

THE CAMPBELL COLLABORATION  
PLAN OF GOVERNANCE  
Adopted 10 May 2008

ARTICLE I: GENERAL STATEMENT

Section 1: Preamble. The Campbell Collaboration (C2) exists to help people make well-informed decisions about social and behavioral interventions. The vision of C2 is to bring about positive social change, and to improve the quality of public and private services around the world, by preparing, maintaining and disseminating systematic reviews of existing social science evidence in education, crime and justice, and social welfare. As a largely voluntary organization, C2 recognizes that it is essential to have transparent, agreed-upon policies that set out roles and responsibilities and also guide the work of the organization. As such, the Plan of Governance is intended to help C2 achieve its mission in accordance with agreed-upon principles that are consistent with that mission, and to insure the long-term stability and vitality of C2 while providing enough flexibility to accommodate growth and change. This Plan of Governance supercedes all previous documents.

Section 2. Principles

(a) *General principles*. C2 is committed to the following general principles for producing systematic reviews:

1. *Collaboration*, by internally and externally fostering good communications, open decision-making and teamwork.
2. Building on the *enthusiasm* of individuals, by involving and supporting people of different skills and backgrounds.
3. *Avoiding duplication*, by good management and co-ordination to maximize economy of the effort.
4. *Minimizing bias*, through a variety of approaches such as abiding by high standards of scientific evidence, ensuring broad participation, and avoiding conflicts of interest.
5. *Keeping up to date*, by a commitment to ensure that Campbell Reviews are maintained through identification and incorporation of new evidence.
6. Striving for *relevance*, by promoting the assessment of policies and practices using outcomes that matter to people.
7. Promoting *access*, by wide dissemination of the outputs of the Collaboration, engaging potential users of evidence, taking advantage of strategic alliances, and by promoting appropriate content and media to meet the needs of users worldwide.
8. Ensuring *quality*, by being open and responsive to criticism, applying advances in methodology, and developing systems for quality improvement.
9. *Continuity*, by ensuring that responsibility for reviews, editorial processes and key functions is maintained and renewed.
10. Enabling *wide participation* in the work of the Collaboration by reducing barriers to contributing and by encouraging diversity.

(b) *Organizational principles.*

1. *Focus.* C2 shall be organized to achieve its mission: to produce and disseminate relevant and valid systematic reviews.
2. *Efficiency.* C2 shall be organized to achieve its mission as effectively and inexpensively as possible. That is, C2 will produce and disseminate as many relevant, high-quality systematic reviews as possible with available resources. C2 will strive to reduce unnecessary effort, without sacrificing quality.
3. *Simplicity.* The organizational structure shall be as simple as possible. Simplicity will help people understand C2, its entities, their responsibilities, and how they operate. Simplicity makes it easier to engage people productively and avoid duplication of effort.
4. *Transparency.* The organization's operating procedures and decision-making processes shall be explicit. Whenever possible, these procedures and processes will also be public. Transparency will help to keep up enthusiasm and reduce confusion among the volunteers, staff, decision-makers, and other consumers that C2 must engage in order to achieve its mission.
5. *Democracy.* Without compromising its commitment to generating and using the best scientific evidence, C2 shall develop organizational structures that are democratic and representative.
6. *Sustainability.* To achieve its mission, C2 shall develop enduring operating procedures and structures.
7. *Shared governance and communication.* Governance and communication in C2 are shared responsibilities. That is, many people have important, often different roles to play. Therefore, it is important that these roles are clearly delineated and well-coordinated.

Section 3. Organizational structure. The Steering Group (SG) is the ultimate authority in C2. Comprised of duly-elected representatives (voting members) and non-voting members, the SG is responsible for scientific and organizational policy, organizational structure, and approval of budgets. A Corporate Board holds responsibility for legal and fiscal matters related to the organization's status as a non-profit (501(c)3) organization registered in the Commonwealth of Pennsylvania in the USA. Most of the work of C2 is carried out by Coordinating Groups which are responsible for the production, scientific merit, and usefulness of C2 systematic reviews. The work of C2 is supported by Centres, Partner Organizations, and individuals. Centres produce and promote C2 reviews in a particular geographic region. Partner Organizations enter into formal agreements with C2 to collaborate on an agreed-upon set of activities to further mutual interests. Individuals can join the Coordinating Groups as voting members or affiliates. Led by a Chief Executive Officer (CEO), the C2 Secretariat supports the SG and Coordinating Groups, and is responsible for the core functions of fundraising, budgeting, internal communication, website maintenance, information systems, and daily operations.

## ARTICLE II. THE STEERING GROUP

Section 1. Authority and responsibility. The Steering Group (SG) determines the policies and operating procedures of the Campbell Collaboration. The SG is responsible for strategic planning, scientific and organizational policy, organizational structure, authorized entities, control over intellectual property rights, and approval of budgets for C2. (This Plan incorporates and supercedes a document titled “Campbell Collaboration Steering Group: Organization and Responsibilities,” adopted by the SG in June 2003).

- (a) *Strategic planning.* The SG is responsible for developing and updating a Strategic Plan that sets out the organization’s long-term and short-term goals and identifies key activities designed to achieve those goals.
- (b) *Scientific policy.* The SG sets guidelines and standards for C2 systematic reviews.
- (c) *Organizational policy.* The SG sets guidelines and standards for editorial and operating procedures.
- (d) *Organizational structure.* The SG determines the organizational structure of C2 and decides whether specific proposals for new Groups, Centres, and Partner Organizations shall be approved.
- (e) *Authorized entities.* The SG determines which entities may operate under the auspices of C2. The SG may grant to these and other entities responsibilities for carrying out specific functions on behalf of the Campbell Collaboration.
- (f) *Intellectual property rights.* The SG maintains international rights over intellectual property on behalf of C2.
- (g) *Budgets and accounts.* The SG is responsible for approval of budgets for core operations. Budgets and accounts are prepared annually by the CEO in consultation with the entire SG. The SG votes to approve or change the budget at least once a year.

Section 2. Voting members. Voting members of the SG represent their constituents. Voting members include two duly-elected representatives from each Coordinating Group, plus two SG Co-chairs elected by the voting members of the SG. Voting members of the SG shall be elected by their constituents to three-year terms. If re-elected, one individual may serve up to two consecutive terms (six year maximum). Each Coordinating Group shall put in place mechanisms to ensure that elections are staggered, so that their SG representatives’ terms begin and end at different times. Each Coordinating Group shall elect one incoming SG representative to begin no later than May 2008.

Section 3. Co-chairs. SG Co-chairs provide leadership for the C2 SG, convene SG meetings, and work with the CEO to oversee progress on core activities, including fundraising, communication, and developing relationships with other organization.. As indicated above, SG Co-chairs shall be elected by voting members of the SG to three-year terms. If re-elected, a Co-chair may serve up to two consecutive terms (six year maximum).

Section 4. Co-Chair election procedure. The SG shall create an ad hoc nominating committee that will present a slate of nominations to the SG for consideration. Nominees do not have to be current or former SG members. The slate will be limited to those nominees who are

willing to serve. Election of a Co-chair requires approval by the majority of voting members of the SG. To stagger the terms, one SG Co-chair election shall take place every 18 months.

Section 5. Orderly transition. To facilitate orderly transitions, the incoming Co-chair shall be elected 6-12 months in advance of taking office. The outgoing Co-chair shall sit on the SG as a nonvoting member for 18 months after his/her term expires.

Section 6. Non-voting members. Non-voting members of the SG include the CEO, liaisons from the Cochrane Collaboration, plus the outgoing SG co-chair. Non-voting members also include anyone else the SG invites to attend a SG meeting.

Section 7. Ad hoc working groups. Ad hoc working groups are appointed by SG, but are not limited to SG members (to ensure wider representation). These groups work on specific issues, prepare policy briefs or recommendations, and report back to the SG. Examples include (but are not limited to) ad hoc nominating committees, groups charged with responsibility for drafting a policy or procedure, Scientific Program Chairs for a C2 Colloquium, and strategic planning groups for a particular geographic region.

Section 8. Meetings. The SG shall meet at least twice a year. Periodically the SG will hold a retreat to revisit the organization's strategic plan, evaluate its goals and activities, and consider new ideas and initiatives. The dates and location of SG meetings shall be set by the SG Co-chairs and announced at least three months in advance.

Section 9. Agenda setting process. The SG Co-chairs shall develop agendas for SG meetings with input from the CEO, SG members, and others. The process for suggesting items for the SG agenda will be clearly explained on the C2 Website under an easily-located heading ("how suggest an item for the SG agenda"). This will describe specific steps, timelines, and criteria for agenda items to ensure that all constituents understand and can utilize this process.

Section 10. Agenda items. The SG agenda will be limited to items that include brief (no more than 3 page) written statements of the problem or issue, options, pros and cons of different options, recommendations, and required action by the SG. Supporting documentation for all SG agenda items must be circulated to all SG members at least seven (7) days in advance of SG meetings. Rare exceptions might be made for emergency items or those that involve confidential information. The SG may develop a specific format for such briefs. The SG agenda will not contain items that are for-information only; these will be circulated as written reports (and may be circulated electronically).

Section 11. Decision-making procedures.

- (a) *Quorum*. The presence of at least two-thirds of the voting SG members shall be required in order to adopt a new proposal, resolution, or rule. At least one current SG Co-chair must be present. Members can participate in a vote in person, by telephone, or video conference.
- (b) *Voting*. Each voting member of the SG shall have one vote.
- (c) *Voting procedures*. The SG Co-chairs will decide, in consultation with other SG members, whether a vote will be anonymous and whether a tally or summary of results will be public.

A simple majority of voting members of the SG is needed to approve a new proposal, resolution, or rule.

- (d) *Between SG meetings.* When decisions requiring a vote of the SG arise and cannot wait until the next SG meeting, the SG Co-chairs and/or CEO shall organize a briefing of all voting SG members on the issue and a mechanism to obtain each vote on the issue. Briefings can occur through video or teleconferences or by email. There shall be a minimum of one week between the briefing and the close of voting on the issue. Again, a quorum of two-thirds of all voting SG members is required (in this case, 2/3 of the voting members must cast electronic votes) and a simple majority of the voting members of the SG is needed to approve a proposal. The CEO shall make sure that the vote is recorded and tallied.

### ARTICLE III. THE CORPORATE BOARD (USA)

Section 1. Role and responsibilities. The C2 Board of Directors has legal and fiduciary responsibility for C2 pursuant to its status as a duly recognized nonprofit (501(c)3) organization under the laws of the Commonwealth of Pennsylvania, USA.

- (a) *Legal status.* The C2 Board shall maintain the charter of the C2 nonprofit corporation and its formal recognition by the Commonwealth of Pennsylvania and the U.S. Internal Revenue Service.
- (b) *Fiduciary responsibility.* The Board can accept funds on behalf of C2 and it is responsible for proper disbursement and accounting for those funds. For purposes of efficiency, all central C2 funds and accounts shall be managed by the C2 Secretariat, under the oversight of the C2 SG.
- (c) *Liability and insurance.* The Board shall maintain operational and business liability insurance to protect its members against any legal action against them in relation to C2.
- (d) *Trademark.* The C2 Board controls legal rights to use the C2 name and logo.

Section 2. Composition. The C2 Board shall be comprised of the voting members of the C2 Steering Group (SG). The Board shall elect its own President, Treasurer, and Secretary.

Section 3. Meetings. The Board will hold an annual meeting, scheduled to coincide with a regular C2 SG meeting. Board meetings will be convened by the SG Co-chairs.

### ARTICLE IV. THE SECRETARIAT

Section 1. Authority and responsibility. The C2 Secretariat shall support the SG, facilitate the production of C2 reviews, enhance communication within and about C2, raise funds for C2 infrastructure and C2 reviews, and organize annual colloquia and other events.

- (a) *Support the Steering Group.* The Secretariat will support the SG by producing documents for and about SG meetings, archiving SG documents and C2 policies, and staffing SG meetings.

(b) *Facilitate production of C2 reviews.* The Secretariat will support the work of C2 Coordinating Groups to produce C2 reviews by developing and maintaining efficient information systems and assisting Groups with communication and problem solving.

1. *Information systems.* Develop and maintain efficient information systems for tracking the progress and status of systematic reviews.

(c) *Communication.* Develop and maintain efficient routes for informing and hearing from all C2 constituents, in collaboration with the Coordinating Groups and other C2 entities (Centers). This includes responsibility for the following:

1. *Website.* Maintain the C2 website, receive and post information from C2 entities.
2. *Documentation.* Identify, routinely update, and post on the C2 website all current policies, governing documents, and minutes of SG meetings.
3. *Contacts.* Maintain updated contact information for individuals and organizations associated with C2, with input from C2 Coordinating Groups and other entities.

(d) *Fundraising.* The Secretariat will obtain funding for C2 infrastructure and C2 reviews. It will identify possible sources of financial support, initiate and coordinate grant applications (sometimes in collaboration with one or more C2 Groups or Centres), and engage in other fundraising activities.

(e) *Budgeting and accounting.* The Secretariat will prepare budgets for review and approval by the C2 SG. It will collect, disburse, and account for all funds provided to the C2 organization.

(e) *Colloquia and events.* The Secretariat will oversee plans and logistics for C2 Colloquia, working with Scientific Program Chairs appointed by the SG. It will organize training sessions in cooperation with the C2 Methods group.

Section 2: Organization. The Secretariat will be led by a Chief Executive Officer (CEO), who will supervise a Communications Officer and other staff as needed.

Section 3. The Chief Executive Officer. The CEO is responsible for leading the C2 Secretariat, hiring and supervising the Secretariat staff, providing support to the Steering Group and to the Coordinating Groups, developing the C2 organization, developing budgets, fundraising, and representing C2 internationally. The position is further described in a separate document, accepted by the C2 SG in May 2007 (incorporated here by reference). The CEO reports directly to the Co-chairs of the Steering Group.

Section 4. Communications Officer. The Communications Officer shall facilitate effective communication within C2, among the various C2 entities, and with external groups and individuals.

## ARTICLE V. COORDINATING GROUPS

Section 1: Authority and responsibility. Coordinating Groups are the primary entities that produce, maintain, and disseminate C2 systematic reviews. These groups provide editorial services and support to authors of C2 reviews, and they organize constituents.

Section 2: Organization. In August 2003 the C2 SG adopted a policy for registering new groups within C2 (incorporated here by reference). With approval of the C2 SG, Coordinating Groups may create subgroups to handle specific tasks or topics within the group. The Methods Group, for example, has subgroups on topics such as training, information retrieval, research design, and statistics. Substantive Coordinating Groups may (with the approval of the SG) create or incorporate distinct Review Groups that produce C2 systematic reviews on particular topics.

Section 3: Co-chairs. Each CG shall have at least two duly-elected Co-chairs whose roles and responsibilities are as follows:

- (a) Responsible for internal governance of the CG (make sure key roles are filled and others are doing their jobs)
- (b) Establish and maintain collaborative working relationships with other organizations and C2 entities
- (c) Disseminate information about the CG and C2
- (d) Receive all criticisms related to activities of members of the group
- (e) Make final decisions for the CG regarding policy and implementation
- (f) Recruit volunteers for group activities, including reviewers, referees, hand searchers, etc.
- (g) Convene group meetings
- (h) Provide pre-publication comments on proposed titles for new reviews
- (i) Responsible for ensuring the quality of content on the Group's C2 webpages, including the quality of protocols and review
- (j) Formally approves or rejects titles, protocols, and reviews after receiving recommendations from the Editor
- (k) May serve as representative to the C2 Steering Group (limited to 2 reps)

Section 4: SG representatives. Each CG shall have exactly two representatives to the C2 SG. SG representatives shall be elected by voting members of the CG to three-year terms at staggered intervals (to ensure orderly rotation of the SG). Their roles and responsibilities are:

- (a) Represent and inform constituents
- (b) Work with other SG members to set policy, plans, and priorities for C2
- (c) Contribute to the work of the C2 SG

Section 5: Election procedures. Groups shall determine their own election procedures. Groups may decide whether one or two of their Co-chairs will also serve as SG reps. (Co-chair and SG rep positions can be filled by different individuals.) If a SG representative is elected to Co-chair of the SG, that representative must be replaced by election of a new representative for the CG.

Section 6: Advisory Board. Each Coordinating Group shall have an Advisory Board. This group may be called a Steering Committee (but not a Steering Group) or Editorial Board. The

Advisory Board shall meet at least once a year. The role of the Board is to support the Editor (if applicable) and advise the Co-chairs. The Coordinating groups must have in place explicit mechanisms to ensure that the selection of these individuals is both transparent and inclusive. It is strongly suggested that the coordinating group advisory board members serve for no more than two three-year terms.

Section 7. Editors/Coordinating Editors. Each of the substantive Coordinating Groups, Review Groups (within CGs), and the Methods Group shall have at least one Editor (or Coordinating Editor). The Editors are nominated by the Coordinating Group Co-Chairs, the outgoing Editor, and the CG Advisory Board; they are approved by the C2 SG. Editors are responsible for providing substantive and methodological feedback to authors, consolidating feedback from external readers and the C2 methods group, and suggesting how authors can effectively respond to the feedback they have received. Editors recommend approval or rejection of documents for final decisions by CG Co-chairs. Their specific responsibilities are as follows:

- (a) Provide substantive comments on titles, protocols, and completed reviews as they are submitted by authors.
- (b) Determine whether documents (protocols and reviews) are ready for external peer review.
- (c) Request changes from the authors and provide authors with detailed editorial recommendations and corrections prior to external review.
- (d) Select external peer reviewers with input from the CG Co-Chairs and Advisory Board.
- (e) Notify the Coordinator (or Managing Editor) when documents are ready for external peer review and for assessment by the C2 Methods Group.
- (f) Make sure the Coordinator has necessary information and support.
- (g) Integrate comments from external peer reviewers and methods reviewers into a clear set of changes that need to be addressed by the authors (i.e., write “action letters”).
- (h) Evaluate authors’ revisions to protocols and reviews and determine if they adequately address the concerns of the external reviewers and Methods Group.
- (i) Recommend approval or rejection of documents.
- (j) Submit completed protocol and systematic reviews to the Co-Chairs for final approval prior to publication in The Campbell Library.

Section 8. Coordinators/Managing Editors. Coordinators (or Managing Editors) are appointed by the Group Editor(s) and Co-chairs. Coordinators are responsible for procedural aspects of editorial process and provide assistance to the group Editor(s).

- (a) Assist Editors and Co-chairs in determining whether new titles are appropriate to the group’s scope
- (b) Reroute titles that are not in the group’s scope, suggesting that authors submit titles to appropriate groups
- (c) Check with other group coordinators (and Cochrane and Campbell Libraries) to see whether proposed titles duplicate other work in progress
- (d) Identify titles that are co-registered with other groups (in Cochrane or Campbell) and ask Editors of these groups to decide which group will take primary responsibility for editorial work
- (e) Ensure that titles, protocols, and reviews are processed according to C2 standards

- (f) Support the Editor's efforts to ensure that titles, protocols, and reviews meet the high standards of C2
- (g) Encourage involvement of prospective authors, peer reviewers, and other stakeholders
- (h) Support the Co-chairs in disseminating information about the activities of the Campbell Collaboration and the Coordinating group worldwide
- (i) Maintain a mailing list and database of contacts, including members and affiliates of the group
- (j) Send electronic messages to the group mailing list with prior approval of the Co-chairs
- (k) Support reviewers in the preparation of titles, protocols, and reviews
- (l) Assist the Editor in identifying new members of review teams, and others who can provide teams with expertise as needed
- (m) Provide authors with information on C2-approved training sessions and materials
- (n) Coordinate the editorial base: facilitate communication between Co-chairs, Editors, authors, trial search coordinators, and others
- (o) Encourage direct communication between parties, including constructive criticism and use of the C2 appeals process when necessary.
- (p) Track the procedural status of the Group's titles, protocols, and reviews
- (q) Prepare reports on the procedural status of titles, protocols, and reviews
- (r) Monitor and enhance the transparency and efficiency of the editorial process. Identify potential problems and possible solutions, with the Editor and Co-chairs.
- (s) Provide monthly (or more frequent) reports to the web content manager to ensure that accurate and current information about the Group appears in appropriate locations on the C2 website
- (t) Route approved documents to the web content manager for posting in the Campbell Library

Section 9. Trial Search Coordinator. Each substantive Coordinating Group shall have at least one Trial Search Coordinator (TSC) whose responsibilities are as follows:

- (a) Assist authors with designing search strategies
- (b) Review and critique search strategies in protocols and descriptions of searches in completed reviews
- (c) Give authors advice about which databases to search
- (d) Develop search strategies for different electronic online databases
- (e) May run electronic searches for authors if needed
- (f) May co-ordinate hand search activities

Section 10. Members and affiliates. Each Coordinating Group will encourage interested individuals to become affiliated with the Group, and will establish criteria for voting rights within the Group.

- (a) *Affiliates*. Affiliate status shall be granted to any individual who is interested in the work of the Group, and shall be free of charge.
- (b) *Members*. Each group will determine the necessary qualifications for voting rights within the Group. Usually these qualifications will concern issues of ability and availability to help with the work of the Group.

- (c) *Contacts*. Each Group will maintain current contact information for affiliates and voting members. This information will be provided to the C2 Secretariat, which will maintain a central database of C2 contacts.

## VI. CENTRES

Section 1: Role and Responsibilities. C2 Centres exist primarily to produce, maintain, and disseminate C2 systematic reviews, promote the work of C2, and support one or more of the C2 Coordinating Groups in a particular geographic region. Centres build on the enthusiasm and skills of individuals in a geographic region in order to help C2 achieve its mission. As such, Centres are formal C2 entities that have a separate, local institutional base. Specific responsibilities are:

- (a) Produce and update C2 systematic reviews
- (b) Disseminate C2 systematic reviews
- (c) Organize and/or host C2-approved training sessions
- (d) Support one or more of the Coordinating Groups
- (e) Work with the C2 Secretariat on core functions or special projects
- (f) Provide C2 SG with annual reports and budgets.

Each Centre shall have a written Memo of Understanding (MOU), approved by the C2 SG, that describes the respective roles and responsibilities of that Centre and relevant C2 entities. The MOU specifies the scope of the Centre (in terms of geographic coverage), its main activities, and agreed upon projects. Approved MOUs shall be reviewed by the C2 SG on an annual basis, and amended as needed.

## VII. PARTNER ORGANIZATIONS

Section 1: Role and Responsibilities. A Partner Organization (PO) enters into a written Memo of Understanding, that must be formally approved by the C2 Steering Group, which specifies the ways in which the PO will work together with C2 in order to achieve mutual objectives related to the production, maintenance, dissemination, and use of C2 systematic reviews. Partner Organizations are not C2 entities and, as such, they are free to pursue other objectives. In collaboration with C2 entities a PO may:

- (a) Produce and update C2 systematic reviews
- (b) Disseminate C2 systematic reviews
- (c) Organize and/host C2-approved training sessions
- (d) Support one or more of the Coordinating Groups
- (e) Work with the C2 Secretariat with core functions or special projects.

## ARTICLE VIII: AMENDMENTS AND GOVERNING DOCUMENTS

Section 1. Amendment. This Plan may be amended, supplemented, or repealed or a new Plan of Governance may be adopted by a vote of the majority of the Steering Group provided that: notice of intention to amend, supplement, repeal or adopt is provided to all voting members

of the C2 SG and to all voting members of C2 Coordinating Groups at least 30 days in advance of the meeting at which action is to be taken.

Section 2. Governing Document. This Plan supercedes all previous documents concerning the C2 organization, structure, and procedures. It is the foundation from which procedures shall be derived for the operation all C2 entities (i.e., SG, Corporate Board, Secretariat, Groups, and Centres). If there is any conflict or inconsistency between other documents or procedures and this Plan, the Plan will control.