

May 27, 2014

COCAL GOVERNANCE POLICY

The governance for COCAL was developed to render effective operations for meetings and decision-making, facilitate discussions relating to the organization of activities involving the COCAL Conference and to establish a vision to expand the COCAL movement. The COCAL Governance Policy is available on the COCAL International Advisory Committee website. Without delving into the merits for a formal vs an anarchistic structure the governance of COCAL, an advisory body not legally incorporated, is divided into two parts.

The first involves governance about three distinct COCAL structures and several operational directives: composition of the COCAL International Advisory Committee (CIAC), the COCAL International Working Groups and the COCAL Advisory Conference Committee (CACC), secretariat for meetings, minutes, agenda-setting, conference calls, web-management, mandates and composition of committees, terms of participation, the decision-making process, etc.

The other aspect of COCAL governance focuses on the critical path and template for the organization of the COCAL conference at the local level.

COCAL governance for the CIAC involves the current structure: a group of individuals largely from the United States but inclusive of individual groups from Canada and Mexico who work on diverse contingent faculty issues from working conditions to academic and pedagogical concerns. When and if the COCAL movement develops as a true international movement spanning substantially across countries, or if it elects to incorporate, then governance issues with a more formal structure will need to be re-examined. To assist in the development of the COCAL movement the following structure has been adopted. In all cases the governance rules of how meetings are run, shall be applied.

How Decisions Get Made

The COCAL movement is not a formal organization but its Governance Policy does formalize a number of structural and operating areas. Understandings are reached through consensus and the process is interest-based. Members will be required to submit proposals in writing for consideration by the local committee organizing the conference. Members have the right to be heard and are encouraged to submit written proposals to the local committee organizing the conference. The Chair and convener of meetings will ensure that members participating in a meeting will speak about items on the agenda in a round table format, by alphabetical order of those present.

Many policies, in particular those of a generic nature involving the organization of the COCAL Conference have been established (e.g. content of registration form, early registration date, fund raising, translation, etc.). Other or new policies not mentioned in this report will require a special or separate meeting to permit meaningful discussion of COCAL's role as an International Advisory group. Such meetings and/or role will largely take place in an off-conference year.

Composition of COCAL International Advisory Committee (CIAC)

The composition of the CIAC consists of its current members. The composition of the CIAC along with all of its committees are proportionally represented whenever possible with members from Canada, Mexico and the United States. Those who fail to participate regularly in CIAC calls shall be asked to resign by the convener of the conference call. The convener will place on the agenda of a CIAC meeting an update on those who will be asked to resign or who are no longer willing to serve.

There are new members and returning members. New members shall be approved prior to being added to the CIAC. All new members will be mentored and receive an orientation to the CIAC and the COCAL movement. Returning members are preferably those who have coordinated a previous COCAL Conference. In this manner collective memory, continuity and renewal can be assured.

The mandate of the CIAC is to work between conference periods towards four objectives: seek funding opportunities to ensure adequate translation of English, French and Spanish for all COCAL activities; seek expansion of its international base with potential members outside of North America who will join CIAC; promote Campus Equity Week and lastly to support organizations defending the interests of contingent faculty.

Composition of COCAL Country Working Groups (CCWG)

Members belonging to the CIAC shall constitute their own COCAL Country Working Group (CCWG). There will be three CCWGs: a CCWG Mexico; a CCWG Canada-Quebec and, a CCWG United States. The mandate of the COCAL Country Working Groups is to expand the COCAL movement in their own countries and ensure whenever possible that regional representation is reflected on their respective CCWG. A progress report will be provided to the CIAC on their Campus Equity Week initiatives and any new member associations or unions who have joined their CCWG. As CCWGs expand their respective memberships, it is hoped that a new member on a CCWG will be asked to join the CIAC to work on a CIAC Committee.

Composition of COCAL Advisory Conference Committee (CACC)

The COCAL Advisory Conference Committee (CACC) shall consist of no more than 15 members as follows: the coordinator of the previous COCAL Conference; four representatives from the local conference organizing committee (e.g. coordinator, treasurer), four representatives from the CIAC country hosting the conference and six members from the CIAC reflective of the two countries not hosting the conference.

Fees and Obligations

While there are no fees to be a part of any COCAL group or committee, there are obligations. Each CIAC member needs to sit on a committee and fulfill its mandate. Members who do not fulfill their mandates, renege on their tasks in a chronic pattern or fail to implement decisions taken by the CIAC or CACC shall be asked to resign.

Orientation

Upon discussion with the CIAC, new members may be appointed to serve on the CIAC. New members will be provided with an orientation to the COCAL movement, its history, its mode of operation and any additional information needed to ensure an understanding of COCAL's governance.

Terms of Participation

The term of participation on the CIAC, and the CCWGs and/or its sub-committees is a renewable two-year mandate. Beginning in September 2014, members of the CIAC shall be provided with a list of members along with their coordinates, who are serving on the CIAC, the CCWGs, and on each of their respective committees.

Committees and Mandates

To the extent possible all CIAC committees shall have no fewer than three CIAC members representative of Canada, Mexico and the United States.

1. **Secretariat and Communications Committee**

The Secretariat and Communications Committee's mandate is critical to ensure meetings (telephone conference meetings) are called in a timely fashion, agendas prepared and distributed along with minutes taken. The Committee will consist of three members, one who will be the convener and be responsible to set up telephone conference calls and send out the agenda along with the previous minutes. The conveyor will serve as Chair and ensure discussions take place in a round table format by asking each participant to speak before moving on to the next participant. Another member on the Secretariat and Communications Committee will serve to record minutes of telephone conference meetings and a third member will serve as the web-manager.

There will be no less than four CIAC meetings in between a conference year. An increase of meetings the year in which a COCAL Conference takes place will be held by the CCAC. As many meetings as possible shall be scheduled well in advance and members will receive notification no later than two weeks prior to a meeting along with the agenda, and minutes of the previous meeting.

It will be the responsibility of one of the members of the CIAC to serve as the web-manager and maintain and update the COCAL website.

Minutes to all meetings are not a transcript of discussions but confined only to actual decisions that have been reached. Minutes of meetings will be archived and placed on the CIAC website. In the year a COCAL Conference is taking place, a set agenda about the conference preparation will be employed for all meetings. The template will facilitate discussion in meetings with the CACC and assist the local conference organizing committee. The agenda template will have the following generic terms: Logistics (date, location of conference site, accommodation); Registration (form, pre-registration process online/direct, conference cost, pre-registration, etc.); Finances (budget, fund-raising, etc.); Program (plenaries, themes, workshops etc.)

2. **Orientation Committee**

The Orientation Committee shall consist of at least three members one of whom will be the Chair. The Committee will be responsible for mentoring new members joining the CIAC. Phone numbers and emails shall be exchanged. New members are advised to read and spend time on the COCAL website to familiarize themselves about COCAL, the CIAC, Campus Equity Week and COCAL Governance, etc. If required pertinent documents can be forwarded by the Orientation Committee. An informal information and orientation session will be held about COCAL in all COCAL Conference programs to encourage new members to join and provide any historical information to others as required.

3. **Finance Committees**

Finance Committee COCAL Conference

The Finance Committee shall be chaired by one member from the local organizing committee organizing the conference. The assigned local treasurer shall have signing authority of the local COCAL Account and ensure funds are transferred to the local organizing committee of the next COCAL conference. It is the responsibility of the Chair on the Finance Committee to produce

financial statements at each CCAC conference meeting as part of a set agenda.

Other than a stipend paid for the coordinator of the local committee organizing a COCAL conference there are no paid positions for COCAL. The CCAC may however elect to offer a stipend no greater than the conference registration fee to a member from the local committee to assist with registration of participants to the COCAL conference.

Funds for COCAL will be contained in a single account at the local level hosting the COCAL conference. Funds will be transferred to the next local organizing committee as soon as the next COCAL account is opened.

Fund-Raising Committee

Members on the Finance Committee shall form a Fund-Raising Committee that comprises contacts and/or representation from the following associations, unions, or foundations: NEA, AFT, SEIU, AAUP, UAW, USW, FNEEQ, CUPE, CAUT, etc. involved in each of these organizations. The primary objective of the Fund-Raising Committee is to seek donations or grants to essentially cover expenses of the COCAL Conference.

4. Scholarship Committee

The Scholarship Committee consists of three members one of whom will serve as Chair. It is a separate committee that becomes operational during the year a COCAL conference is to take place. Its finances as well as any fund-raising will be run by its own account. The Committee will ensure that scholarship funds will be distributed according to the policy approved by the CCAC.

5. Governance Committee

The Governance Committee shall consist of at least three members one of whom will serve as Chair. The mandate of this committee is to ensure, whenever required, the maintenance of CIAC's governance structure and operational directives. Should a CIAC member have a concern, the concern shall be sent first to the Governance Committee before discussion by the CIAC or any other group/committee. Should a query not be resolved it will be forwarded for discussion in a CIAC meeting.

Critical Path for Organization of COCAL Conference

The following critical path has been developed to assist local organizing committees in the planning of the COCAL Conference that is held every two years. The critical path will form an integral part of the set agenda for discussions with the COCAL Conference Advisory Committee (CCAC).

COCAL Conference Advisory Committee (CCAC)

The CCAC is composed of individuals who have hosted a previous COCAL conference or who have special expertise (e.g. fund-raising, web-based knowledge, communications etc.). The mandate of the Committee is to determine general overall policies for the COCAL movement, to advise and oversee the organization of COCAL Conferences at the local level. One of its essential roles is to assist the local organizing committee in preparation for the COCAL Conference.

Conference Country Location

Where COCAL conferences will be held every two years is normally discussed at the end of a COCAL Conference with the CIAC. Discussions about the location of the

conference have followed a tradition that provides for an optimal opportunity to local part-time and adjunct unions/associations. We have been respectful of various conference locations in Canada, Mexico, and the United States and hold the conferences alternatively in one of these countries. As well, and whenever possible, the local conference location in a country will alternate and take place on the east coast, west coast, or the center. In other words, whenever possible the COCAL Conference location shall be selected to reflect the diverse regions of a country.

Conference Dates

While it is difficult to please everyone, the dates for the conference should maximize the number of participants who can attend. The best period thus far for participants to attend (though not ideal) is during the month of August. In this manner those who wish to remain and visit the local area have this option, but more important they can maximize their traveling costs to full advantage, especially if they are traveling with a spouse, guest, or family. The CCAC will ensure that the week chosen for the conference will vary from one conference to the next to permit the participation of contingent faculty still teaching in the first weeks of August. In other words, alternate weeks to hold the conference in August will likely take place and will alternate among any of the four weeks in August.

Local Organizing COCAL Committee

Conference Coordinator

Two individuals will serve on the CCAC from the local organizing committee. The individuals have traditionally been the Coordinator, who is hired to do the actual preparation and logistics for the conference, and someone from the local organizing committee responsible for the conference finances. It is understood that the local Conference Coordinator is often a paid position and will be compensated for their work.

It is the mandate of the Conference Coordinator to provide updates to the CCAC in the year a COCAL conference takes place that includes the following monthly agenda items: registration form, promotion, numbers registered; budgetary updates, finances required, received, spent; accommodation information; program information (speakers, plenaries, workshops, etc.). The coordinator shall ensure: an evaluation form about the conference will be available to conference participants and a summary of the COCAL conference is provided for the CIAC website; for COCAL renewal, an informal session will be available sometime during the conference for anyone wanting an orientation or information about the COCAL movement.

Local Conference Location

The local organizing committee needs to find an optimal location to permit the easiest access (transportation wise) for participants to attend.

The conference location shall be determined by the local committee no later than ten months before the conference is to take place.

The physical logistical needs involve one large room able to seat at least 250 people for plenary sessions, and breakout or workshop rooms seating from 30 to 50 conference participants. The number of small breakout rooms is largely determined by the number of breakout/workshop sessions available in the overall program. We also need a small room that will serve as the "conference office" with access to computers, printing, or photocopying that may be required during the conference. Other electronic media involve microphones, possibly an overhead or laptop for power-point presentations. If at all possible, a location where access to email for participants would be of great benefit to those needing to communicate back home

or respond to their email messages. Costs for all of this need to be included in a budget that will be submitted by the Chair of the Finance Committee to the CCAC (see below) for approval.

Conference Coordinator and Budget/Finance Officer

Two individuals normally sit on the CCAC from the local organizing committee. The individuals have traditionally been the local conference Coordinator, who is hired to do the actual preparation for the conference, and someone from the local committee responsible for the conference finances and fund-raising. The first priority for the local organizing committee would be to fix the dates for the conference, secure the location and accommodations required, and then seek to solicit needed funding with a fund-raising campaign of the various associations, unions, federations and foundations.

Registration Form Template

The registration form to attend the COCAL Conference must include the following information: conference dates, conference location and address, conference fee, early registration date and fee, method of payment options (credit card or directly). to whom direct payments "shall be payable to", the address where registration form and payment can be sent; full name of participant attending, mailing address, phone number(s), email address, group affiliation; meals included in the registration fee; meals or events not included in the registration fee requiring a separate check-off on form; the addition of payment if a spouse/guest is also attending a gala or a separate organized event. Details (location, cost) of several accommodation choices (e.g. dormitories, hotels, billeting) shall also be indicated. Accommodation costs are the responsibility of the participants attending the conference.

Catering – Food Services

The program and the budget will include meals for the conference, coffee/juices for breakout sessions etc. The organizing committee determines meal arrangements, reception events or any other catering services that are required. These services shall be included in the registration fees for the conference and are separate from the choices involving special events, galas, visits, etc. that may be available to participants and/or their guests.

Accommodation

Affordable accommodation close to the conference location is essential as is the possibility of alternative hotel accommodations nearby. The critical issue besides the proximity of the accommodation to the conference site is choices for those traveling with spouses/guests or who would prefer to be in a hotel. The organizing committee should offer choices as to where participants may wish to stay along with directions to the conference site. Among the choices and whenever possible, dormitories on the campus where the conference will be held should be provided as an option.

Translation and Interpretation Services

Whenever possible translation and interpretation services (simultaneous, consecutive, or one-on-one) should be provided for the plenaries, and if possible for the breakout/workshop sessions. The COCAL movement currently tries to operate in three languages: English, French and Spanish.

The local conference committee should ensure and seek the possibilities of translation services early in the preparations with costs either of translation companies who provide such services or with organizations who are able to provide the translation equipment. The CCAC may ascertain the feasibility of such services if none can be provided by the local organizing committee.

Budget and Fundraising

Once a proposed program and budget are presented to the CCAC, a fund raising campaign and letter needs to be sent to educational federations, associations and foundations to solicit donations. Sponsors will be thanked for their donation and identified on the conference website and in conference documents. As well, registration for the COCAL Conference should take place as soon as possible and begin no later than seven months prior to the conference, either by permitting online registration or sending registration forms and payment directly to the local organizing committee.

Conference registration fees will be determined by the CCAC upon approval of the conference budget. Registration fees will include an early registration fee. Fees for other events, cruises, gala, visits etc. will be at the discretion of participants. Choices for extra events will be indicated as separate items on the registration form.

Conference Program

Conference programs shall be organized by the local organizing committee. Each COCAL conference program shall however include an informal gathering of interested new members for a COCAL orientation session along with the opportunity to become more involved. In addition should an international guest from outside North America be invited to participate or speak, they should come prepared to join the International COCAL Advisory Committee or agree to expand the COCAL movement in their own country and assist with future funding.

Options - Mobilization – Social Events

The local organizing committee can elect to provide a mobilization event or activity for conference participants to participate in a manner that will draw attention to the needs or plight of academic contingent labour.

The local organizing committee can also elect to provide social events that conference participants can attend – a musical revue, a comedy night, a sightseeing tour, a museum visit, etc. A list of restaurants, or events in and around the city will help participants decide what they could do in their spare time.

Conference Website

An option with many local organizing committees is the setting up of a COCAL conference website. This will serve to: (a) inform participants about conference logistics and details (b) promote the conference to others who may wish to attend and (c) help with any online information. If a website is not possible then letters and emails will need to be sent quite frequently to ensure participants can register before a deadline (normally two or three months prior to the conference). Full and complete information about the COCAL Conference will be available on the CIAC website.

Press Release, Media Relations

A press release, a press conference and overall media relations will need to be considered by the local organizing committee. Where appropriate and if possible, developing good media relations may ensure the COCAL conference gets reported on, and the issues exposed to the general public. In addition a 'call' to attend the COCAL conference should be widely advertised and in particular announced on the Adjunct-list serve.

Conference Evaluation Form

A conference evaluation form will be distributed to participants attending the COCAL conference to provide feedback about the conference and other suggestions helpful

for the organization of the next COCAL conference. Completed evaluation forms shall be provided to the next local organizing committee following the conference.

Conference Summary Report

For the purposes of providing an historical record of a COCAL Conference, the local organizing committee will provide a summary report of the conference to include the total number of participants along with a delineation by country (Canada, Mexico and United States) who attended. Highlights of the conference program will also be summarized along with any activities, declarations or special mobilized events. COCAL Conference Summary Reports will be placed on the CIAC website.