



THE CAMPBELL COLLABORATION

The Campbell Collaboration Social Welfare Group
Plan of Governance
1 January 2009

Article I: GENERAL STATEMENT

Section 1: Preamble. The Campbell Collaboration (C2) Social Welfare Coordinating Group (SWCG) exists to help people make well-informed decisions about social and behavioral interventions in the fields of social welfare, social care, and social justice. 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 C2 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. The SWCG functions in accordance with the general principles of the Campbell Collaboration, as described in the C2 Plan of Governance (C2 POG). These principles include: collaboration, building on enthusiasm of individuals, avoiding duplication, minimizing bias, keeping up to date, striving for relevance, promoting access to information, ensuring quality, and enabling wide participation. The SWCG also ascribes to the organizational principles of C2 (also set forth in the C2 POG) which emphasize focus on the mission of C2, efficiency, simplicity, transparency, democracy, sustainability, and shared governance and communication.

Section 3. Organizational structure. The SWCG is one of several C2 Coordinating Groups which are duly constituted by the C2 Steering Group and are responsible for the production, scientific merit, and usefulness of C2 systematic reviews.

Article II. GROUP STRUCTURE, ROLES, AND RESPONSIBILITIES

Section 1: Authority and responsibility. The SWCG produces, maintains, and disseminates C2 systematic reviews in the fields of social welfare, social care, and social justice. The SWCG provides editorial services and support to authors of C2 reviews, and organizes constituents.

Section 2: Organization. In August 2003 the Campbell Collaboration Steering Group (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. In February 2004, the C2 SG approved the Developmental, Psychosocial and Learning Problems Group (DPLPG), which is co-registered with the Cochrane Collaboration and produces systematic reviews that may be registered in one or both Collaborations. The DPLPG functions as a formal Review Group within the SWCG. In accordance with C2 policy, the SWCG may wish to develop other formal Review Groups in the future. These groups may be devoted to specific topics or fields of practice within social welfare.

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

- (a) Responsible for internal governance of the SWCG (make sure key roles are filled, group processes are transparent, elections are democratic and fair, and others are doing their jobs)
- (b) Establish and maintain collaborative working relationships with other organizations and C2 entities
- (c) Disseminate information about the SWCG and C2
- (d) Receive all criticisms related to activities of members of the group
- (e) Make final decisions for the SWCG 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 web pages, 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: Steering Group representatives. The SWCG has two representatives to the C2 Steering Group (SG). SG representatives shall be elected by voting members of the SWCG to three-year terms at staggered intervals (to ensure orderly rotation of the SG). If re-elected, a representative can serve a maximum of two three-year terms. Roles and responsibilities of SG representatives are as follows:

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

Section 5: Election procedures. The SWCG Co-Chairs develop a slate of candidates for the election of new a Co-Chair/SG rep. Affiliates and members may nominate themselves or others. Co-chairs assess qualifications of prospective nominees (according to the job description provided above) and determine whether qualified individuals are willing to serve. The final slate of candidates will include qualified nominees who have agreed to serve. The slate will be circulated via email to all voting members. Each voting member shall have one vote. The voting period shall last a minimum of two weeks. Electronic votes will be tallied by the SWCG Co-chairs or their designees. Results will be reported to all SWCG affiliates, members, C2 SG members, and others.

Section 6. Editorial Board. The C2 POG stipulates that each C2 Coordinating group must have an advisory board (it maybe called an editorial board or steering committee) and explicit mechanisms to ensure that the selection of board members is both transparent and inclusive. In the SWCG, this group is called the Editorial Board (EB).

(a) *Role and responsibilities*

- Provide peer review for C2 SWCG protocols and completed reviews when requested
- Attend annual Editorial Board meetings (held at C2 colloquia)
- Provide intellectual support and advice to the Editors and Co-chairs
- Make recommendations to the C2SG regarding appropriate Editor candidates, when it is time to select a new one.

(b) *Qualifications*. EB members have served as author of an approved C2 protocol or C2 systematic review, and/or provided peer review for C2 Editors.

(c) *Appointment process*

- New members can be nominated by voting members and affiliates of the SWCG.
- Nominees provide their resume or CV and a statement of their intention, commitment, and expertise related to the work of the SWCG EB.
- Nominees are vetted by the EB and recommendations are put forward to the Editors and Co-chairs.
- Members of the EB are appointed by the SWCG Editors and Co-chairs.

(d) *Expectations*

- EB members are expected to have 50% participation at annual meetings and to give peer review in at least 50% of the cases when asked.
- EB members will be asked to peer review a maximum of 2 documents a year.

(e) *Terms of office*

- EB members shall be appointed for a term of 3 years, with the option (based on performance) to continue for a second term of 3 years.
- EB members can sit for a maximum of two three-year terms (i.e., a total of six years).

Section 7. Editors/Coordinating Editors. The SWCG and each Review Group within the SWCG shall have at least one Editor (or Coordinating Editor). The SWCG Editor(s) are nominated by the SWCG Co-Chairs, the outgoing Editor, and the SWCG Editorial 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 SWCG 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 SWCG Co-Chairs and Editorial Board.
- (e) Notify the SWCG Managing editor when documents are ready for external peer review and for assessment by the C2 Methods Group.
- (f) Make sure the Managing editor 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. Managing editors. SWCG Managing editors are appointed by the SWCG Editor(s) and Co-chairs. Managing editors are responsible for procedural aspects of editorial process and provide assistance to the group Editor(s). Their specific responsibilities are as follows:

- (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 f (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. The SWCG (and each Review Group within it) shall have at least one Trial Search Coordinator (TSC) whose responsibilities are as follows:

- (a) Assist authors with designing search strategies and adapt search terminology for the different electronic online databases
- (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) May run electronic searches for authors if needed
- (e) May co-ordinate hand search activities

Section 10. Members and affiliates. The SWCG encourages interested individuals to become affiliated with the Group. Consistent with the C2 Plan of Governance, there are two levels of involvement in C2 Coordinating Groups.

- (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. With the affiliate's permission, his/her contact information will be shared with other affiliates and members. Affiliates will receive electronic newsletters from the SWCG and from C2. Affiliates may nominate individuals for elected positions within the SWCG, but do not have voting rights.
- (b) *Voting Members* of the SWCG are individuals who have contributed to or are able and willing to make substantial contributions to the work of the SWCG. Examples include individuals who have co-authored a C2 review, served on the Editorial Board, served as a peer-reviewer for two or more C2 protocols and/or reviews, or held an official position in the SWCG (Trial Search Coordinator, Managing editor, Editor, or Co-chair). Members are essentially affiliates with voting rights.
- (c) *Contacts*. The SWCG 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.

ARTICLE III: MEETINGS

The SWCG shall hold an open meeting at each C2 colloquium. This meeting shall be chaired by the SWCG Co-Chairs.

The SWCG Editorial Board shall hold a closed meeting at each C2 colloquium. EB meetings

shall be chaired by the SWCG Editor(s).

ARTICLE IV: 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 members of the SWCG provided that: notice of intention to amend, supplement, repeal or adopt is provided to all voting members of the SWCG at least 30 days in advance of the date upon which action is to be taken.

Section 2. Governing Document. This Plan is superceded by the Campbell Collaboration Plan of Governance. This Plan supercedes all previous documents concerning the C2 SWCG structure and procedures. It is the foundation from which procedures shall be derived for the operation of the SWCG. If there is any conflict or inconsistency between other SWCG documents or procedures and this Plan, the Plan will control.