Report on Action Plan 1:
Review of CALA Internal Organization
From a Collaborative Perspective

Submitted by
CALA Collaboration and Organizational Development Initiatives Task Force
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Dear CALA Executive Committee,

Under the guidance of CALA’s leadership, the new Collaboration and Organizational Development Initiatives Task Force is charged to help achieve CALA’s goals defined in the CALA 2020 Strategic Plan with the following objectives:

- To explore and identify potential collaboration opportunities within and beyond CALA community and make recommendations;
- To develop and help implement consistent practices across CALA committees and task forces;
- To review current CALA organizational structure and make recommendations towards CALA’s long-term, sustainable growth and efficient, effective operation.

Following its establishment in Summer 2015, the Task Force has set up its goals, planned and completed a series of activities. This report summarizes our activities within the scope of Action Plan 1 and presents our findings and recommendations as a result of these activities.

### Action plan 1

*Conduct a review on internal organization from a collaborative perspective and make recommendations. Work with the Assessment and Evaluation Task Force.*

- Review all CALA Committees’ charges and master calendar;
- Reach out to the current committee chairs including chapter presidents for input of potential collaborations among committees/chapters;

**Deadlines:**
- Nov. 30, 2015: Complete review of CALA committees’ charges and master calendar;
- Nov. 30, 2015: Complete gathering of input from committee chairs/chapter presidents

### Part I: Activities

1. **Reach out to the current committee chairs including chapter presidents for input of potential collaborations among committees/chapters**

In early November, we conducted a survey to CALA Executive Committee members, all committee/task force chairs and chapter presidents. The survey was sent via three listservs, namely, the exc@web-cala.org, chairs@web-cala.org, and chp@web-cala.org. The message was drafted by our task force and reviewed by the Assessment and Evaluation Task Force.

A reminder was sent one day prior to the end of the survey. Members of the three listservs were encouraged to ask for an extension if they needed more time. A total of 10 responses were received as of November 17.

2. **Review all CALA Committees’ charges and master calendar;**

We reviewed all CALA committee/task force charges based on the CALA Handbook of Officers both individually and as a group. The approaches we took for the review have included grouping committees/task forces by CALA’s six strategic goals and various functional areas, such as, providing
financial help, membership, mentorship, leadership, fundraising, and publication. This approach helped us see the whole picture of the current organizational structure in relation to CALA’s strategic goals.

We reviewed CALA current calendar and changed its format from plain text to Excel spreadsheet. All Executive Committee members, committees, task forces, and chapters were coded to facilitate data entry. A message including a detailed instruction for data entry was sent to the members of the three listservs, attached by a committee calendar template.

A reminder was sent one day prior to the submission deadline. Members of the three listservs were encouraged to ask for an extension if they wished. A total of 14 responses were received as of November 19. After some editing, a preliminary master calendar was sent to the chairs/presidents for review. We have contacted the Web Committee to put it online, initially in parallel with and eventually to replace the current text-based master calendar.

Part II: Findings and recommendations

The following findings and recommendations are based on our reviews and the feedback from the committee/task force chairs:

- CALA master calendar
  - The current master calendar starts in June and ends in May, which is inconsistent with CALA’s fiscal year and committee terms (July – June). As such, we changed to July-June for the new master calendar.
  - Deadline for mid-term report for all committees/task forces/chapters is now set to December 15 (approved by the President and the Executive Director). This change will need to be reflected in the Handbook of Officers.

- Appointment of committee/task force members
  - According to the Handbook, currently members of a committee/task force may be appointed by the President (e.g. the Jing Liao Committee) or chair(s) of the committee/task force (e.g. Conference Travel Grant Committee), or not indicated (e.g. membership committee); terms of office may be “one-year”, “one-or two-years”; some committee memberships may be renewed, others may not. We suggest that the above issues be reviewed and addressed.

- Awardee commitments
  - This is not consistent across all award/scholarship/grant committees/task forces, for example, it applies to the Conference Travel Grant, not apply to Best Book Award. We suggest that this be reviewed and reflected in the Handbook.

- Award certificates and frame/plaques
  - We suggest that the design of the template and printing of award certificates, ordering and delivering of frames/plaques be centrally coordinated to reduce duplicate efforts and maintain consistency.

- Transfer of committee work
  - To ensure smooth transition of committee work, we suggest that 1) at least one committee member be appointed for a two-year term; 2) the departing chair of the committee passes onto the chair of the next term documents and necessary information, in writing, by email or phone call, or in-person meeting.

- Committees/task forces overlaps
  - Some committees/task forces may be combined, such as:
- Membership Committee and the Recruitment of Young Generations Task Force;
- Assessment and Evaluation Task Force and self-Assessment Task Force;
- Various award/grant/scholarship committees/task forces

- Various things related to awards, grants and scholarships - requirements, evaluation criteria, publicity channels, differences, home pages, etc.
  - Apply consistent requirements, for example, eligibility for the awards (e.g. years of membership, past awardees re-applying for the award, etc.)
  - Share common award criteria (matrix), channels of publicity, if possible
  - Create a comparison chart for CALA members to know the differences
  - Create a home page for each award/grant/scholarship

- CALA to set up policies and procedures for speaker reward and speaker contract
- There are existing and potential internal collaborations as evidenced in the Appendix below.

Appendix

1. Responses to survey questions 1 & 2

<table>
<thead>
<tr>
<th>Name of your committee/task force/chapter</th>
<th>Has your committee/task force/chapter ever worked with any other committee(s)/task forces(s)/chapter(s)? If yes, please let us know the name(s) of the committee(s)/task force(s)/chapter(s) and tell us what it was about. (<strong>Answers are simplified)</strong></th>
<th>Do you wish to work with any other committee(s)/task forces(s)/chapter(s) in the future on a specific project or on a regular-basis? If yes, please let us know the name(s) of the committee(s)/task force(s)/chapter(s) and provide a brief description of your potential collaboration. (<strong>Answers are simplified)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Committee</td>
<td>Web Committee Recruitment of Young Generations Task Force</td>
<td></td>
</tr>
<tr>
<td>Nominating Committee</td>
<td>Web Committee</td>
<td></td>
</tr>
<tr>
<td>Professional Development Task Force</td>
<td>Mentorship Committee</td>
<td>Leadership Training Academy Task force Mentorship Committee Recruitment of Young Generations Task Force</td>
</tr>
<tr>
<td>History of Chinese Railroad Workers on the Transcontinental Railroad Task Force</td>
<td>North California Chapter</td>
<td>Public relations/fundraising</td>
</tr>
<tr>
<td>Handbook Committee</td>
<td>All committees/task forces Publication Committee</td>
<td></td>
</tr>
<tr>
<td>Recruitment of Young Generations Task Force</td>
<td>Membership Committee</td>
<td>Mentorship Committee</td>
</tr>
<tr>
<td>Self-Assessment task force</td>
<td>Web Committee Board and President Strategic Planning Committee</td>
<td></td>
</tr>
<tr>
<td>Local Arrangement Committee</td>
<td>Award Committee</td>
<td>Membership Committee</td>
</tr>
</tbody>
</table>
2. Responses to survey question 3, “Do you have any suggestions for us?”

“It seems that some committees with similar tasks or have overlapping duties could be merged, such as Membership Committee/Recruitment of Young Generation Committee/Mentorship committee; Leadership training Academy Task Force/Professional Development; several Award and Grant Committees, etc. It seems too many committees in CALA. Some committees can be combined to reduce duplicate efforts.”

“Also there seem to be no clear policies and procedures for some of the things, say for the speaker reward and speaker contract, etc. … Currently to my understanding after talking to the president and EC, there are no policy or procedures on these at all.”

“It will be great if all committees can have a work report passes down to the next term so that the new comers know what has been done in the past and what needs to be done in this year or the future. This document helps the committee work consistent and informed.”

“Currently chairs serve only one year-term and it is difficult to transition to next year's leadership. I suggest CALA consider changing committee chair into 2-year-term with co-chairs and one of the co-chairs rotating off every year. This way one of the two co-chairs would have had 1 year experience working on the committee and the other newly-appointed would have 1 year to learn.”

“All Chapters should be working together and all chapter president and vice presidents should establish a horizontal relationship so that more communications can be enhanced and exchanged.”