than \$15,000 shall require the signature of any two of the following: President, Treasurer and Executive Director.

Any checks payable to the President, Treasurer or Executive Director must always be signed by an authorized individual(s) other than the payee, unless the amount is less than \$250.00 and is supported by documentation showing that the expense is for URISA business purposes.

- 3.2.5 **Authority for Expenditures Not Chargeable to a Budget Line Item.** Expenditures in Excess of \$1,000 shall be chargeable to a budget line item or shall be approved by any two of the following: President, Treasurer or Executive Director. Expenditures not chargeable to a budget line item that are under \$1,000 shall be approved by any one of the following: President, Treasurer or Executive Director.

- 3.2.6 **Capitalization and Depreciation.** In order to maintain consistent record keeping and to spread the cost of higher priced items over their useful life, the following capitalization and depreciation policy is enacted:

The capitalization cutoff point is the dollar figure under which an item is expensed in the period acquired and over which an item is capitalized and depreciated. It is the policy of URISA to expense assets in the period purchased if these assets cost less than \$1,000. Assets costing \$1,000 or more and having a useful life of more than one year will be capitalized and depreciated in accordance with URISA depreciation policies. Repairs and improvements to real property and leasehold improvements will be capitalized using this same policy.

It is the policy of the Association to depreciate fixed assets using the straight line, half-year method of depreciation. Real property will be depreciated over a thirty- (30) year period. Electronic equipment (including computer hardware, software, electronic office equipment, etc.) will be depreciated over a three- (3) year period. Equipment and furnishings will be depreciated over a seven- (7) year period. Capitalized repairs and improvements will be depreciated for up to the useful life of the real property, based on the anticipated time the repair or improvement is expected to improve the property.

In addition to affecting all future acquisitions, this policy will be retroactively applied to existing assets and depreciation schedules will be accelerated to bring them into compliance with this policy.

- 3.2.7 **Banking and Investments.** Understanding the Board's fiduciary responsibility to protect the assets of the organization while maximizing their return, the following Policy is enacted.

- 3.2.7.1 **Short Term Investments (i.e., operating cash, etc.).** Using modern banking techniques, no cash should be maintained on an overnight basis in non-interest bearing accounts unless said funds generate credits in-kind to offset banking fees. The balance of financial instruments held by the Association shall not exceed the insurance level provided by the regulatory agency.

- 3.2.7.2 **Medium & Long Term Investments.** Medium and long-term investments are to be invested in mutual funds that have reasonable fees (no loads and fees which are

below the average for similar asset groups) and which have reliable and predictable investment characteristics.

- 3.2.8 **Custody and Control of Assets.** All URISA assets are to be in the custody and control of the URISA Executive Director who is charged with their safekeeping and the reporting of such to the Board of Directors at least annually. This includes all bank accounts, cash, checks, furniture, equipment, machinery and buildings and is consistent with other policies contained herein.
- 3.2.9 **Bank Reconciliations.** The Executive Director shall open, review, initial and date all bank statements upon receipt, and then forward each statement to the Accounting Staff for bank reconciliation. The Executive Director shall review and initial all bank reconciliations at least monthly.
- 3.2.10 **Accounts Payable.** Prior to payment, all invoices shall be reviewed for accuracy and, if approved, they shall be coded and initialed by the reviewer before payment.
- 3.2.11 **Petty Cash.** URISA shall not cash employees' personal checks.
- 3.2.12 **Employee Receivable.** Normally URISA shall not make personal loans to employees. Any exceptions shall have unanimous written approval of the Executive Committee and full written documentation of the terms and business purpose of the loan.
- 3.2.13 **Payroll Reports.** The Executive Director shall review, initial and date monthly payroll journal entries.
- 3.2.14 **Corporate Credit Card and Expense Report.** On a monthly basis, the Treasurer shall be provided a copy of the Executive Director's corporate credit card statement and a copy of the Executive Director's expense report. Only Expense Reports containing cash reimbursable items in excess of \$50 will be reviewed by the Treasurer. The Treasurer shall review these documents in a timely manner and indicate concurrence with them in writing (email is acceptable documentation of concurrence). If the Treasurer questions whether any expense(s) contained in the documents may not be appropriate expenditures, the questioned expense(s) shall be discussed by the Treasurer with the Executive Director. If the Treasurer and Executive Director conclude that the expense should not have been charged to URISA, the Executive Director shall ensure that that charge is withdrawn or that URISA is reimbursed, as appropriate. If the Treasurer and the Executive Director do not agree, then the Treasurer may bring the matter to the Board for resolution.
- 3.2.15 **Audit.** On an annual basis, the Association will contract with an accounting firm to conduct an independent audit for approval by the Board.

4 PROFESSIONAL EDUCATION OFFERINGS

4.1 Conferences.

- 4.1.1 **Conference Types.** URISA sponsors the Annual Conference and specialty conferences.
 - 4.1.1.1 **Annual Conference.** The Annual Conference serves as URISA's Annual Meeting and is wholly under its control.
 - 4.1.1.2 **Specialty Conferences.** Specialty Conferences focus on a specific topic or region; URISA may work with one or more cosponsors in determining the program content and sharing conference costs and revenues.

If the conference involves a partnership with one or more associations and/or agencies, an agreement should be negotiated as to responsibilities, finances and staffing.

- Where feasible, a conference/program committee should be formed consisting of members from all associations/agencies to guide the conference structure and program.
- Each conference shall have Board approval and support.

4.1.1.3 **Conference Management Services.** URISA staff may from time to time, with Board approval, offer conference management services on a fee-for-service basis for conferences not sponsored by URISA. Such services are considered business arrangements, not URISA professional education offerings. The policies in this section only apply to URISA sponsored conferences.

4.1.2 **Guidelines for Professional Education Offerings.** These policies apply to all professional education offerings.

4.1.2.1 **Sales Presentation Restrictions.** Except for vendor sponsored sessions, no presentation shall be oriented to any particular commercial software or service. Any presentation that is based on a particular commercial software package or service should attempt to make the presentation as general as possible. The Conference Committee must emphasize to all speakers that the URISA program is not a platform to sell products and services. This statement should be included in a Speaker Release Form, which must be signed and returned to URISA before the presentation is made. While the program should be free from any vendor bias, an exception is made for some sessions that are clearly indicated as sponsored by vendors to discuss and demonstrate their products. However, these vendor sponsored sessions should be free of sales pitches.

4.1.2.2 **Official Language.** To ensure broad international access of papers, proceedings and other publications, all URISA publications are to be in English. Conference presentations in other languages may be accommodated with the approval of the Executive Director.

4.1.2.3 **Endorsements.** In order to promote attendance at URISA educational events, URISA permits educational endorsements of its programs. No direct financial arrangement is made with organizations endorsing URISA programs. Endorsing organizations support URISA programs primarily by assisting in marketing efforts (i.e., distribution of marketing materials, web page links, etc.). In return, URISA may place the organizational logo or name in its event marketing materials and in the Final Program or in other ways consistent with the level of support the endorsing organization provides, all at the discretion of the Executive Director.

4.1.3 **Annual Conference Policies.** These policies will be followed for the production of the annual conference.

4.1.3.1 **Site Selection.** Annual Conference site selection investigation, evaluation, and negotiation are administrative tasks, for which responsibility rests with the Executive Director who shall be guided by the policies below. While final authorization by the Board is required before committing to contracts, the Executive Director shall execute the agreements. The Executive Director shall be responsible for regularly reporting to the Board of Directors on these activities for their feedback and concurrence.

Due to the scope and impact of the Annual Conference, the following Site Selection policy will be used in conjunction with the URISA Annual Conference.

- An Annual Conference shall be at a time of the year deemed appropriate by the Board of Directors and the Executive Director.
- The Annual Conference shall be rotated among the East, Midwest and West in a regular pattern, and the Annual Conference will be held in Canada a minimum of every 9 years.
- Site selection will be made with the understanding that a significant portion of attendance comes from the local area.
- Site selection will take into consideration the dates and locations of conferences of organizations with a similar topic area as URISA.
- Site selection will take into consideration comments and suggestions from industry and members.
- Once available sites in the selected region are determined, URISA local Chapters and other affiliated organizations will be approached to determine if they are willing to provide assistance in operating the Conference.
- If a local Chapter or other organization is willing to assist in operating the Conference, an agreement will be negotiated that outlines the responsibilities of all parties in regard to the Conference.
- Facility and support contracts are negotiated by the Executive Director.

4.1.3.2 **Committee and Program Development.** A conference committee will be formed for every Annual Conference with the Conference Chair approved by the Board. The Conference Chair will be responsible for chairing Conference Committee meetings and provide overall leadership for the conference. Additional committee members will be made up of volunteers and should include local members. The Conference Committee will include a Program Chair and Vice-Chair such that the current year Program Chair becomes the next Conference Chair and the Vice-Chair will become the next Program Chair. Program Chairs will organize and recommend program topics with input from the other Committee members. The Program Chair will also manage the Call for Papers solicitation process with responses evaluated by the committee and grouped into common theme sessions. Each conference may adopt an overall theme. The program shall include presentations of educational interest and reflect topical issues of concern to URISA members. The Program may include formal presentations, workshops, labs, keynotes, roundtables, panel discussions and other formats that the Conference Committee determines is most effective. The Executive Director is a member of the committee.

4.1.3.3 **Budget.** A budget for the Annual Conference should be approved by the Board and adhered to by the Conference Committee.

4.1.3.4 **Fees.** Conference registration fees, exhibitor fees and sponsorships shall be set by the Executive Director based on the budget and attendance projections.

- Annual Conferences that are held in conjunction with a chapter or other organization may extend discounted URISA member rates to those organizations' members.
- Activities such as tours, entertainment, workshops, and labs may have separate fees charged as determined by the Executive Director.
- Individuals participating in the program (speaking, presenting, etc.) will be required to register and pay registration fees. A moderately discounted

"hardship" rate may apply in special circumstances, with the prior approval of the Executive Director who will decide on a case-by-case basis.

4.1.3.5 **Complimentary Registration.** Since URISA depends on the Annual Conference for much of its revenue and many members volunteer their time throughout the year to support URISA, complimentary registration should be granted sparingly. However, complimentary registration may be granted in the following conditions:

- Past Presidents receive complimentary base registration (not including tours, workshops and other ticketed events, but including social events that are normally part of the base registration fee) at the annual conference only if requested at the time of registration (i.e., once paid, no registration fees will be refunded).
- Registration is waived reciprocally with other organizations for a single VIP (Executive Director (or Executive Staff) or President) to attend the conference or workshop in an official representative capacity if so requested by the organization. Limited social events and other ticketed events will be included if provided reciprocally. Each VIP registration waiver in this category must be approved individually by the Executive Director.
- Invited paid speakers (i.e. keynote speakers) may receive complimentary registration.
- On-site volunteer support is solicited from students and other local area volunteers. These individuals may receive complimentary registration if a minimum number of volunteer hours are worked during the conference.
- URISA International Board of Directors established the policy that all chapters who completed a Chapter Maturity Assessment would be eligible to receive one (1) complimentary registration to the Annual URISA International GIS-Pro Conference provided that they attended the Chapter Leader Forum.
- URISA International Board of Directors established the policy that all Vanguard Cabinet members receive complimentary registration while actively serving their term and in good standing.

4.1.3.6 **Annual Business Meeting.** The URISA Constitution requires that the Annual Conference include a Business Meeting where URISA officers provide the membership a report on the state of affairs of the association. The Conference Committee is free to decide when to schedule the Business Meeting as long as it is in a prominent spot in the program.

4.1.3.7 **Ancillary Meetings and Activities.** Revenue generated by any activity of any component of URISA held during the period of the Annual Conference, contiguous to or included in the Program Book listing, will be remitted to URISA. Any program to be presented in the URISA Headquarters hotels or convention facilities which has technical content must be approved by the URISA Conference Committee, with concurrence of the Executive Director, before it can be promoted to registrants at the Conference, recognized in the official program or in any way acknowledged by the Association. This is in addition to current policy which prohibits release of hotel or convention space for programs that will directly conflict with scheduled URISA educational/social events. URISA actively discourages the scheduling of events (educational and social) in conflict with any official function which registrants at the Annual Conference are invited to attend.

4.1.3.8 **Registration Packets.** Only URISA materials may be placed in the participant registration packets. An exception is made for sponsored content. Any other

materials that are of interest to the membership from non-profit organizations may be placed in the registration area. For-profit organization placement of materials shall be coordinated through URISA staff.

- 4.1.3.9 **Sponsorships.** In order to offset the many expenditures required to produce conferences and increase the enjoyment of conference attendees, URISA actively encourages corporate sponsorships. Sponsors are defined as those organizations that have provided targeted and substantial financial support. Sponsorships and grants are accepted for special workshops, programs, receptions, refreshment breaks and other social functions, and to underwrite the costs of publications, equipment, products, and services. URISA Staff will develop a standard policy designed to provide attractive opportunities to our corporate partners while being sensitive to the Association's need for product identity and name recognition. In no way should sponsorship or grants imply any endorsements and where fitting the phrase "Sponsored by" should be used to reduce the perceived commerciality of the arrangement. All sponsorship and grant arrangements must be approved by the Executive Director.

4.2 Professional Education Materials. URISA-approved professional education materials include workshops, academies, institutes, webinars, publications, best-practice guides and other materials intended to provide comprehensive, prescriptive, peer-reviewed, unbiased, vendor-neutral overviews of topics of professional interest to URISA members. URISA-approved professional education materials do not include URISA conference presentations, GIS Professional articles, committee discussion papers, and other materials that are intended to present the viewpoints or experience of individuals or small groups.

- 4.2.1 **Committee Authority.** The Professional Educational Committee (PEC) establishes URISA guidelines and criteria for URISA-approved professional educational materials. The following committees shall establish their own detailed procedures and criteria, within the Professional Educational Committee (PEC) guidelines and criteria, and have authority to approve URISA professional education materials and accept/reject proposals for new materials:

- Policy Advisory Committee (when issuing white papers)
- URISA GIS Leadership Academy (for GLA materials)
- Professional Practices Committee (for PPC best-practice guides)
- Professional Educational Committee (for all other materials).

- 4.2.2 **Procedures and Criteria.** The procedures and criteria established by these committees shall, unless otherwise approved by the PEC, ensure that at minimum URISA-approved professional education materials shall:

- 4.2.2.1 Have a designated lead author(s) who is an authority on the topic, and will also serve as steward for the material.

- 4.2.2.2 Have undergone independent rigorous peer review prior to approval. Peer review principles include the following:
- The peer review panel must contain at least two invited recognized authorities on the topic (i.e.; they have produced publications and presentations on the topic), spanning the entire subject matter of the material.
 - The peer review panel may also contain additional volunteer reviewers.
 - All reviewers' qualifications (resume, recognized publications and presentations in the topic, experience in the topic) must be submitted in writing and reviewed.

- All members of the designated peer review panel must submit comments.
- All peer review comments must be shared with the lead committee, which should provide directions for acting on the comments.

4.2.2.3 Contain no overt political, social, financial, or national bias.

4.2.2.4 Contain no commercial promotion of any firm, product, or services.

4.2.2.5 Include no materials in violation of applicable copyright laws.

4.2.3 **Copyright of Professional Educational Materials.** Non-copyrighted materials will be jointly copyrighted by the author and URISA, or else exclusively copyrighted by URISA.

4.3 Publications

4.3.1 **The GIS Professional.** THE GIS PROFESSIONAL is URISA's bimonthly newsletter that includes association news and announcements and member-contributed case studies and articles. It is published electronically and accepts advertising. New corporate member profiles will be contained in THE GIS PROFESSIONAL. Editors and staff are responsible for determining the content of each issue.

4.3.2 **URISA Digest.** The URISA Digest is an electronic communication briefing distributed to members and other participants on at least a monthly basis. Upcoming deadlines, items of interest and opportunities for volunteer contributions are included in the Digest.

4.3.3 **URISA Journal.** First published in 1989, the URISA Journal was a peer-reviewed publication of the Association and, published both in print and online. Members of URISA received copies of the URISA Journal as a member benefit and subscriptions were available to libraries and other institutions. The Journal was an 'open access' publication and the archives are a valuable historical resource. Due to a lack of paper submissions over an extended period of time, the URISA Board voted to cease publication. Volume 28, published December 2017, was the final issue of the URISA Journal.

4.3.4 **Other Publications.** URISA supports and encourages the preparation of special publications on topics of interest to its membership and which are consistent with its stated mission and objectives. Publications may include collections of conference proceedings articles, bibliographies on focused topics, research papers, monographs, books, etc. URISA will consider sponsoring and contributing to the preparation, marketing, and distribution of publications which may be proposed by members, bodies in URISA, or by outside organizations. Only written proposals will be entertained.

Proposals shall be coordinated by the Professional Education Committee. The review shall focus on the following factors:

- Consistency with URISA's mission and objectives
- Level of interest by URISA membership and the broader community of potential readers
- Resource commitment in dollars, staff time, and volunteer time
- Potential for revenue
- Other pertinent factors as deemed important by the Committee.

All contracting, printing, marketing, storage and distribution will be administered by the URISA Headquarters. The Professional Education Committee will report its activities to the Board on a regular basis and work within the limits of the annual budget.

4.3.5 **Publications and Other Inventory.** URISA produces numerous educational, technical and historical publications in paper and electronic formats. These publications are sold to members, provided to them as a benefit of membership, or used as educational materials in URISA courses. The following policy is followed to ensure a consistent approach is used in determining when to keep and when to permanently remove items from the URISA inventory. This policy should not be misconstrued to imply that all publications are recorded in the Association's financial records as inventoried physical assets. Additionally, URISA sometimes produces non-publication items such as member memorabilia. This policy addresses items of this nature as well.

Sufficient printed quantities of URISA publications and memorabilia will be maintained in accordance with current and anticipated needs. Prior to disposing of items in accordance with this policy, ensure that required quantities are contained in the URISA archives.

When disposing of excess quantities the following alternatives to destruction should be sought before the items are destroyed; free distribution at meetings, conferences, workshops, distribution to foreign countries where such a program exists which allows URISA to distribute educational offerings abroad without cost to URISA, or to universities or other educational institutions sufficiently interested in receiving the items being discarded that they are willing to pay for the shipping costs.

4.3.6 **Use of Copyrighted Materials in URISA Publications.** Authors of URISA publications shall include no materials in violation of applicable copyright laws.

5 COMMITTEES

5.1 Chapter Development and Relations Council

5.1.1 **Purpose and Scope:** The Chapter Development and Relations Council promotes the health and growth of URISA chapters and facilitates communication, and support by and between URISA and its chapters. The Chapter Development and Relations Council has six specific responsibilities:

- Maintain contact with active chapters through electronic mail, phone calls, Podio and regular conference calls.
- Provide information and assistance requested by chapter leaders and support existing and new chapters in their growth and development.
- Communicate chapter needs to the URISA Board and recommend Board actions.
- Conduct the annual Chapter Leaders Forum held at the Annual Meeting.
- Issue the Outstanding Chapter Award (annual award to recognize innovation, education, outreach and community impact).
- Coordinate completion and collect the Chapter Maturity and Status report for each chapter and submit to Board.
- Review and update of the Chapter Leaders Manual annually.

The Chapter Development and Relations Council may be assigned other duties and responsibilities at the discretion of the Board and/or the Chapter representatives as needed to support the primary purpose of the Council stated above.

5.1.2 Council Membership and Leadership

5.1.2.1 **Membership and Chairmanship.** Each chapter as well as the URISA Board shall appoint a representative to the Chapter Development and Relations Council. If possible, the Board representative should be familiar with chapter operations. Each member of the Chapter Development and Relations Council shall be a member of URISA in good standing during their term. Chapter representatives must also be a member in good standing in the chapter they represent during their term.

5.1.2.2 **Term.** The term of service of each chapter representative is to be determined at the discretion of the chapter but may not exceed five (5) consecutive years. The term of service for the URISA Board representative shall be one year but may be reappointed for a total of three (3) consecutive terms. Terms are defined to begin and end at the conclusion of the Chapter Leader Forums held during the annual conference whether the term is for one or multiple years. Representatives that are appointed during the term shall be only for the duration of the term but may be reappointed to the following term.

5.1.2.3 **Leadership.** The Council will be led by an elected Chairman and Chair-Elect. Terms for each are one year as defined in 5.1.2.2. At the completion of the term, the chair-elect becomes the chair and the committee elects a new chair-elect.

5.1.2.3.1 **Chair.** The Chair runs the council meetings and sets the agenda in consultation with the council and URISA Executive Director. The Chair is to faithfully represent the Chapters and council to the Board. The Chair will also coordinate support and interaction between the Council, Chapters and URISA committees, councils, taskforces, special interest groups and cabinets.

5.1.2.3.2 **Chair-Elect.** The Chair-Elect will assist the Chair as needed with meetings, setting the agenda and other activities. The Chair-Elect will also oversee the call for nominations as outlined in section 5.1.2.4 and set the agenda for the Chapter Leaders Forum.

In the event the Chair vacates the position before their term is complete, the Chair-Elect will assume the Chair and complete the remainder of the vacated Chair's term along with their one-year term. In such a case where the Chair-Elect must take over the position of Chair due to it being vacated, the council shall appoint an interim Chair-Elect. The interim Chair-Elect will fill that role until the next election which will be conducted as directed in 5.1.2.4.2. The interim Chair-Elect may be included on the ballot following the normal nomination process indicated in 5.1.2.4.1.

5.1.2.4 **Nominations & Elections for Chair-Elect**

5.1.2.4.1 **Nominations for Chair-Elect.** No later than three (3) months before the Annual Meeting (GIS Pro Conference) the current Chair-Elect will put out a call for nominations for Chair-Elect. The call for nominations will be open for a minimum of 30 days.

Nominees for Chair-Elect must be members in good standing and have served on the Council for at least one year as a Chapter representative. Current URISA Board members may not be nominated.

Once Nominations have been received the current Chair-Elect will contact each potential nominee to verify their acceptance of their nomination. The list of all accepted nominations will then be published to the Council membership for consideration and voting.

5.1.2.4.2 **Election and Voting.** Election of the Chair-Elect will be conducted before or at the Chapter Leaders Forum. Each chapter in good standing will be able to cast a single vote for the position of Chair-Elect.

Balloting may be done by any means that provides for a secret ballot with security, an audit trail, and no duplication of votes. The ballot shall contain all of the candidates which have meet the requirements and accepted a nomination. The ballots shall be counted and verified by the Chair, URISA Board Representative and one Chapter Representative appointed by the Council which is also not on the Ballot. The results of the election will be announced at the Chapter Leaders Forum.

5.1.3 **Council-specific Policies and Procedures.** The Council will hold regular meetings as needed to support its purpose and scope. The Chair will be responsible of developing meeting agendas and leading meetings. In the Chairs absence the Chair-elect will assume these responsibilities.

The Council may create additional taskforces or groups as needed at the direction of the Chair or URISA Board. Additional Chapter Development and Relations Council policies and procedures are given in the Chapter Leaders Manual.

5.1.4 **Chapter Leaders Forum.** The Chapter Leaders Forum is to be held during the Annual Meeting of the organization (GIS Pro Conference). The purpose of this meeting is to announce the results of the Chair-Elect election and provide an opportunity for Chapter Leaders to meet face to face to facilitate better communication and coordination. This meeting might include but are not limited to:

- Discussion about issues of concern
- Sharing ideas for growing chapters, bettering URISA and increasing member benefits
- Leadership Training
- Reviewing achievements
- Meeting with the URISA Board, Councils, Task Groups and/or Special Interest Groups
- Reviewing the Chapter Leaders Manual
- Creating new Councils or working groups
- Discussions about improved operations

It will be the responsibility of the Chair-Elect to set the agenda for the Chapter Leaders Forum. The agenda must be provided to all Chapter and Board Representatives at least one week prior to the start of the Annual Meeting (GIS Pro conference). The Chair-Elect will solicit input from the Chair, all Chapter Representatives, incoming Chair-Elect and the Board Representative for the Agenda content.

5.1.5 **Special Awards Council.** The Special Awards Council coordinates with the following Councils in administering the awards program at the Annual Conference:

- Chapter Development and Relations Council (Outstanding Chapter Award)

5.2 Conference Committee – Annual Conference

5.2.1 **Purpose and Scope.** The Committee is charged with producing the Association's annual educational conference.

5.2.2 **Membership and Chairmanship.** The Annual Conference Committee shall be composed of the Conference Chair, Program Chair and Vice-Chair. Annually, the Vice-Chair will rotate upwards to Program Chair and then to Conference Chair the following year.

The Vice-Chair will be annually nominated by the Annual Conference Committee and approved by the Board. Vice-Chair nominees shall be knowledgeable in the range of sectors and disciplines covered by the Conference. Effort will also be made to ensure that nominees represent different member sectors from year to year.

This committee is open to any URISA member. If the Annual Conference is done in partnership with other organizations, those organizations may also designate individual(s) to serve on this Committee.

5.2.3 **Committee-specific Policies and Procedures.** The Conference Committee is tasked with creating each year's conference organization that it determines best meets the conference goals. However, ninety and sixty minute sessions with individual presentations of twenty to thirty minutes each or whole session panels will be most common.

5.2.3.1 **Keynote Speakers.** The Annual Conference typically has one or two keynote speakers as part of the program. Keynotes should strive to be informative, entertaining and address conference themes and issues. If the conference budget allows, one or more keynote speakers may be contracted.

5.2.3.2 **Workshops.** The Annual Conference typically includes workshops held the day before the start of the conference program. The Conference Committee may select URISA approved workshops and solicit new workshop proposals. Workshops, where appropriate, will include workbooks and other material. Vendor sponsored workshops may also be held on this day as long as the vendor's sponsorship is clearly indicated.

5.2.3.3 **Awards.** URISA awards are typically given at the Annual Conference and the program shall include them. The Conference Committee is free to decide when to schedule the awards as long as it is in a prominent spot in the program.

5.2.3.4 **Meals and Refreshments.** Based on the budget, the Executive Director will determine all conference food service. Sponsorships for food service may also be solicited.

5.2.3.5 **Exhibits.** The Executive Director is responsible for organizing the exhibit hall and for working with exhibitors. The Conference Committee is encouraged to contact any companies or agencies to exhibit.

5.3 Conference Committees – Specialty Conferences

5.3.1 **Purpose and Scope.** Additional conference committees are charged with producing specialty conferences such as the URISA Caribbean GIS Conference, GIS/CAMA Technologies Conference, GIS in Transit Conference, and the GIS in Public Health Conference. On an as-needed basis, other committees may be formed, or individuals designated, to develop and deliver regional and special interest conferences to meet the needs of the membership.

5.3.2 **Membership and Chairmanship.** Open to any member of URISA or another co-sponsoring association. Each committee has a Chair and Vice-Chair.

5.3.3 **Committee-specific Policies and Procedures.** None

5.4 Exemplary Systems In Government (ESIG) Awards Committee

- 5.4.1 **Purpose and Scope.** This Committee is charged with the development, administration and selection of awards for recognition of exceptional achievement in the application of information technology that has improved the delivery and quality of government services.
- 5.4.2 **Membership and Chairmanship.** Open to any URISA member.
- 5.4.3 **Committee-specific Policies and Procedures.** None.

5.5 GISCorps Core Committee

- 5.5.1 **Purpose and Scope.** The GISCorps Core Committee plans and directs the work of the GISCorps. The GISCorps coordinates short term, volunteer based GIS services to underprivileged communities and for humanitarian relief. The GISCorps Core Committee solicits and assigns volunteers to provide GIS services.
- 5.5.2 **Membership and Chairmanship.** The GISCorps Core Committee is comprised of between three and seven URISA members, selected by the criteria and procedures set forth in the GISCorps Organizing Principles and Policies. Volunteers affiliated with GISCorps missions need not be members of URISA.
- 5.5.3 **Committee-specific Policies and Procedures.** Additional committee policies and procedures are given in the GISCorps Organizing Principles and Policies.

5.6 Leadership Development Committee

- 5.6.1 **Purpose and Scope.** This Committee is charged with recommending a slate of candidates to serve on the URISA Board of Directors in accordance with the Association's Bylaws and to propose candidates to serve in the post of Whistleblower Policy Compliance Officer. This Committee also identifies people for future leadership roles. This committee fulfills the role of the Nominating Committee as defined in Article IV, Section 2 of the Constitution.
- 5.6.2 **Membership and Chairmanship.** The Immediate Past President shall propose, and the Board approve, the members of the Committee. No fewer than five or more than seven members shall serve. The Chair of the committee shall be someone who previously served in a URISA leadership position. Other members shall be solicited from outside the Board. No member shall serve more than three consecutive years on the Committee.
- 5.6.3 **Committee-specific Policies and Procedures.** Committee member terms of office begin on January 1 and end of December 31. The committee will use the following guidelines when proposing nominees.
- 5.6.3.1 **Nominations Criteria for Board Members.** These characteristics are **essential** for Board candidates.
- **Leadership.** Candidates for the Board of Directors should clearly demonstrate the ability to think and act as leaders, able and willing to take the time and effort to continually grow and improve URISA.
 - **Team Skills.** Board candidates should have teamwork skills, and understand the importance of a collaborative approach to policy and decision-making.
 - **Strategic Thinking.** Potential Board members must be able to analyze internal and external environmental factors, formulate issues that are of strategic

importance to URISA, and develop measurable objectives to address the issues and move the association forward.

- **Policy-Making Skills.** Experience working at the senior executive level or in other policy-making and analysis roles is critical for the new Board members in URISA. The Board has fundamentally redefined its role, from a working/operations-oriented body, to a policy-making group, which analyzes market intelligence brought to it by staff, and acts upon it strategically.
- **URISA Participation.** Past participation in three or more URISA activity areas.
- **Commitment to Attend Board Meetings.** Board members are expected to attend Board meetings as well as the Annual Conference.

These characteristics are **desirable** for Board candidates:

- **Demographics.** It is a general, though not over-riding goal, to have the composition of the Board of Directors profile the URISA membership in terms of nationality, ethnicity, gender, and type and size of organization. While this is important in terms of membership representation, it is listed here as a general goal, which is secondary to the importance of getting the brightest and best-qualified members to run for the Board. This may include persons who can help URISA enter new markets.
- **Knowledge of the IT/IS/GIS Industry.** Broad knowledge and contacts within the "industry" and/or its various sectors will be very helpful. A potential candidate's recognition and visibility will also benefit the association.
- **Other Affiliations.** The Candidate should not be overly committed to other organizations or volunteer activities, so that time and energy is available for URISA commitments. However, it is a strategic goal of URISA to penetrate other markets, so candidate affiliations with other related organizations may be very helpful.

5.6.3.2 **Nominations Criteria for President.** The criteria for President include those presented above for Board members, as well the following additions:

- Employer support.
- Demonstrated willingness to dedicate considerable energies to the needs of URISA, including travel to other conferences and events to represent URISA.
- Recognized stature in the IT/IS/GIS industry.
- Familiarity with issues, operations and mechanics of the Board, and of the Association in general.
- Proven leadership and decision-making skills.

5.6.3.3 **Statement to Board Nominees.** The following statement will be conveyed to all Board nominees so that they may understand fully their potential commitment.

"Each Board member is expected to attend and actively participate in meetings. Three to four face-to-face meetings are scheduled. Two are held in conjunction with the annual conference and the remainder, which are typically one to two days in length, are scheduled during the spring and summer of each year. Board members are expected to cover their own travel expenses, although the Board may allow for a stipend to be made available. In addition to these meetings, all Board members are expected to participate in monthly conference calls. Regular costs that are incurred to carry out normal Board members business (e.g. telephone calls) are the responsibility of the Board member.

Board members do much more than attend meetings. They are the leaders of URISA and are expected to be actively involved in initiating, overseeing, participating in, and coordinating various activities that fall under the URISA mission (educational programs, publications, industry relations, and public relations). With the Executive Director, URISA staff, and a host of volunteers, Board members are expected to apply their time and energy to worthwhile projects and programs. It is assumed that Board members will have the support of their agencies for time and resources in support of URISA and also that they make a personal decision, taking into account all other professional and personal commitments, to make a meaningful contribution to URISA during their three year term.”

5.6.3.4 **Nominations for Vanguard Cabinet.** The URISA Vanguard Cabinet are members that are potential future leaders of URISA. By having the Leadership Development Committee select the Vanguard Cabinet members, they will be introduced to this group of Young Professionals (if they are not already) and help track them along their URISA career for future leadership positions.

5.6.3.4.1 **Nominations for Vanguard Cabinet Young Professional of the Year.** The Leadership and Development Committee is charged with identifying and guiding influential and effective leaders within the organization as a whole. This award recognizes Young Professional members for their contributions to the association and the URISA community at large. The Young Professional of the Year is a service award for URISA.

5.7 Marketing Committee

5.7.1 **Purpose and Scope.** This committee is charged with developing and implementing programs to: market the organization; advertise its activities, events, programs and initiatives; and attract and retain URISA members.

5.7.2 **Membership and Chairmanship.** Open to any URISA member.

5.7.3 **Committee-specific Policies and Procedures.** None.

5.8 Past Presidents Council

5.8.1 **Purpose and Scope.** The Past President’s Council provides advice to URISA’s Board upon request, and may, at Board request or with Board approval, take up specific matters for the good of the Association. In addition, each year the Council reviews and makes recommendations to the Board on nominations for the GIS Hall of Fame, using the criteria and procedures detailed below.

The Past Presidents' Council operates under the principle that, upon conclusion of their terms, Past Presidents should step away from direct involvement in Board affairs. In recognition of the wear and tear associated with presidential service, the Past Presidents' Council is designated a Sitting Committee of the Association.

5.8.2 **Membership and Chairmanship.** The URISA Past Presidents' Council is comprised of all persons who have completed a term as President of the URISA Board of Directors, are not members of the Board, and are URISA members in good standing. The term of membership is not limited.

The Past Presidents' Council is chaired by the person who has most recently completed a term as Immediate Past President. That person shall have the title of “Rocking Chair”. Other Council members may be known as the “Rockers”, or, as appropriate, “Off Their Rockers”.

5.8.3 Council-specific Policies and Procedures

- 5.8.3.1 **Meetings.** The Past Presidents' Council shall meet annually at the Past Presidents' breakfast, convened at each Annual Conference of the Association. A quorum shall consist of all those Past Presidents who make it to breakfast. At the meeting the Immediate Past President leaving the Board at the conclusion of that Annual Conference shall be recognized as the incoming Rocking Chair, and that person shall provide a brief unwritten report on the health, focus, and financial state of the association, and any matters on which the Board might value Council input.

During the course of each year additional meetings and discussions may be held as needed by email listserv or teleconference. Any Council member may raise any topic germane to the business or purposes of the Association; discussion shall be informal and self-moderated.

- 5.8.3.2 **Hall of Fame Award Nomination Procedures and Evaluation Criteria.** URISA's GIS Hall of Fame honors persons and organizations that have made significant and original contributions to the development and application of GIS concepts, tools, or resources, or to the GIS profession. Hall of Fame laureates are expected to exemplify vision, leadership, perseverance, community-mindedness, professional involvement, and ethical behavior.

Hall of Fame Award Nomination Procedures. Anyone may nominate a person or organization for induction to URISA's GIS Hall of Fame. To make a nomination, submit a written statement to URISA describing:

- The nominee's achievements, emphasizing significant and original contributions to the development or application of GIS concepts, tools, or resources, or to the GIS profession; and
- The significance of the nominee's contributions, in terms of their enduring impact on the GIS field or profession, and their social benefit.

The nomination statement may be of any length, but it must be preceded by a one-page stand-alone summary. Email nomination statements to URISA's Executive Director by May 1 of each year. The Past Presidents Council will review all nominations and make recommendations to the URISA Board of Directors by mid-June. Presentation occurs at URISA's Annual Conference. This honor need not be given every year, and in some years there may be multiple recipients.

5.9 Policy Advisory (PAC) Committee

- 5.9.1 **Purpose and Scope.** The Policy Advisory Committee is charged with recommending formal policy positions on matters that:

- Pertain directly to URISA's mission
- Do not involve partisan political lobbying or direct support for a political party or candidate
- Are raised and reviewed, and the position recommended, in accordance with the established procedures of the Committee.

The Committee may take up matters upon referral by the Board, upon its own initiative, or upon request by any URISA member. Further, the Committee shall prepare, for consideration by the URISA Board, recommendations for official resolutions, position statements, or formal comment submittals on policy matters.

The Committee shall provide advice and recommendations to the Board. The Committee shall not make decisions for the Association related to policy or other matters. Nothing herein shall preclude the Board from considering any policy matter or taking any policy position without seeking advice from the Committee.

5.9.2 **Membership and Chairmanship.** Open to any URISA member. The Committee shall include at least one member of the Board of Directors who will serve as the official Board Liaison.

5.9.3 **Committee-specific Policies and Procedures.** None.

5.10 Professional Education Committee (PEC)

5.10.1 **Purpose and Scope.** The Professional Education Committee (PEC) oversees the development and maintenance of URISA-approved professional educational materials and standards. It establishes guidelines, policies, and standards for the development, review, and publication of URISA approved professional educational materials. The committee ensures that these materials are developed and presented in accordance with URISA policies, membership interests, and Board strategic goals. The committee also coordinates the URISA portfolio of educational materials, identifying gaps, resolving overlaps, and assessing balance. Originating committees may establish appropriate authorship and peer review policies and procedures for their materials, within the guidelines established by the PEC.

5.10.2 **Membership and Chairmanship.** Open to any URISA member. To ensure coordinated development and maintenance of the URISA portfolio of educational materials, the Chairs (or their representatives) of the Professional Practices, GLA, and any other committees creating URISA-approved professional education materials are members of the PEC.

5.10.3 **Committee-specific Policies and Procedures.**

5.10.3.1 General professional educational materials policies are given in Policy Manual section 4.2.

5.10.3.2 To ensure coordinated development and maintenance of the URISA portfolio of educational materials, the PEC convenes, twice yearly or more often as needed, a meeting of the Chairs (or their representatives) of all other committees whose activities include the creation of URISA-approved professional education materials. One meeting occurs at the annual conference and the other approximately six months thereafter. The meetings:

5.10.3.2.1 Review the full range of current and planned URISA-approved professional education materials activities against URISA policies, membership interests, and Board strategic goals, to determine what changes might be needed in URISA's portfolio of educational materials.

5.10.3.2.2 Identify specific gaps, overlaps and needed updates in the portfolio, related work efforts among the committees, and specific points of collaboration between them.

5.10.3.2.3 Review any issues concerning content, authorship, or review of URISA-approved professional education materials, to ensure that committee practices are consistent with the criteria given in Policy Manual section 4.2.

5.10.3.3 To provide for coordination between meetings, the committees represented on the PEC shall each month, or more frequently as necessary, transmit a list of professional education activities to the PEC.

- 5.10.3.4 The Professional Education Committee maintains the Workshop Development Manual, which provides additional workshop development policies and procedures.

5.11 Professional Practices Committee (PPC)

5.11.1 **Purpose and Scope.** The Professional Practices Committee (PPC) investigates, reviews, compiles, develops, and distributes geospatial best practices. Geospatial best practices describe processes and criteria that have been successfully implemented in multiple organizations with repeated success. Best practices are developed and published according to an authoritative peer review process. The PPC also develops guidelines for best practice development and documentation.

5.11.2 **Membership and Chairmanship.** The PPC is composed of no less than five members led by a Chair. It is supported by workgroups on an as needed basis. Each workgroup is chaired by an individual selected by the Committee. Workgroup Chairs are also members of the Committee. Members of workgroups may include both URISA members and non-members who offer subject matter expertise that is important to the mission of the workgroup. However, all workgroup Chairs and Committee members must be URISA members.

5.11.3 Committee-specific Policies and Procedures.

5.11.3.1 The Committee Chair serves for a term of one year. No less than four months prior to the Annual Conference, a Committee Chair Elect is nominated by the Committee and presented to the Board which may elect to endorse the nomination or request an alternate nomination. The Chair Elect assumes the role of Chair at the end of the Annual Meeting.

5.11.3.2 The PPC provides a representative (Chair or other representative) to be a member of the Professional Educational Committee (PEC), and that representative participates in the semi-annual professional education coordination meetings convened by the PEC. The PPC each month transmits a list of professional education activities to the other committees represented on the PEC.

5.12 Special Awards Committee

5.12.1 **Purpose and Scope.** This committee is charged with developing awards that recognize members for their contributions to the association and community at large. Each year the committee nominates, for consideration by the Board, members who meet the criteria for the following awards:

- **Horwood Service Award** - an occasional award given for long-term service to URISA and the profession. This award is URISA's ultimate award for **service and leadership to URISA and within the geospatial industry**. Awardees will have demonstrated significant contributions to both URISA and the geospatial technologies industry.
- **Leadership** - Presented to members who have demonstrated exemplary **leadership to URISA**, creativity, innovation, and dedicated support of URISA activities. The recipient should be a member of URISA for enough years to show a pattern of leadership. Typically the recipient will have been responsible for new activities, or significantly enhanced an existing activity, so that it takes URISA in a new direction and/or enhances our standing in the professional community.
- **Service** - Presented to members who have demonstrated faithful service to URISA and participation in its activities over a period of several years. This award is for

specific **service to URISA**. It should require a significant number of years of (not necessarily consecutive) service in a number of committees, and a willingness to take on challenges without regard to the potential for recognition.

- **Barbara Hirsch Special Service Award** - Presented to members or staff who have made **special contributions to URISA**. This award was created to honor URISA's former Chief Financial Officer, Barbara Hirsch. Barb made her mark at URISA by being an exceptional professional who would always step forward when a point needed to be made, but never stepped to the front for recognition. It is in the spirit of this dedication that the Board of Directors created an award for special service to URISA. This award will be given to individuals or committees who have shown a similar consummate level of service to URISA through an ongoing commitment to our success as an organization.
- **Dr. Marilyn O'Hara Ruiz Young Professional Scholarship** - This scholarship fund was introduced to honor Dr. Marilyn Ruiz who passed away unexpectedly in 2018. During Dr. Ruiz's career at the University of Illinois at Urbana-Champaign, she provided her undergraduate, graduate and post-doctoral students with excellent research experiences in her laboratory which helped them to have successful careers in academia, government and industry. Marilyn was passionate about her role as a mentor of graduate education. The scholarship fully supports young professional participation in the conference, fostering their professional connections and educational development.

The Special Awards Committee coordinates with the following committees in administering the awards program at the Annual Conference:

- Chapter Advisory Board (Outstanding Chapter Award)
- Exemplary Systems In Government Awards Committee (ESIG Award)
- Past Presidents Council (GIS Hall of Fame Award)
- Leadership Development Committee (Young Professional of the Year Award)

5.12.2 **Membership and Chairmanship.** The Immediate Past President shall serve as the Chair of the Special Awards Committee, and shall appoint at least two additional members, including at least one current URISA Board member and one non-Board member, to serve on the committee.

5.12.3 **Committee-specific Policies and Procedures.** None.

5.13 Teller Committee

5.13.1 **Purpose and Scope.** The Committee annually validates the votes from the annual ballot distribution.

5.13.2 **Membership and Chairmanship.** The Committee is open to any URISA member except members of the Board and candidates. Membership is limited to three persons named from year to year by the Executive Director.

5.13.3 **Committee-specific Policies and Procedures.** The work of this Committee is anticipated to be completed on-line.

5.14 URISA GIS Leadership Academy (GLA) Committee

5.14.1 **Purpose and Scope.** The GLA Committee produces the GLA, a one week leadership and management course for developing GIS leaders. It focuses on GIS leadership and management techniques, strategic planning, team development, organizational capacity building, program investment and justification, change management, and ethics and professional challenges, among other topics. The GLA is the only leadership training

program of its type, tailored to industry leaders and practitioners faced with unique challenges of GIS leadership and management who want to make an impact leveraging the power of GIS. The GLA has typically been held annually at locations around North America.

5.14.2 **Membership and Chairmanship.** While there is no formal structure, there are typically two Co-Chairs and a small group of volunteers. These volunteers, along with a larger group of instructors, team-teach throughout the GLA.

5.14.3 **Committee-specific Policies and Procedures.**

5.14.3.1 A venue is selected to maximize attendance.

5.14.3.2 The Co-Chairs poll the group of instructors for availability to teach.

5.14.3.3 Works with local GIS community to identify a closing keynote speaker.

5.14.3.4 The teaching material is reviewed and updated prior to each GLA.

5.14.3.5 All instructors must be qualified in their topic area, have teaching experience, and be GLA graduates. The committee reviews GLA graduates to identify new instructors to grow the teaching pool.

5.14.3.6 The GLA Committee provides a representative (Chair or other representative) to be a member of the Professional Educational Committee (PEC), and that representative participates in the semi-annual professional education coordination meetings convened by the PEC. The GLA Committee each month transmits a list of professional education activities to the other committees represented on the PEC.

5.15 Vanguard Cabinet

5.15.1 **Purpose and Scope.** The Vanguard Cabinet was established to provide the means for young professionals to receive encouragement and to have a stronger role in the guidance of URISA. The Cabinet's mission is to collaborate with the URISA Board of Directors in creating and promoting programs and policies of benefit to young professionals.

5.15.2 **Membership and Chairmanship.** Membership in the Cabinet is by appointment only and is restricted to members of URISA who are 35 years of age and under. Each year, five young professionals will be selected by the Leadership Development Committee to serve a three-year appointment. The Cabinet members should select a Chair and Secretary each year as directed in the Vanguard Cabinet Strategy Document.

5.15.3 **Committee-specific Policies and Procedures.** Each Cabinet member is required to participate in the activities of at least one special or standing committee of URISA. Other policies are defined in the Vanguard Cabinet Vision, Mission and Members Policies document.

5.16 Membership

5.16.1 **Purpose and Scope.** The purpose of the Membership Committee is to advance membership growth, retention and benefits by promoting URISA membership through marketing and communications efforts and best practices to increase participation in URISA through networking, volunteerism and recognition. The committee is responsible for evaluating current and proposed member benefits and potential new categories of membership to be reviewed and approved by the URISA Board of Directors.

5.16.2 **Membership and Chairmanship.** The Committee Chair serves for a period of no more than two years. Upon conclusion of their term, the Associate Committee Chair assumes

the role of Chair. Committee member terms are limited to two years with 50% of the committee rolling off every two years. Committee members must be a member in good standing of URISA. Membership of the Committee shall reflect the diversity of URISA in terms of professional discipline and other characteristics.

5.16.3 Committee-specific Policies and Procedures. Committee members are required to attend regularly scheduled conference calls as well as additional calls as needed. The Committee may establish subcommittees that report to the Chair.

5.16.3.1 Specific responsibilities include:

- Advance membership growth, retention and benefits in collaboration with URISA staff.
- Ensure committee efforts support the URISA strategic plan and priorities.
- Develop and implement recruitment and retention programs in collaboration with, and support of, URISA staff.
- Identify potential members and recommend to the Board specific programs targeting constituencies who are inclusive of prospective members.
- Review the current membership benefits in collaboration with staff and make recommendations for enhancements or “sun-setting”.
- Identify or implement metrics for member satisfaction to identify long- and short-term initiatives to achieve and sustain identified membership satisfaction goals.
- Working with the Finance Committee, review membership dues structure, categories and make recommendations to the URISA Board of Directors.

5.17 Core Documents

5.17.1 Purpose and Scope. The Core Documents Committee, under the direction of the Board of Directors, is charged with identifying and reviewing amendments to the URISA Core Documents:

- The Urban and Regional Information Systems Association (URISA) Bylaws
- URISA Policy Manual
- URISA Chapter Leader's Manual
- Other documents that are identified to be critical to the governance and operations of the URISA Organization by the URISA Board of Directors.

5.17.2 Membership and Chairmanship. The Core Documents Committee is chaired by the Secretary and is comprised of URISA Members in good standing as appointed by the URISA Board of Directors.

5.17.3 Committee-specific Policies and Procedures. The committee meets as needed, but at least once a year to review the documents and ensure they are up to date. It is the Secretary's discretion, unless directed by the Board, whether changes need to be handled by the full committee or are simple enough to be done by the Secretary without needing the full committee.

6 CHAPTERS

6.1 General Policies. The following serve as general policies for all URISA chapters.

- 6.1.1 **Chapter Name.** An approved chapter shall include 'URISA' as part of its chapter name.
- 6.1.2 **Chapter Bylaws.** Each chapter shall maintain a copy of its current Bylaws, as approved by the URISA Board of Directors, on file with the headquarters of URISA International which will post them on the URISA International web site.
- 6.1.3 **Changes to Chapter Bylaws.** Any proposed changes to a chapter's Bylaws shall be reviewed and approved by the URISA Board of Directors before formal adoption by the chapter. This review by the Board of Directors shall be completed within 60 days from receipt of the proposed changes by URISA Headquarters. In the event the Board cannot act on the revision request within the specified time period, the Board shall inform the Chapter, and shall take action no later than the next face-to-face Board meeting.
- 6.1.4 **Chapter Officers.** Each chapter shall have, at a minimum, a President, a Vice President or President Elect, a Treasurer and a Secretary. The duties of these officers shall be those normally pertaining to their posts. Chapters may also create other officers and a Board of Directors. All officers and directors must be members of both the chapter and URISA.
- 6.1.5 **Chapter Development and Relations Council Representation.** Each active-status chapter shall appoint representatives to the Chapter Development and Relations Council as provided in Section 5.1.2.
- 6.1.6 **Dues.** A chapter may levy dues for chapter membership, which are in addition to those for membership in the Association.
- 6.1.7 **Membership.** Upon payment of Association dues, each member shall be assigned to the geographic chapter that includes the primary contact address listed by the member, unless the member has indicated a desire to join a different chapter. Association members may join more than one chapter upon payment of the appropriate chapter dues, if any. Association members who do not join a chapter due to the lack of one serving the member's geographic area shall be classified as "at-large" members.

6.2 New Chapter Formation. The following sections outline the procedures for the formation of a URISA chapter.

- 6.2.1 **Petition.** The Board will consider formation of a new chapter upon receipt of a written petition signed by ten (10) URISA International members in good standing (dues paid) from the geographic area to be served by the proposed chapter. The petition must state the:
- Chapter name and geographic area to be served
 - Name of the primary contact person to represent the chapter
 - Chapter mission and goals for first year
 - Dates, topics, and attendance figures for previous start-up meeting and events.

The Board will disapprove any petition if:

- The proposed chapter area overlaps with the area of another chapter;
- The proposed chapter goals are inconsistent with URISA goals, or
- The petition is not signed by ten (10) URISA International members in good standing from the proposed chapter area.

6.2.2 Organizing Status. Upon approval of a petition, a Chapter is granted organizing status and is assigned a Chapter Development and Relations Council representative. The chapter retains organizing status until the first URISA Board meeting following one year from the date the URISA Board approves the petition. During or before that meeting the URISA Board may at its discretion grant the chapter active status, extend the period of organizing status, or rescind approval of the petition.

Chapters are required to accomplish the following items during the organizing period.

- For US Chapters execute a valid URISA Chapter Affiliation Agreement. For Non-US chapters execute an agreement with URISA.
- Sponsor regular meetings and events.
- Draft and approve Chapter Bylaws consistent with URISA's Constitution and Model Chapter Bylaws.
- Create a chapter logo for letterhead, marketing, website, etc., that meets the policies governing chapter use of URISA's logo.
- Elect officers based on the approved Chapter Bylaws. Elected officers of the Board must be URISA members in good standing.
- Open a bank account; decide whether and when to file for non-profit status; establish dues; and set up a means of communication among members.
- File a Chapter Maturity Assessment report with the Chapter Development and Relations Council representative.
- Resolve administrative issues identified by the Chapter Development and Relations Council or the Board.

During the organizing period URISA International will provide the following assistance and support:

- Bylaw templates
- \$500.00 (US) startup funds if requested by chapter and at the discretion of the Board.
- Access to the Chapter Leaders Manual
- Assign a Tech Assist Team to help with formation issues
- Hosting of a chapter web page on the URISA website if desired
- Marketing assistance for membership drives and events

6.2.2 Active Status. Upon successful completion of the organizing activities, the Board will grant active status to the chapter.

6.2.3 Inactive Status. Chapters will be considered inactive if they do not appoint a representative to the Chapter Development and Relations Council or submit an annual Chapter Maturity Assessment after two consecutive years.

7 ASSOCIATION STAFF

7.1 Employee Handbook. A separate Employee Handbook is established to define the policies and practices of URISA in relation to its employees. This Handbook is prepared and

modified as necessary by URISA's Executive Director, and approved by URISA's legal counsel.

7.2 Review of Headquarters Office Operations. In order to ensure the efficient and effective operation of URISA Headquarters and to provide an accurate assessment of the Executive Director's performance, the Executive Committee will meet at URISA HQ annually where they will review all aspects of the Headquarters office operations, including but not limited to:

- Cash Receipt & Disbursement Procedures
- Safeguarding of Assets
- Information Systems (hardware & software applications)
- Database Maintenance
- Organizational Work Flows
- Record Retention, Filing, Archiving
- Personnel Policies & Procedures
- General Office Procedures
- Business Continuity Plan (Disaster Recovery Plan).

After this review, the Executive Committee will prepare a report of their findings. The draft report will be reviewed with the Executive Director to solicit his/her comments, after which the Executive Committee will send its finalized report to the full Board of Directors for informational purposes and to address any issues or concerns identified by the Executive Committee that require Board action.

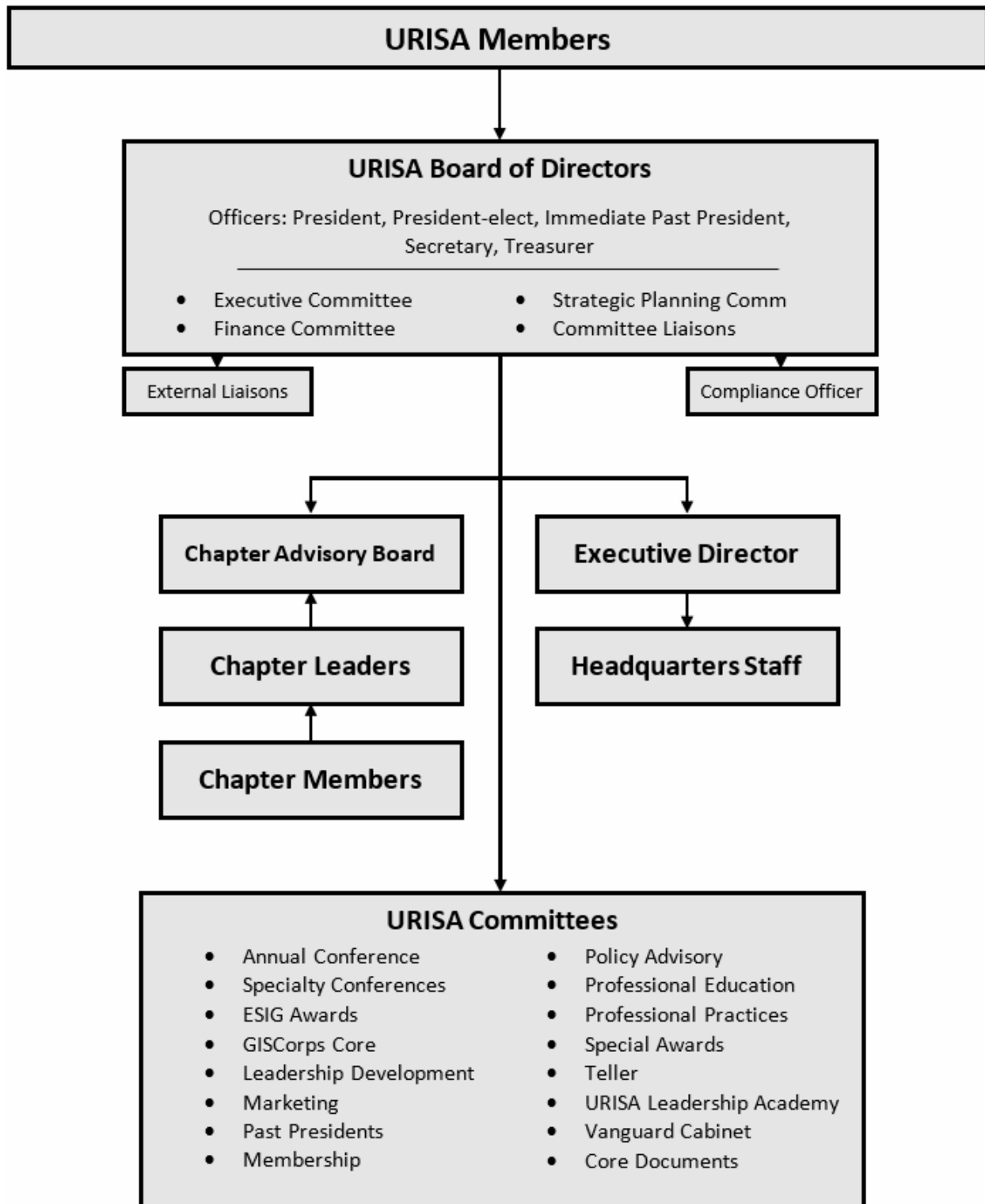
7.3 Annual Performance Reviews. The Executive Committee shall conduct an annual performance of the Executive Director concurrently with the annual Headquarters review. The performance review will shall assess achievement of goals for the prior year and set goals for the upcoming year. This review will become a part of the Executive Director's personnel file and will be acknowledged by signature of both the President and Executive Director.

Feedback from the Executive Director to each staff member is expected to occur on a continual basis. In addition, the Executive Director will annually provide a formal performance review of each employee. The performance review will assess achievement of goals for the prior year and set goals for the upcoming year. This review will become a part of the employee's personnel file and will be acknowledged by signature of both the Executive Director and the employee.

7.4 Conflict of Interest in Employment. This policy exists to prevent any actual or apparent conflict in interest between the employee and URISA. Such conflicts may arise when an employee seeks, is offered, or is engaged in employment or volunteer activities that are competitive with or detrimental to URISA. Thus employee conflict of interest is defined as behavior which is competitive with or otherwise detrimental to URISA operations and mission. This policy applies to all URISA employees.

7.4.1 Policy. The purpose of this policy, as defined in the Employee Manual, is to make employees aware that they are not to take part in off-duty employment or volunteer activities that are in conflict with their URISA work or the URISA mission.

Appendix A: Organizational Chart



Appendix B: Initiative Evaluation Matrix

Stage	Description	Trigger <i>When/how new activity, request starts</i>	Participation <i>Who is involved and how</i>	Milestones <i>Timing of action items</i>	Resources <i>What special resources are needed</i>	Incentives <i>What motivates, and enables participation</i>	Dangers <i>Risk to URISA</i>	Guidelines <i>What structure, strategy should Board promote</i>
1st: <i>Discovery</i>	How issues flow into system?	Ordinary feedback; Board strategic planning	URISA members, committees, guests	Regularly scheduled events	Routine HQ/ member travel, m&s	Volunteer good will, local relevance, professional development	Wrong person, lost energy; < \$10K at risk	Routine feedback to Board, members
Assessment	Depth/breadth of interest; relevance; capacity							
2nd: <i>Incubation</i>	Constructed activities & partnerships	Board initiative; unique opportunity	URISA champions; outside experts	External events, URISA events, pubs, white papers	Extraordinary travel/time; non-volunteer expertise	2nd level travel/work money; professional visibility; HQ support	\$10-25K at risk	Build sequence of activities; >1 URISA person; know opportunity cost; leverage
Assessment	Quality assurance; sustained interest, relevance, capacity							
3rd: <i>Initiation</i>	Policy options, position papers, restructuring	Board initiative, external pressure, timetable	URISA champions; outside experts, institutional partners	Program design; policy statements, options	Extraordinary travel/time; non-volunteer expertise	Travel/work money; professional visibility; HQ support, pooled resources	URISA reputation, direction	Institutional plan; member relevance; partners
Assessment	Importance, breadth of support							
4th: <i>Action, Policy, Position</i>	Board adoption/ agreement; MOU	Board initiative, external pressure, timetable	URISA champions; outside experts, institutional partners	Program launch; policy approval	Board, HQ time, political capital	Travel/work money; professional visibility; HQ support, pooled resources	URISA objectivity, credibility, structure	Coalition building
Assessment	Effectiveness, consensus, URISA positioning							

Appendix B (cont.): Initiative Evaluation Matrix Examples (from 2003)

Stage	<u>Example 1</u> Certification (<i>complete</i>)	<u>Example 2</u> Special Interest Groups (SIGs)	<u>Example 3</u> GISCorps
1st: <i>Discovery</i>	Invite from other organization; conference sessions & edu-comm history	Board 'key topic' priority; exist in Bylaws & under-utilized in recent years	Provide short term volunteer GIS Assistance to developing countries
Assessment	Member interest/ capacity; responsiveness to external events	Member interest/ capacity; conduit for hot topics; adds breadth to URISA's offerings	Member interest/capacity; boosts URISA's international image; strengthens Geo Science
2nd: <i>Incubation</i>	Cross-org edu. meetings/events; Task Force participation; pubs	Establish topic areas	Develop Strategic Plan & web interface
Assessment	Member/prof. participation; surveys of members, others; Board discussion; funding available	Member participation; survey/evaluation Board discussion	Core Committee, current and previous Board members' discussion & participation
3rd: <i>Initiation</i>	Job categories, skills; certification process(es); model laws	Identify leaders and establish online discussion forums	Develop detailed operational plan; start an outreach/media campaign
Assessment	Quality, utility, practicality, consensus, commitment	Quality; identification of work products; member support	Assess the Quality of volunteers & projects
4th: <i>Action, Policy, Position</i>	Adopt certification process, 'model law'	Acceptance into collection of URISA benefits	Conduct Pilot projects

#	Date	By	Description
0.1	2013	Core Docs Committee	
0.2	10/18/2015	Core Docs Committee	
0.3	11/6/2017	B. Townsend	Advocacy Agenda Committee removed, 5.1 and Appendix A.
0.4	11/16/2018	B. Townsend	Review by URISA Attorney in context of OneURISA. Section 2 Membership moved to Bylaws, Dues, Regular changed to \$195. Section 6.2.2 added for OneURISA. Merging of Constitution into Bylaws considered, but Core Docs recommended to keep, to require Board accountability to the membership.
0.5	12/12/18	B. Townsend	Change log added. Section 5.1 Chapter Advisory Board rewrite as CDRC. Updates to Section 6 related to CDRC.
0.6	8/20/19	B. Townsend	References to Journal removed or modified. Professional Education materials (PEMC) is now PEC (12/11/2017). ULA changed to URISA GIS Leadership Academy (GLA). GMI (6/2019) and Vanguard Cabinet Steering (8/2019) Committees removed. Vanguard Committee now 3 year appointment, awards updated and nominations handled by LDC (8/2019).
0.7	12/11/19	B. Townsend	Updated Section 2, 2020 Dues with new Government Agency rate. Added 5.16 Membership and 5.17 Core Documents, updated Appendix A Org Chart.