

COCA

POLICY MANUAL

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Last Amended November 2009

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Section 1

Letters Patent

Canadian Organization of Campus Activities

Industry Canada
Canada Corporations Act

C A N A D A

LETTERS PATENT

WHEREAS an application has been filed to incorporate a corporation under the name

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

THEREFORE the Minister of Industry by virtue of the powers vested in him by the Canada Corporations Act, constitutes the applicants and such persons as may hereafter become members in the corporation hereby created, a body corporate and politic in accordance with the provisions of said Act. A copy of the said application is attached hereto and forms part hereof.

Date of Letters Patent - October 20, 1997

GIVEN under the seal of office of the Ministry of Industry.

(Signed)
for the Minister of Industry

RECORDED 8th December, 1997

File Number: 342763-3

(Signed)
Deputy Registrar General of Canada

(Seal of the Ministry of Industry)

Canadian Organization of Campus Activities

APPLICATION FOR INCORPORATION OF A CORPORATION WITHOUT SHARE CAPITAL
UNDER PART II OF THE CANADA CORPORATIONS ACT

To the Minister of Industry.

Industry Canada
Corporations Directorate
9th Floor, Journal Tower South
365 Laurier Avenue West
OTTAWA, ON K1A 0C8

I

The undersigned hereby apply to the Minister of Industry for the grant of a charter by letters patent under the provisions of Part II of the Canada Corporations Act constituting the undersigned, and such others as may become members of the Corporation thereby created, a body corporate and politic under the name of

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

The undersigned have satisfied themselves and are assured that the proposed name under which incorporation is sought is not the same or similar to the name under which any other company, society, association or firm, in existence is carrying on business in Canada or is incorporated under the laws of Canada or any province thereof or so nearly resembles the same as to be calculated to deceive except that of CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES which has signified its consent to the use of the said name and that it is not a name which is otherwise on public grounds objectionable.

II

The applicants are individuals of the full age of eighteen years with power under law to contract. The name, the address and the occupation of each of the applicants are as follows:

Andrea Gagliardi - Student Association Programmer
Robert Alexander Hale - Student Association Manager
Jayson Victor Duggan - Student Association Programmer
Jayne Elizabeth Woods - Student Association Programmer
Justin Tawil - Student
Sara Stasiuk - Student Association Programmer
Ranjan K. Guha - Booking Agent
Michael John Joeseph Woods - Musician
Peter Bryan Stanbridge - Student Association Programmer
Leatrice Spevack - Student Association Administrator
James Wayner - Student Association Manager
John Bertram Young - Student Association Programmer

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The said Andrea Gagliardi, Robert Alexander Hale, Jayson Victor Duggan, Jayne Elizabeth Woods, Justin Tawil, Sara Stasiuk, Ranjan K. Guha, Michael John Joseph Woods, Peter Bryan Stanbridge, Leatrice Spevack, James Wayner, and John Bertram Young will be the first directors of the Corporation.

III

The objects of the Corporation are:

1. To provide assistance for member institutions to establish quality campus activities, programming, through education, information sharing and resources.
2. To enhance the skill development of members through the annual National Conference and regional meetings.
3. To foster year-round communication and networking amongst members through special projects, regional meetings, and the newsletter.
4. To stimulate regional program development in Western, Central and Eastern Canada through leadership provided by regional representatives and within a national forum at the annual conference.
5. To support those members providing entertainment, product or services to campuses by encouraging communication and interaction between members.
6. To pursue a significant increase in the participation of French Canadian and ethnic performers at the annual conference.

IV

The operations of the Corporation may be carried on throughout Canada and elsewhere.

V

The place within Canada where the head office of the corporation is to be situated is:
981 Wellington Road, Suite 341, London, Ontario N6E 3A9.

VI

It is specially provided that in the event of dissolution or winding-up of the corporation, all its remaining assets after payment of its liabilities shall be distributed to one or more qualified donees as defined under the provisions of the Income Tax Act.

VII

Canadian Organization of Campus Activities

In accordance with Section 65 of the Canada Corporations Act, it is provided that, when authorized by by-law, duly passed by the directors and sanctioned by at least two-thirds of the votes cast at a special general meeting of the members duly called for considering the by-law, the directors of the corporation may from time to time:

- a. borrow money upon the credit of the corporation
- b. limit or increase the amount to be borrowed
- c. issue debentures or other securities of the corporation
- d. pledge or sell such debentures or other securities for such sums and at such prices as may be deemed expedient and,
- e. secure any such debentures, or other securities, or any other present or future borrowing or liability of the corporation, by mortgage, hypothec, charge or pledge of all or any currently owned or subsequently acquired real and personal, movable and immovable, property of the Corporation, and the undertaking and rights of the Corporation.

Any such by-law may provide for the delegation of such powers by the directors to such officers or directors of the corporation to such extent and in such manner as may be set out in the by-law.

Nothing herein limits or restricts the borrowing of money by the corporation on bills of exchange or promissory notes made, drawn, accepted or endorsed by or on behalf of the corporation.

VIII

The by-laws of the corporation shall be those filed with the application for letters patent until repealed, amended, altered or added to.

IX

The corporation is to carry on its operations without pecuniary gain to its members and any profits or other accretions to the corporation are to be used in promoting its objects.

Dated at Toronto in the Province of Ontario, the 18th day of July, 1997.

(Signed by the twelve applicants.)

Section 2

By-Law No. 1

BY-LAW NO. 1

Being the General By-law of

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

INTERPRETATION

1. Definitions. In this By-law, unless the context otherwise specifies or requires:
 - a. “Act” means the *Canada Corporations Act*, R.S.C. 1970, c.C-32 as from time to time amended and every statute that may be substituted therefor and, in the case of such substitution, any references in the By-laws of the Corporation to provisions of the Act shall be read as references to the substituted provisions therefor in the new statute or statutes;
 - b. “By-laws” means any By-law of the Corporation from time to time in force and effect;
 - c. “Letters Patent” means the letters patent and any supplementary letters patent of the Corporation; and
 - d. “Regulations” means the regulations made under the Act as from time to time amended and every regulation that may be substituted therefor and, in the case of such substitution, any references in the By-laws of the Corporation to provisions of the regulations shall be read as references to the substituted provisions therefor in the new regulations.

2. Interpretation. This By-law shall be, unless the context otherwise requires, construed and interpreted in accordance with the following:
 - a. all terms contained herein and which are defined in the Act or the Regulations shall have the meanings given to such terms in the Act or such Regulations;
 - b. words importing the singular number only shall include the plural and vice versa; and the word “person” shall include individuals, bodies corporate, corporations,

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companies, partnerships, syndicates, trusts and any number or aggregate of persons; and

- c. the headings used in the By-laws are inserted for reference purposes only and are not to be considered or taken into account in construing the terms or provisions thereof or to be deemed in any way to clarify, modify or explain the effect of any such terms or provisions.

HEAD OFFICE

3. Head Office. The head office of the Corporation shall be in the City of London, in the Province of Ontario.

SEAL

4. Seal. The seal, an impression of which is stamped in the margin hereof, shall be the seal of the Corporation.

DIRECTORS

5. Duties and Number. The affairs of the Corporation shall be managed by a board of directors who may be known and referred to as directors, trustees or governors. The number of directors on the board shall be a minimum of three (3) and a maximum of twelve (12) and the precise number of directors from time to time between the minimum and the maximum noted above shall be determined by the members at an annual meeting of members, or if resolved by the member, by the Board of Directors.
6. Qualifications. Every director shall be at least eighteen (18) years of age and shall be a member of the Corporation, or shall become a member of the Corporation within ten (10) days after election or appointment as a director.
7. First Directors. The applicants for incorporation shall become the first directors of the Corporation whose term of office on the board of directors shall continue until their successors are elected at the first meeting of members. The board of directors then elected shall replace the provisional directors named in the Letter Patent.
8. Election and Term. Subject to the provisions of this By-law, directors shall be elected yearly by the members at an annual meeting. The directors' term of office shall be from the date of the meeting at which they are elected until the annual meeting next following or until their successors are elected. The whole board of directors shall retire at the annual meeting at which the election of directors is to be made but, subject to the provisions of the By-laws, shall be eligible for re-election.

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9. Vacancies. The office of a director shall automatically be vacated:
- a. if the director does not within ten (10) days after election or appointment as a director become a designated representative of a member or ceases to be a member of the Corporation;
 - b. if the director becomes bankrupt or suspends payment of debts generally or compounds with creditors or makes an authorized assignment or is declared insolvent;
 - c. if the director is found to be a mentally incompetent person or becomes of unsound mind;
 - d. if the director by notice in writing to the Corporation resigns office which resignation shall be effective at the time it is received by the Secretary of the Corporation or at the time specified in the notice, whichever is later;
 - e. if at a special meeting of members, a resolution is passed by at least two-thirds (2/3) of the votes cast by the members at the special meeting removing the director before the expiration of the director's term of office; and
 - f. if the director dies.
10. Filling Vacancies. A vacancy occurring in the board of directors shall be filled as follows:
- a. if the vacancy occurs as a result of the removal of any director by the members in accordance with paragraph 9(e) above, it may be filled upon the vote of a majority of the members and any director elected to fill a removed director's place shall hold office for the remainder of the removed director's terms;
 - b. any other vacancy in the board of directors may be filled for the remainder of the term by the directors then in office, if they shall see fit to do so, so long as there is a quorum of directors in office that if there is not a quorum of directors, the remaining directors shall forthwith call a meeting of the member to fill the vacancy, and, in default or if there are no directors then in office, the meeting may be called by any member;
 - c. otherwise such vacancy shall be filled at the next annual meeting of the members at which the directors for the ensuing year are elected.

If the number of directors is increased between the terms, a vacancy or vacancies, to the number of the authorized increase, shall thereby be deemed to have occurred, which may be filled in the manner above provided.

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11. Executive Committee. The board of directors may establish an executive committee comprised of such individuals as the board may from time to time determine. The executive committee shall exercise such powers as are authorized by the board of directors. Subject to the By-laws and any resolution of the board of directors, the executive committee may meet for the transaction of business, adjourn and otherwise regulate its meetings as it sees fit and may from time to time adopt, amend or repeal rules or procedures in this regard. Subject to the Act, the provisions of paragraphs 14, 15 and 19 hereof, shall apply to the executive committee. Any executive committee member may be removed by resolution of the board of directors. Executive committee members shall receive no remuneration for serving as such, but are entitled to reasonable expenses incurred in the exercise of their duty.
12. Other Committees. The board of directors may from time to time appoint any other committee or committees, as it deems necessary or appropriate for such purposes and with such powers as the board shall see fit. Any such committee may formulate its own rules of procedure, subject to such regulations or directions as the board may from time to time make. Any committee member may be removed by resolution of the board of directors. The board of directors may fix any remuneration for committee members who are not also directors of the Corporation.
13. Remuneration of Directors. The directors shall serve as such without remuneration and no director shall directly or indirectly receive any profit from occupying the position of director; provided that a director may be reimbursed for reasonable expenses incurred by the director in the performance of the director's duties. (Nothing herein contained shall be construed to preclude any director from serving the Corporation as an officer or in any other capacity and receiving compensation therefor.)

MEETINGS OF DIRECTORS

14. Place of Meeting. Meetings of the board of directors may be held at any place within or outside of Canada.
15. Notice. A meeting of directors may be convened by the Chairperson of the board, the Vice-Chairperson of the board, the President if a director, a Vice-President who is a director or any two directors at any time. The Secretary, when directed or authorized by any such officers or any two directors, shall convene a meeting of directors. Unless sent by mail forty-eight (48) hours notice of such meeting shall be given to each director. Notice of any such meeting that is sent by mail shall be served in the manner specified in paragraph 59 of this By-law not less than fourteen (14) days (exclusive of the day on which the notice is delivered or sent but inclusive of the date for which the notice is given) before the meeting is to take place; provided always that a director may in any manner and at any time waive notice of a meeting of directors and attendance of a director at a meeting of directors shall constitute a waiver of notice of the meeting except where a director attends a meeting for the express purpose of objecting to the transaction

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of any business on the grounds that the meeting is not lawfully called; provided further that meetings of directors may be held at any time without notice if all the directors are present (except where a director attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called) or if all the absent directors waive notice before or after the date of such meeting.

If the first meeting of the board of directors following the election of directors by the members is held immediately thereafter, then for such meeting or for a meeting of the board of directors at which a director is appointed to fill a vacancy in the board, no notice shall be necessary to the newly elected or appointed directors or director in order to legally constitute the meeting, provided that a quorum of the directors is present.

16. Error of Omission in Giving Notice. No error or accidental omission in giving notice of any meeting of directors shall invalidate such meeting or make void any proceedings taken at such meeting.
17. Adjournment. Any meeting of directors may be adjourned from time to time by the chairperson of the meeting, with the consent of the meeting, to a fixed time and place. Notice of any adjourned meeting of directors is not required to be given if the time and place of the adjourned meeting is announced at the original meeting. Any adjourned meeting shall be duly constituted if held in accordance with the terms of the adjournment and a quorum is present thereat. The directors who formed a quorum at the original meeting are not required to form the quorum at the adjourned meeting. If there is no quorum present at the adjourned meeting, the original meeting shall be deemed to have terminated forthwith after its adjournment. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.
18. Regular Meetings. The board of directors may appoint a day or days in any month or months for regular meetings of the board of directors at a place or hour to be named by the board of directors and a copy of any resolution of the board of directors fixing the place and time of regular meetings of the board of directors shall be sent to each director forthwith after being passed, but no other notice shall be required for any such regular meetings.
19. Quorum. A majority of the directors shall form a quorum for the transaction of business and, notwithstanding any vacancy among the directors, a quorum of directors may exercise all the powers of directors.
20. Voting. Each director is authorized to exercise one (1) vote. Questions arising at any meeting of directors shall be decided by a majority of votes. In case of an equality of votes the chairperson of the meeting in addition to an original vote shall have a second or casting vote.
21. Telephone Participation. If all the directors of the Corporation consent, a meeting of directors may be held by means of such telephone, electronic or other communication

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facilities as permit all persons participating in the meeting to hear each other simultaneously and instantaneously, and a director participating in such meeting by such means is deemed to be present at that meeting.

22. Resolution in Lieu Meeting. A resolution in writing, signed by all the directors entitled to vote on that resolution at a meeting of directors or committee of directors, is as valid as if it had been passed at a meeting of directors or committee of directors.

POWERS OF DIRECTORS

23. Administer Affairs. The board of directors of the Corporation may administer the affairs of the Corporation in all things and make or cause to be made for the Corporation, in its name, any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally, may exercise all such powers and do all such other acts and things as the Corporation is by its Letters Patent or otherwise authorized to exercise and do.
24. Expenditures. The board of directors shall have power to authorize expenditures on behalf of the Corporation from time to time for the purpose of furthering the objects of the Corporation. The board of directors shall have the power to enter into a trust arrangement with a trust company or other financial institution for the purpose of creating a trust fund in which the capital and interest may be made available for the benefit of promoting the interest of the Corporation in accordance with such terms as the board of directors may prescribe.
25. Borrowing Power. The board of directors of the Corporation may from time to time:
- a. borrow money on the credit of the Corporation
 - b. limit or increase the amount to be borrowed;
 - c. issue, sell or pledge debt obligations (including bonds, debentures, debenture stock, notes or other like liabilities whether secured or unsecured) of the Corporation.
 - d. Charge, mortgage, hypothecate or pledge all or any currently owned or subsequently acquired real or personal, movable or immovable property of the Corporation, including book debts, rights, powers and undertakings, to secure any debt obligations or any money borrowed, or other debt or liability of the Corporation; and
 - e. Delegate the powers conferred on the directors under this paragraph to such officer or officers of the Corporation and to such extent and in such manner as the directors shall determine.

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The powers hereby conferred shall be deemed to be in supplement of and not in substitution for any powers to borrow money for the purposes of the Corporation possessed by its directors or officers independently of this By-law.

26. Fund Raising. The board of directors shall take such steps as they may deem requisite to enable the Corporation to acquire, accept, solicit or receive legacies, gifts, grants, settlements, bequests, endowments and donations of any kind whatsoever for the purpose of furthering the objects of the Corporation.
27. Agents and Employees. The board of directors may appoint such agents and engage such employees (and may delegate this function to an officer or officers of the Corporation) as it shall deem necessary from time to time and such persons shall have such authority and shall perform such duties as shall be prescribed at the time of such appointment. The remuneration of officers, agents, employees and committee members shall, subject to the other provisions of this By-law, be fixed by the board of directors by resolution provided that the board of directors by resolution provided that the board of directors may delegate this function to an officer or officers of the Corporation.

OFFICERS

28. Appointment. The board of directors may annually or more often as may be required, appoint a Chairperson of the board, a Vice-Chairperson of the board, a President, and Executive Director, a Secretary, one or more Vice-Presidents, a Treasurer and one or more Assistant Secretaries and/or one or more Assistant Treasurers. A director may be appointed to any office of the Corporation but none of the said officers need be a director or member of the Corporation except that the Chairperson of the board and the Vice-Chairperson of the board shall be directors of the Corporation. Two or more of the aforesaid offices may be held by the same person. In case and whenever the same person holds the offices of the Secretary and Treasurer that person may but need not be known as the Secretary-Treasurer. The board of directors may from time to time appoint such other officers and agents as it shall deem necessary who shall have such authority and shall perform such duties as may from time to time be prescribed by the board of directors.
29. Vacancies. Notwithstanding the foregoing, each incumbent officer shall continue in office until the earlier of :
 - a. that officer's resignation, which resignation shall be effective at the time the written resignation is received by the Secretary of the Corporation or at the time specified in the resignation, whichever is later;
 - b. the appointment of a successor;
 - c. that officer ceasing to be a director if such is a necessary qualification of appointment;

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- d. the meeting at which the directors annually appoint the officers of the Corporation;
- e. that officer's removal;
- f. that officer's death.

If the office of any officer of the Corporation shall be or become vacant, the directors may, by resolution, appoint a person to fill such vacancy.

- 30. Remuneration of Officers. The remuneration of all officers appointed by the board of directors shall be determined from time to time by resolution of the board of directors (except that no officer who is also a director shall be entitled to receive remuneration for acting as such.) All officers shall be entitled to be reimbursed for reasonable expenses incurred in the performance of the officer's duties.
- 31. Removal of Officers. Officers shall be subject to removal by resolution of the board of directors at any time, with or without cause.
- 32. Duties of Officers May be Delegated. In case of the absence or inability to act of any officer of the Corporation or for any other reason that the board of directors may deem sufficient, the board of directors may delegate all or any of the powers of any such officer to any other officers or to any director for the time being.
- 33. Powers and Duties. All officers shall sign such contracts, documents or instruments in writing as required their respective signatures and shall respectively have and perform all powers and duties incident to their respective offices and such other powers and duties respectively as may from time to time be assigned to them by the board of directors. The duties of the officers shall include:

Chairperson

- 1. Shall preside at all National Meetings and at all COCA Board of Directors meetings.
- 2. Shall be responsible for appointing all standing committees.
- 3. Shall authorize approved COCA Board of Directors' expenditures.
- 4. Shall implement the Site Selection process as outlined in the "Site Selection Guidelines."
- 5. Shall be the custodian of all official COCA documents, papers, operating policies, agreements and correspondence.
- 6. Shall be the custodian of the Organizational Seal and Certifying Documents issued by the Organization.
- 7. Shall notify the membership of the opportunity to submit a proposal of hosting the COCA Annual Conference at least (6) six months prior to the conference.
- 8. Shall be an ex-officio member of all committees.
- 9. Shall perform such other duties as are normally required of this office.

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10. Shall be co-signer of the COCA Bank Account.

Secretary

1. Shall record the minutes of all National Meetings and Board of Director's meetings.
2. Shall communicate decisions made at such meetings to individuals concerned.
3. Shall perform such other duties as are normally required of this office.

Treasurer

1. Treasurer shall co sign COCA Bank Account and prepare financial statements as follows: six months after conference and 12 months after conference.
2. Shall attend COCA Board of Director's meetings.
3. Shall attend all National Meetings of COCA

FOR THE PROTECTION OF DIRECTORS AND OFFICERS

34. For the Protection of Directors and Officers. Except as otherwise provided in the Act, no director or officer for the time being of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other director or officer or employee or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by the Corporation or for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon any of the moneys of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person including any person with whom or which any moneys, securities or effects shall be lodged or deposited or for any loss, conversion, misapplication or misappropriation of or any damage resulting from any dealings with any moneys, securities or other assets belonging to the Corporation or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of the director's or officer's respective office or trust or in relation thereto unless the same shall happen by or through the director's or officer's own willful neglect or default.

INDEMNITIES TO DIRECTORS AND OTHERS

35. Indemnities to Directors or Others. Every director or officer of the Corporation or other person who has undertaken or is about to undertake any liability on behalf of the Corporation or any corporation controlled by it and their net heirs, executors and administrators, and estate and effects, respectively, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the Corporation, from and against,

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- a. all costs, charges and expenses whatsoever which such director, officer or other person sustains or incurs in or about any action, suit or proceeding that is brought, commenced or prosecuted against the director, officer, or other person for or in respect of any act, deed matter or thing whatever, made, done or permitted by them, in or about the execution of the duties of such officer or in respect of any such liability; and
- b. all other costs, charges and expenses which the director, officer or other person sustains or incurs in or about or in relations to the affairs thereof, except such costs, charges or expenses as are occasioned by their own willful neglect or default.

The Corporation shall also indemnify any such person in such other circumstances as the Act or law permit or requires. Nothing in this By-law shall limit the right to indemnify to claim indemnity apart from the provisions of this By-law to the extent permitted by the Act or law.

INTERESTED DIRECTOR CONTRACTS

36. Conflict of Interest. A director who is in any way directly or indirectly interested in a contract or proposed contract with the Corporation shall make the disclosure required by the Act and except as provided by the Act, no such director shall vote on any resolution to approve any such contract. In supplement of and not by way of limitation upon any rights conferred upon directors by Section 98 of the Act and specifically subject to the provisions contained in that section, it is declared that no director shall be disqualified by any such office from, or vacate any such office by reason of , holding any office or place of profit under the Corporation or under any corporation in which the Corporation shall be a shareholder or by reason of being otherwise in any way directly or indirectly interested or contracting with the Corporation as vendor, purchaser or otherwise or being concerned in any contract or arrangement made or proposed to be entered into with the Corporation in which the director is in any way directly or indirectly interested as vendor, purchaser or otherwise. Subject to compliance with the Act, no contract or arrangement entered into by or on behalf of the Corporation in which any director shall be in any way directly or indirectly interested shall be avoided or voidable and no director shall be in any way directly or indirectly interested shall be members or creditors for any profit realized by or from any such contract or arrangement by reason of any fiduciary relationship.
37. Submission of Contracts or Transactions to Member for Approval. The board of directors in its discretion may submit any contract, act or transaction with the Corporation for approval or ratification at any annual meeting of the members or at any general meeting of the members called for the purpose of considering the same and, subject to the provisions of Section 98 of the Act, any such contract, act or transaction that shall be approved or ratified or confirmed by a resolution passed by a majority of the votes cast at

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any such meeting (unless any different or additional requirement is imposed by the Act, the Letters Patent or the By-laws) shall be as valid and as binding upon the Corporation and upon all the members as though it had been approved, ratified or confirmed by every member of the Corporation.

MEMBERSHIP

38. Entitlement. Membership in the Corporation shall be available to those persons who are interested in furthering the objectives of the Corporation and whose application for admission as a member has received the approval of the board of directors of the Corporation. The board of directors may also pass membership rules, providing, among other things, for the admission of members by the Secretary of the Corporation. Each member shall be promptly informed by the Secretary of their admission as a member.
39. Resignation. Any member may withdraw from the Corporation by delivering to the Corporation a written resignation and lodging a copy of same with the Secretary of the Corporation. A resignation shall be effective from acceptance thereof by the board of directors. In the case of resignation, a member shall remain liable for payment of any outstanding membership dues levied or which became payable by the member to the Corporation prior to such person's resignation.
40. Termination of Membership. The interest of a member in the Corporation is not transferable and lapses and ceases to exist
- a. upon death or dissolution of the member
 - b. when the member's period of membership expires (if any);
 - c. when the member ceases to be a member by resignation or otherwise in accordance with the By-laws;
 - d. if at a special meeting of members, a resolution is passed to remove the member by at least two-thirds (2/3) of the votes cast at the special meeting provided that the member shall be granted the opportunity to be heard at such meeting.
41. Membership Dues. Members shall be notified in writing of the membership fees at any time payable by them and, if any are not paid within one (1) calendar month of the membership renewal date, as the cause may be, the members in default shall thereupon cease to be members of the Corporation.

MEMBERS' MEETINGS

42. Time and Place of Meetings. Subject to compliance with Section 102 of the Act, the annual meeting of the members shall be held on such day in each year and at such time as the directors may determine at any place within Canada or, if a majority of the members so agree, outside Canada.
43. Annual Meetings. At every annual meeting, in addition to any other business that may be transacted, the report of the directors, the financial statements and the report of the auditors shall be presented and the directors shall be elected and auditors appointed for the ensuing year. The members may consider and transact any business either special or general at any meeting of members.
44. Special Meetings. Other meetings of the members may be convened by order of the Chairperson of the board, the Vice-Chairperson of the board, the President if a director or a Vice-President who is a director and member or by the board of directors at any date and time and at any place within Canada or , if a majority of the members so agree, outside Canada. The board of directors shall call a special general meeting of members on written requisition of members carrying not less than 5% of the voting rights.
45. Notice. Fourteen (14) days' written notice shall be given in the manner specified in paragraph 57 to each voting member of any annual or special general meeting of members. Notice of any meeting where special business will be transacted should contain sufficient information to permit the member to form a reasoned judgement on the decision to be taken. Notice of each meeting of member must remind the member that the member has the right to vote by proxy. The notice of meeting shall also specify whether the members are entitled to vote by mail ballot and if so, the form of mail ballot shall be attached to the notice and the procedures set forth in paragraph 52 shall apply.
46. Waiver of Notice. A member and any other person entitled to attend a meeting of members may in any manner waive notice of a meeting of members and attendance of any such person at a meeting of members shall constitute a waiver of notice of the meeting except where such person attends a meeting for the express purposes of objecting the transaction of any business on the grounds that the meeting is not lawfully called.
47. Error or Omission in Giving Notice. No error or omission in giving notice of any annual or special meeting or any adjourned meeting of the member of the Corporation shall invalidate any resolution passed or any proceedings taken at any meeting of members.
48. Quorum. A quorum at any meeting of members (unless a greater number of members and/or proxies are required to be present by the Act or by the Letters Patent or any other By-law) shall be persons present being two in number and being or representing by proxy two members. No business shall be transacted at any meeting unless the requisite quorum be present at the time appointed for a meeting of member or within such reasonable time thereafter as the members present may determine, the persons present and entitled to vote

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may adjourn the meeting to a fixed time and place but may not transact any other business and the provisions of paragraph 59 with regard to notice shall apply to such adjournment.

49. Chairperson of the Meeting. In the event that the Chairperson of the board and the Vice-Chairperson of the board are absent, the President is absent or is not a director and there is no Vice-Presidents present who is a director and a member, the persons who are present and entitled to vote shall choose another director as chairperson of the meeting and if no director is present or if all directors present decline to take the chair then the persons who are present and entitled to vote shall choose one of their number to be chairperson.
50. Adjournment. The chairperson of any meeting of members may with the consent of the meeting adjourn the same from time to time to a fixed time and place and no notice of such adjournment need be given to the members. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.
51. Resolution in Lieu of Meeting. A resolution in writing, signed by all the members entitled to vote on that resolution at a meeting of members, is as valid as if it had been passed at a meeting of members.
52. Mail Ballots. Where a notice of meeting states that the members may vote by mail ballot, the form of mail ballot shall be attached to the notice of meeting and the notice shall specify that the mail ballot must be completed, signed by the member and received by the Secretary of the Corporation (at the address specified) at least seventy-two (72) hours before the meeting at which the member wishes to record his or her vote, Any votes received by mail ballot after that date shall not be counted for the purposes of the meeting. Except where the Act requires a meeting, mail ballots may be used.
53. Voting of Members. At all meetings of the members, every question shall be determined on a show of hands by a majority of votes unless otherwise specifically provided by the Act or by these By-laws. In the case of an equality of votes the chairperson of the meeting shall both on a show of hands and at a poll have a second or casting vote in addition to the vote or votes to which the chairperson may be otherwise entitled

No member shall be entitled in person, by proxy or by mail ballot to vote at meetings of members of the Corporation unless the member has paid all dues or fees, if any, then payable by the member.

At any meeting unless a poll is demanded a declaration by the chairperson of the meeting that a resolution has been carried or carried unanimously or by a particular majority or list or not carried by a particular majority shall be conclusive evidence of the fact.

A poll may be demanded either before or after any vote by a show of hands by any person entitled to vote at the meeting. Of at any meeting a poll is demanded on the election of a

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chairperson or on the question of adjournment it shall be taken forthwith without adjournment. If at any meeting a poll is demanded on any other question or as to the election of directors, the vote shall be taken by ballot in such manner and either at once, later in the meeting or after adjournment as the chairperson of the meeting directs. The result of a poll shall be deemed to be the resolution of the meeting at which the poll was demanded. A demand for a poll may be withdrawn.

54. Proxies. Votes at meetings of the members may be given either personally or by proxy or, in the case of a member who is a body corporate or association, by an individual authorized by a resolution of the board of directors or governing body of the body corporate or association to represent it at meetings of members of the Corporation. At every meeting at which a member is entitled to vote, every member and/or person appointed by proxy to represent one or more members and/or individual so authorized to represent a member who is present in person shall have one vote on a show of hands. Upon a poll and subject to the provisions, if any, of the Letters Patent, every member who is entitled to vote at the meeting and who is present in person or represented by an individual so authorized shall have one vote and every person appointed by proxy shall have one vote for each member who is entitled to vote at the meeting and who is represented by such proxy holder. A proxy shall be executed by the member or the member's attorney authorized in writing or, if the member is a body corporate or association, by an officer or attorney thereof duly authorized/

A person appointed by proxy must be a member.

A proxy may be in the following form:

The undersigned member of Canadian Organization of Campus Activities hereby appoints _____ of _____ or failing the person appointed above, _____ of _____ as the proxy of the undersigned to attend and act at the _____ meeting of members of the said Corporation to be held on the _____ day of _____, 19____, and at any adjournment or adjournments thereof in the same manner, to the same extent and with the same power as if the undersigned were present at the said meeting or such adjournment or adjournments thereof.

DATED the _____ day of _____, 19____

Signature of member

The directors may from time to time make regulations regarding the lodging of proxies at some place or places other than the place at which a meeting adjourned meeting of members is to be held and for particulars of such proxies to be cables or telegraphed or sent by facsimile or in writing before the meeting or adjourned meeting to the Corporation or any agent of the Corporation for the purpose of receiving such particulars and providing that proxies so lodged may be voted upon as though the proxies themselves

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were produced at the meeting or adjourned meeting and votes given in accordance with such regulations shall be valid and shall be counted. The Chairperson of any meeting of members may, subject to any regulations made as aforesaid, in the chairperson's discretion accept telegraphic or cable or facsimile or written communication as to the authority of any person claiming to vote on behalf of and to represent a member notwithstanding that no proxy conferring such authority has been lodged with the Corporation, and any votes given in accordance with such telegraphic or cable or facsimile or written communication accepted by the chairperson of the meeting shall be valid and shall be counted.

EXECUTION OF INSTRUMENTS

55. Execution of Instruments. Contracts, documents or any instrument in writing requiring the signature of the Corporation may be signed by

a. any one if the Chairperson of the board, the Vice-Chairperson of the board, the President or a Vice-President together with any one of the Secretary or the Treasurer:

b. any two directors; or

any one of the aforementioned officers together with any one director;

and all contracts, documents and instruments in writing so signed shall be binding upon the Corporation without any further authorization or formality. The board of directors shall have power from time to time by resolution to appoint any officer or officers or any person or persons on behalf of the Corporation either to sign contracts, documents and instruments in writing generally or to sign specific contracts, documents or instruments in writing.

The term "contracts, documents or instruments in writing" as used in this By-law shall include but not be limited to deeds, mortgages, hypothecs, charges, conveyances,, transfers and assignments of property real or personal,, immovable or moveable, agreements, releases, receipts and discharges for the payment of money or other obligations, conveyances. Transfers and assignments of shares, share warrants, stocks, bonds, debentures or other securities and all paper writings.

The seal of the Corporation when required may be affixed to any instruments in writing signed as aforesaid or by any officer or officers appointed by resolution of the board if directors.

CHEQUES, DRAFTS, NOTES, ETC.

56. Cheques, Drafts, Notes, Etc. All cheques, drafts or orders for the payment of money and all notes and acceptances and bills of exchange shall be signed by such officer or officers or person or persons, whether or not officers of the Corporation, and in such manner as the board of directors may from time to time designate by resolution.

NOTICES

57. Service. Any notice or other document required by the act, the regulations, the letters patent or the by-laws to be sent to any member or director or to the auditor shall be delivered personally or sent by prepaid mail or by telegram or cable or facsimile to any such member or director at their latest address as shown in the records of the Corporation and to the auditor at its business address, or if no address be given therein then to the last address of such member or director known to the Secretary; provided always that notice may be waived or the time for the notice may be waived or abridged at any time with the consent in writing of the person entitles thereto.
58. Signatures to Notices. The signature of any director or officer of the Corporation to any notice or document to be given by the Corporation may be written, stamped, typewritten or printed or partly written, stamped, typewritten or printed.
59. Computation of Time. Where a given number of days' notice or notice extending over a period is required to be given under the By-laws or Letter Patent of the Corporation the day of service or posting of the notice shall not, unless it is otherwise provided, be counted in such number of days or other period.
60. Proof of Service. With respect to every notice of other document sent by post it shall be sufficient to prove that the envelope or wrapper containing the notice or other document was properly addressed as provided in paragraph 59 of this By-law and put into a Post office or into a letter box. A certificate of an officer of the Corporation in office at the time of the making of the certificates to the facts in relation to the sending or delivery of any notice or other document to any member, director or auditor or publication of any notice or other document shall be conclusive evidence thereof and shall be binding on every member, director, officer or auditor of the Corporation as the case may be.

RULES AND REGULATIONS

61. Rules and Regulations. The board of directors may prescribe such rules and regulations not inconsistent with the By-laws relating to the management and operation of the Corporation and other matters provided for in these By-laws as they may deem expedient, provided that such rules and regulations shall have force and effect only until the next annual meeting of the members of the Corporation at such annual meeting of members shall at and from that time cease to have force and effect.

BY-LAWS

62. By-Laws. The board of directors may from time to time enact By-laws relating in any way to the Corporation or to the conduct of its affairs, including, but not limited to, By-laws providing for applications for supplementary letters patent, and may from time to time by By-law amend, repeal or re-enact the By-laws but no By-law shall be effective until sanctioned by at least two-thirds (2/3) of the votes cast at a meeting of the members duly called for the purpose of considering same and the repeal or amendment of By-laws not embodied in the Letters Patent shall not be enforced or acted upon until the approval of the Minister of Industry in respect thereof has been obtained.

AUDITORS

63. Auditors. The members shall at each annual meeting appoint an auditor to audit the accounts of the Corporation for report to members who shall hold office until the next following annual meeting; provided, however, that the directors may fill any casual vacancy in the office of the auditor. The remuneration of the auditor shall be fixed by the board of directors.

FINANCIAL YEAR

64. Financial Year. The financial year of the Corporation shall terminate on the 30th day of April in each year or on such other date as the directors may from time to time by resolution determine.

EFFECTIVE DATE

65. This by-law shall come into force without further formality upon its enactment.

Passed by the Board of Directors and sealed with the corporate seal this 23rd day of February, 1998

President

Secretary

Section 3

Organizational Policy

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

ORGANIZATIONAL POLICY

Adopted June 15, 1988

Reviewed June 1989

Reviewed May 1994, May 1995 & May 1997

Amended June 1999

Amended June 12, 2001

Amended June 4, 2003

1.0 Mission Statement

- 1.1 The Canadian Organization of Campus Activities is committed to developing quality campus programming through education, information sharing and resources. COCA is further dedicated to enhancing skill development by providing educational and business opportunities, resources, and services for professional staff, college and university students, and associate members of COCA.

2.0 Membership

- 2.1 Full membership is open to all post-secondary institutions which program activities for their students and/or campus community and which pay the annual full membership fee.
- 2.2 Artists, promoters, agents and other businesses involved with post-secondary institution activities programming are eligible for associate membership upon approval by the Board of Directors of the application for membership and upon payment of the annual associate membership fee. Private venues which are deemed by the Board of Directors to be direct competitors of member campus venues are not eligible for associate membership.
- 2.3 Membership shall be for a twelve (12) month term and shall include not less and not more than one national conference.
- 2.4 Termination of membership is defined in By-law No. 1. In the event of resignation, there shall be no reimbursement of membership fees.
- 2.5 Membership entitles all delegates to attend, upon payment of the appropriate fees, the national conference and the right to access all COCA activities and documents. Member delegates will receive a newsletter and a current COCA full and associate member directory.

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2.6 An honorary membership may be awarded to individuals from member schools, companies or artists who have unselfishly and tirelessly contributed to COCA. Honorary membership may only be awarded to an individual upon their leaving the campus activities industry.

- (1) Honorary memberships will be determined by the Awards Committee upon approval by the Board of Directors.
- (2) The Awards Committee is defined in the Operating Policies.
- (3) Individuals may be nominated by a member of the Organization.
- (4) The Awards Committee may make additional nominations.
- (5) Letters of nomination should include a description of the nominee's involvement with COCA.
- (6) Honorary membership requires a favorable two-thirds vote of the Awards Committee and approval by the Board of Directors.
- (7) Recipients of the award will be listed in the national conference manual and in the newsletter immediately following their being named as honorary members.
- (8) Privileges of honorary membership include a subscription to the newsletter and a standing invitation to national and regional conferences.
- (9) Honorary membership will be relinquished by the individual upon re-entry to the activities programming field.

3.0 Fees

3.1 Full membership fees shall be established at the annual general meeting.

3.2 Associate membership fees shall be established by the Board of Directors.

4.0 Board of Directors

4.1 The Board of Directors shall consist of the following members:

- 4.1.1 the conference committee chair, ex-officio
- 4.1.2 the COCA chair, ex-officio
- 4.1.3 one (1) eastern region representative
- 4.1.4 one (1) central region representative
- 4.1.5 one (1) western region representative
- 4.1.6 one (1) associate members' representative
- 4.1.7 one (1) student or staff programmer from a member school only if no student or staff programmer holds the position of a regional representative.

4.2 The Board of Directors shall elect a chair-elect, a secretary, and a treasurer from

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amongst its own voting members. The conference committee chair, the COCA chair and the associate members' representative are not eligible to serve as the chair-elect. The chair shall have a vote.

- 4.3 In the case of the position of conference committee chair being shared by more than one individual, only one (1) of those individuals shall sit as a member of the Board of Directors.
- 4.4 The Board of Directors shall meet: i) immediately following the national conference at the site of that conference; ii) mid-year at the site of the upcoming national conference; and iii) one or two days prior to the upcoming national conference at the site of that conference.
- 4.5 The authority on procedure at meetings of the Board shall be Robert's Rules of Order Revised.
- 4.6 The powers of the Board of Directors are defined in By-Law No. 1 but for greater clarity, the Board of Directors must have the approval of the full membership before amending the Organizational Policy.
- 4.7 The Board of Directors shall publish the operating policies of the Organization annually.
- 4.8 Duties of Directors
 - 4.8.1 National Conference Committee Chair
 1. Shall be an ex-officio member of the COCA Board of Directors.
 2. Shall attend all meetings of the COCA Board of Directors.
 3. Shall serve as chair of the National Conference Committee.
 4. Shall be responsible for fulfilling the responsibilities of Conference Committee Chair as outlined in the "Standard Letter of Agreement" between COCA and the member school hosting the national conference. In the case of COCA itself hosting the national conference, the duties of the National Conference Committee Chair will be defined by the Board of Directors.
 - 4.8.2 COCA Chair
 1. Shall be an ex-officio member of the COCA Board of Directors.
 2. Shall attend all meetings of the COCA Board of Directors.
 - 4.8.3 COCA Chair-elect
 1. Shall serve as chair of the Nominating Committee.
 2. Shall assume the position of COCA Chair at the conclusion of the next Annual General Meeting.
 - 4.8.4 Regional Representatives
 1. Shall attend all meetings of the COCA Board of Directors.
 2. Shall attend the annual general meeting of members.

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3. Shall preside at their respective regional meetings.
4. Shall be responsible for the development and coordination of regional operations and for the reporting of regional operations to the Board of Directors.
5. Shall be responsible for encouraging regional buying.

4.9 The senior staff member of COCA shall attend meetings of the Board of Directors.

5.0 Eligibility for Office

- 5.1 With the exception of the associate members' representative on the Board, all members of the Board must be official representatives of a Canadian college or university which is a member in good standing of COCA, and be registered delegates at the national conference at which they are elected.
- 5.2 The associate members' representative must be an associate member or a representative of an organization which is an associate member, and be registered at the national conference at which they are elected.

6.0 Annual General Meeting of Members

- 6.1 Representatives of full and associate members in good standing shall have the right to attend the annual general meeting.
- 6.2 Only full members shall have the right to vote. Each full member shall hold one vote.
- 6.3 A representative of an associate member may speak at the annual general meeting only when recognized by a representative of a full member.
- 6.4 Quorum shall consist of the full members present.
- 6.5 The authority on procedure at the annual general meeting shall be Robert's Rule of Order Revised.

7.0 Annual Regional and Associate Members' Meetings

- 7.1 During the national conference, on a day prior to the annual general meeting, the annual meetings of the eastern, central and western regions and the annual meeting of the associate members shall take place to elect representatives to the Board of Directors and to conduct such other business as those present at each meeting so choose.
- 7.2 Full members (schools) and associate members (companies and artists) shall each hold one (1) vote at their respective meetings.

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- 7.3 Quorum at these meetings shall consist of the members present.
- 7.4 The authority on procedure at these meetings shall be Robert's Rule of Order Revised.
- 7.5 The regional and associate members' representatives to the Board shall preside at their respective meetings.

8.0 National Conference

- 8.1 COCA shall hold a national conference annually which shall establish, as integral features, the following:
 - 8.1.1 development of the skills of member delegates through seminars and workshops;
 - 8.1.2 showcasing of a variety of talent available to the school buyer;
 - 8.1.3 activities designed to encourage communication and interaction within the campus activities industry;
 - 8.1.4 stimulation of regional program development within a national forum.
- 8.2 The site of the national conference shall be decided jointly by the outgoing and incoming Boards of Directors at least 2 years in advance of the Conference Date.
- 8.3 The same person shall not serve as chair of the National Conference for two (2) years consecutively.

9.0 Finances

- 9.1 The Organization's accounts will be audited within one year after the end of the National Conference.
- 9.2 The auditor's report will be circulated to the Board of Directors and made available to the full membership upon request.
- 9.3 COCA membership fees, revenue generated at the National Conference plus any other agents to COCA shall be under the authority of the COCA Board of Directors. The COCA Chair shall authorize expenditures as approved by the COCA Board of Directors.

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- 9.4 In the case of a member school hosting the national conference and collecting membership fees, the conference committee chair will turn over the COCA membership fees collected, to the COCA Treasurer immediately following the national conference.

10.0 Committees

- 10.1 The following committees shall be standing committees of COCA: (i) Awards Committee; (ii) Communications Committee; (iii) Education Committee; (iv) National Conference Committee; and (v) Nominating Committee. Their respective terms of reference shall be defined in the operating policies of the Organization.
- 10.2 The Board of Directors may establish other standing committees. The terms of reference of all standing committees must be defined within an operating policy.
- 10.3 The Board of Directors may establish such ad hoc committees as it sees fit. The terms of reference of all ad hoc committees must be posted on the COCA web site and included as an addendum to the policy manual whenever a policy manual is published.
- 10.4 The terms of reference of all committees shall clearly define the following: (i) type of committee - standing or ad hoc; (ii) number of committee members; (iii) method of selecting committee members; (iv) specific task; (v) frequency of meeting; and (vi) deadlines for committee reports.

Section 4

Operating Policies

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

COCA NEWSLETTER

Approved June 2, 1985
Reviewed December 2, 1987
Amended May 29, 2003

1. The COCA newsletter should be based on information drawn from member schools and associate members and be circulated to both.
2. The newsletter should be published on-line or in print three times a year, once each in the months of October, February, and April.
3. Content of the newsletter should include:
 - a) A message from the upcoming Conference committee chair and one from the Chairperson of the Board of Directors.
 - b) Recent job posting and new programming appointments.
 - c) Touring schedules, recent signings and other news from associate members.
 - d) Surveys and survey results.
 - e) Reports from Board members and Regional meetings.
 - f) Reports of current campus happenings.
 - g) Case studies of unique programs on member campuses.
 - h) Notification of relevant workshops.
 - i) Paper relevant to Canadian programming.
 - j) A report on the immediate past Conference.
4. The budget of the newsletter shall be determined by the COCA Board of Directors.
5. The COCA name will be attached to all communications.
6. The editor shall be a full member of COCA appointed by the Board of Directors.
7. The editor must be responsible to the name and reputation of COCA.
8. The editor will not print any potentially libelous material.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

COCA LIBRARY

Approved June 1, 1985
Revised December 2, 1987

1. That COCA institute, effective the 1985 Conference, a COCA library.
2. The library consist of all COCA documents, (i.e. policies, correspondence, minutes, etc.) and all programming papers which are donated to the library.
3. All papers prepared for the Annual Conference or any regional meetings be automatically included, with the author's permission, in the COCA library.
4. A permanent staff full member of COCA or the head office administrator shall be appointed by the Board of Directors to be the custodian of the library. The Chairperson of COCA shall also maintain a file of all library documents.
5. All COCA members shall have access to articles in the library.
6. COCA members, upon forwarding the reasonable cost of reproduction and postage, may receive copies of library items.
7. A list of all library items will be available to all COCA members. Notice of all library materials will be posted twice a year, one of which will be at the Annual Conference.
8. All library transactions be subject to any COCA audit.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

REFUNDS

Approved December 2, 1987

1. COCA membership fees are non-refundable.
2. With the exception of showcase fees, COCA Annual Conference Fees are fully refundable until one (1) month before the Conference; 50% refundable between two (2) weeks and one (1) month before the Conference, and not refundable less than two (2) weeks before the Conference.
3. Showcase fees for acts that have been selected to showcase are not refundable less than six (6) weeks before the Conference or within one week of acceptance in the event of an alternate showcase.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

NOTIFICATION OF BOARD POSITIONS

Approved June 5, 1991
Update May, 1994

1. For the annual election of the COCA Board of Directors, it shall be the *Chair's* responsibility to advertise the job duties of the director positions in the February and April issues of COCA Notes.
2. It shall be the Regional and Associate Board of Directors representatives' responsibility:
 - a. to advertise the job duties of the director positions in any communications to the membership, and
 - b. to promote involvement at all regional/associate meetings.
3. It shall be the responsibility of the chair-elect of the national conference committee to provide an opportunity at the national conference to promote involvement on the coming year's national conference committee. A short information meeting that is listed on the conference schedule will be the usual way to achieve this requirement.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

GRIEVANCE PROCEDURES POLICY

Approved December 2, 1987

COCA has established a mechanism by which school or associate members may have their arguments reviewed in formal and objective manner to provide a satisfactory resolution to a particular problem that is fair and reasonable. The grievance procedure was designed to be a last resort in settling disputes. COCA and the Ethics and Grievance Committee are neither a collection agency nor legal counsel. The function capabilities set by the Board of Directors are limited, and the objectives of the process is to secure satisfaction without resorting to sanction. If and when a dispute has been determined to warrant COCA's involvement, a complete file of all correspondence contracts, telephone conversation and any related documents should be forwarded to COCA's chairperson of the Board of Directors and the head office administrator for formal grievance action.

When a written complaint is received by the Chairperson of the board, every attempt will be made to settle the matter there. If the complainant finds this unacceptable, the complainant will be directed to deal with the Ethics and Grievance Committee who will in turn evaluate the circumstances. If the complaint is found valid by all members of the committee, the chairperson of the committee will start formal proceedings; if not, the complaint will be dropped and the parties so freed. With appropriate documentation the Ethics and Grievance Committee:

- 1) Will be appointed by the chairperson of the Board at the first appropriate Board of Directors meeting following elected office.
- 2) The Ethics and Grievance committee will be appointed by the Chairperson of the Board of Directors and be made up of one Regional Board of Director member residing in the Region of where the complaint was founded, along with an appointed Board of Director Member and his/her designate as seen fit.
- 3) An unanimous agreement by the committee must be reached in the decision making processes before the course of sanction is enforced.
- 4) If there is an unanimous agreement by the committee that the complaint is valid, the complete file and course of sanction will be forwarded to Board of Directors for assessment through the Chairperson of the Board and subject to Board review.
- 5) The COCA Board of Directors may exceed or lighten the recommended sanctions levied by the Ethics and Grievance Committees as they see fit.

Possible Sanctions

Against COCA college and university members

- a) A letter of censure to each institution school member
- b) No participation in COCA Regional Conferences
- c) No participation in COCA National Convention
- d) Publication of the results of the proceedings in the Newsletter "COCA Notes"
- e) Suspension of membership (as seen fit by the Ethics and Grievance Committee) with no refund of payment in year of course subject to Board approval action

Against COCA Associates

- a) No showcase privilege at regional
- b) No showcase privilege at the National Convention
- c) No exhibit hall privilege at regional
- d) No exhibit hall privilege at the National Convention
- e) Request to AF of M, Players Guild or any Governing Licensing Bodies for suspension of agency license
- f) Publications of results of the proceedings in the Newsletter "COCA Notes"
- g) Suspension of membership with no refund of payment
- h) A letter of censure to each school member

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

SITE SELECTION OF THE NATIONAL CONFERENCE

Approved June 16, 1984
Amended January 20, 2002
Amended June 16, 2009

1. Site selection of the national conference in two years shall be made at the current national conference.
2. Each year the Board of Directors shall research and make recommendations to the Site Selection Committee regarding the location and facility for the national conference 2 years after the current national conference.
3. The Board must abide by criteria established in an operating policy outlining the requirements of the conference facility and host city.
4. The outgoing COCA Chair will announce the location of the national conference in two years at the closing banquet of the national conference.
5. The site selection committee shall consist of the members of the outgoing and incoming boards of directors.
6. The Chair of the outgoing Board shall chair the site selection meeting.
7. The Chair will submit two or three sites for consideration by the site selection committee.
8. The winning proposal must receive a simple majority of the votes. In the event of a tie, the incoming chair shall cast a 2nd vote.
9. Once the decision has been made, the site selection committee shall be sworn to secrecy until the outgoing COCA Chair makes the announcement at the closing banquet.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

SHOWCASES - OPERATING POLICY

Approved Dec/87
Revised August 91
Amended January 20, 2002
Amended November 2007
Amended November 23, 2008
Amended November 30, 2009

At COCA Conferences, a variety of artists are selected to perform on showcase stages over the course of the conference. The showcase lineup will consist of a cross section of disciplines within the entertainment industry.

Although this policy is intended for a COCA national conference, any school hosting a COCA regional conference that involves showcases, must also strictly adhere to the guidelines contained in this policy.

Artists are selected to showcase based on talent, previous exposure to the market and widespread appeal. Other factors such as price, contract riders, performance recommendations, discipline of performance and type of promotional material available, contribute to the selection decision.

The showcase selection committee, comprised of students and professional campus activities programmers from both colleges and universities, meets* to review applications and select showcase acts. Committee members are selected for their knowledge of entertainment and its relationship to the campus market. (*Note: in an effort to encourage national participation, this meeting should not happen in person, but instead, decisions can be made via a conference calls, online chats, etc.)

Rather than hold live auditions, the committee selects acts based on the presentation of materials made available to them. All applications must include online material that can be reviewed (audio and/or videos), and all musical acts must apply using an electronic application program as directed by the COCA Board. The committee reviews recorded material, contract rider, prices, technical requirements, recommendations, reviews promotional material and any other pertinent information that the applicant feels would be beneficial to include.

Applicants are reviewed according to criteria that ensure quality and variety. After the list is narrowed through an elimination process, the committee votes and selects a specific number of acts to appear in each showcase. A prioritized list of alternate acts, are chosen in case any of the original selections are unable to appear. The selection committee is allowed to encourage the participation of the COCA membership in the selection process by means of an online vote to decide up to 20% of the acts that will appear, with each school getting one vote.

Selection Committee

Canadian Organization of Campus Activities

The Board appoints the chair of the showcase selection committee on the recommendation of the conference chair. The Board appoints the remaining four members of the showcase selection committee upon the recommendation of the chair of the showcase selection committee.

The showcase selection committee shall consist of: the conference chair, the chair of the showcase selection committee, and four school member representatives (no school may have more than one person on the committee). No person may be the chair of the showcase selection committee for more than 2 consecutive years, nor may any person sit on the committee for more than 3 consecutive years (unless that person is the conference chair in the 4th year). The showcase selection committee, in conjunction with the Board, may also appoint a special 'singer/songwriter showcase chair (please see 'General Showcase Policies #19 below).

It is recommended that the selection committee have a composition of 50% students and 50% professional school members. The selection process will utilize the most cost effective means of communication ensuring representation of all regions involved with the conference in question (e.g. conference calls, e-mail, etc.).

The membership of the showcase selection committee shall be kept confidential until after the showcase acts have been announced. Any person who represents an act that has applied to showcase for that conference, shall be ineligible to sit on the selection committee. Any breach of these requirements may result in expulsion of the offending individual from the showcase selection committee.

General Showcase Policies

1. Membership

Any artist selected to showcase must be or become an Associate Member of COCA or be represented at the conference by a company that is or will become an Associate Member of COCA. Memberships must be in good standing during the conference. Self-represented artists will be offered a discount on the annual associate membership fee as determined by the COCA Board.

2. Campus Activities Business Hall

Any artist selected to showcase must be represented in the conference trade show either by the company that books the act or by the artist him or herself. Self-represented artists will be permitted to share a trade show booth with another artist at a rate determined by the COCA Board.

3. Showcase Performance Times

Each showcasing artist is allowed 20 minutes of performance time except comedy artists who receive 15 minutes of performance time. Stage and equipment set-up time is not included in the performance time.

4. Showcase Selection Committee

The showcase selection committee has the sole authority to select showcasing artists (other than the acts that showcase as part of a sponsorship package).

5. Production Manager

The conference chair will appoint a showcase production manager.

6. Showcase Agreement

All showcasing artists selected to showcase must sign an agreement regarding their showcase appearance and pay a showcase fee.

7. Deadlines

The showcase selection committee has the following deadlines to meet for the national conference: the application deadline will not be less than 10 weeks prior to the date of the conference. Notification of the decision of the showcase selection committee shall be sent to each applicant not less than 7 weeks prior to the date of the conference.

8. Cancellations & Representation

No substitutions will be allowed on the showcase. If the attraction is unable to appear, the associate member firm submitting the attraction loses its fee and forfeits its time slot. If the showcase act severs its business relationship with the associate member prior to the showcase, the attraction may still appear as scheduled only if they become an associate member and pay the appropriate fees (membership, showcase, exhibitor).

9. Booking Contact

An associate member that has an act selected to showcase must be the only booking contact for the act during the conference.

10. Refunds

In the event that the act is not accepted for a showcase, the showcase fee, if paid in advance, will be refunded, save for a showcase application fee set by the Board. The associate member then has two weeks to cancel in order to receive a full refund on conference registration, if paid in advance. In the event that an alternate performing artist is selected to showcase, that act may cancel with full refund of any fees paid in advance, save the showcase application fee, within one week of notification.

11. Illegal Showcase

Any live performance during the conference, promoted or advertised directly to conference delegates, that occurs outside the officially scheduled program of the conference may be considered an illegal showcase. The Board may exercise disciplinary hearings and impose any penalty provided for in the grievance procedure.

12. Production

Professional production will be provided for all showcases. Details will be communicated to all showcase acts in advance of the conference. If COCA determines that backline will be provided at any conference, all music showcase acts are required to use the backline equipment provided and will not be permitted to use their own stage gear.

13. Personnel

The conference chair will provide necessary technicians and stagehands.

14. Control of Sound & Lights

Acts may have their own personnel operate the sound and lights provided these individuals are qualified to do so. The main volume control and the power supply for the lights will be under final and absolute control of the Production Manager.

15. Stage Set-Up and Special Effects

Each act must provide a stage plot with their showcase applications. Stage plots will include scaled diagram of position of all equipment, and complete list of equipment arriving. Technicians are required to operate: sound, lights, and monitors. The Production Manager may, at his discretion, refuse any prop or special effect. Requests for special effects or special set ups must be made in advance.

16. Information Meetings

Representatives for all showcase acts may be required to attend an information meeting on the day of their showcase: time and place to be announced. Failure to comply with this requirement may forfeit the act's right to appear.

17. Regulations and Guests

Sponsors or performing artist(s) are responsible for making their artists/associates fully aware of all conference regulations. In particular, conference ID's may not be transferred. Unauthorized use of artist ID's or passes issued to guests of artists will result in individuals involved being asked to leave the conference area. They will not be permitted to re-enter under any circumstances.

18. Showcase Duration & Penalty for exceeding Time Limit

Because of the very tight showcase schedule, each act must not exceed the maximum of twenty (20) minutes performance time; 15 minutes for comedy acts. When 18 minutes has elapsed, a yellow warning light will be lit. At 20 minutes a red light will be turned on. Once 22 minutes has elapsed, the lights and sound will be turned off. Avoid embarrassing your act. DO NOT EXCEED THE TIME LIMIT. For comedy artists, the corresponding warnings will be given at 13 minutes, 15 minutes, and 17 minutes.

19. Other Regulations

All regulations and schedules outlined on the Showcase Information sheet, Showcase Application form, Load-In Times sheet and Showcase Order & Sound check Times sheet will be strictly adhered to. These will be sent with notification of acceptance of showcase applications.

20. Singer/Songwriter Circle

The Singer/Songwriter Circle will be classified as a showcase, but the following special provisions may apply: The showcase selection committee, in conjunction with the board, may appoint a singer/songwriter showcase chair. This person can participate in the selection of the singer/songwriter showcase acts, and can work closely with the conference chair, and the education sessions committee chair to seek out, and fund when needed, a high profile artist to emcee and/or participate in the showcase. This position will be exempt from the 3-year maximum selection committee member rule.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

AWARDS

Approved Dec/86
Reviewed Dec/87
Reviewed Dec/89
Reviewed Dec/96
Reviewed Nov/07

The COCA Awards are designed to bring national recognition to entertainers and programmers who have made valuable contributions in the field of campus activities programming by bringing quality entertainment to colleges and universities throughout the country. These people share their art, inspiration, talents and expertise with appreciative student audiences everywhere.

The selection committee for these awards shall consist of an anonymous committee composed of the immediate past chair of the national conference and three persons appointed by the COCA chairperson. This will include one student member, one associate member and one professional programmer. All correspondence will be directed to the past conference committee chair/awards committee chairperson.

Nominations for the awards categories are sought from the membership in January. The Awards Committee must make decisions one month prior to National Conference.

Recipients of awards will be announced during the banquet at the National Conference. Maximum of one honouree per category, unless voting results in a tie (this does not apply to the founders award).

It is the responsibility of the past conference committee chair/awards committee chairperson to ensure recipient or delegate attends awards banquet where possible. It is the financial responsibility of the recipient in every case with the exception of the Founders Award category to be at the awards banquet. Meal ticket will be complimentary to all award winners.

It takes 75% of the vote of the committee to select an individual award and the decision of the committee is final. Selection will be based on the tally of member votes, where applicable, subject to committee input. **ANY CATEGORY THAT FAILS TO HAVE AT LEAST ONE NOMINATION (IN WHICH THE SELECTION CRITERIA IS MET), WILL NOT BE AWARDED.**

COCA FOUNDERS AWARD

The COCA Founders Award recognizes those individuals who, during the years, have given of their time and talents in such a way as to contribute significantly to COCA. It should be the association's highest honour, presented to an individual or individuals who, throughout their affiliation with COCA, have given continued and outstanding service to the organization, have

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exemplified the standards of professional integrity and conduct, have achieved stature in their professional or academic pursuits, hold the esteem of colleagues and peers and have worked to further the field of campus activities programming.

The award may be presented annually at the National Conference in one or all three of the following categories: student, full-time staff and associate member. These three categories represent the entire membership of the organization and this award would recognize the unique and important ways these areas contribute to the success of COCA. These individuals are to be honoured in a formalized manner, according to the following criteria: The COCA Board of Directors will incur all reasonable expenses.

Selection Criteria

- 1) Only members present or past of the organization may be nominated.
- 2) Names of individuals to be considered may be submitted in writing by any member of COCA.
- 3) Letters of nomination should list the nominee's activities with COCA, leadership positions and contributions in his or her professional or academic life and be accompanied by two recommendations from different members.
- 4) The selection committee may submit additional names for consideration.
- 5) An appropriate award will be presented to each honouree plus a permanent plaque listing all past and present winners which will be displayed at the National Conference and kept at the COCA office. (This allows for a history of the COCA to be developed by the organization.)
- 6) Selections should be confirmed 1 month prior to the National Conference.

COCA CAMPUS ENTERTAINMENT AWARDS

These awards were established to honour or recognize individuals or groups who have distinguished themselves in their individual fields. COCA school members are invited to nominate outstanding campus performing artists who have appeared on campus from June of the previous year to May of the year in which the annual conference is held.

Entertainers must have attained campus exposure and meet specific selection criteria to be placed on the ballot. Selection criteria are as follows:

Selection Criteria

- 1) Member schools may make a nomination in as many categories as they wish.
- 2) COCA Awards Nominees for all categories of the Campus Entertainment Awards must have performed or booked in at least two of the three COCA regions with no minimum of campus dates.

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- 3) Attractions may be nominated in whatever category seems appropriate. The same attraction may be nominated in more than one category.
- 4) All nominations to appear on the ballot form must be received by February 1 each year by the Selection Committee.
- 5) The awards ballot will be prepared and mailed by March 1 to voting members.
- 6) Attractions will be judged by comments on the nomination, artists' reports in COCA notes, and input from the Selection Committee. The criteria used for judging acts for the Awards Ballot are:
 - a) Showmanship
 - b) Artistic Accomplishment
 - c) National Exposure and Reputation
 - d) Talent
 - e) Audience Appeal
 - f) Originality
 - g) Professionalism
 - h) Ethics and Attitude of Co-operation
 - i) Number of Nominations
- 7) The categories for selection are as follows:
 - a) Canadian Music Recording
 - b) Main Stage Artist (avg. fee over \$1500)
 - c) Emerging Artist (avg. fee under \$1500)
 - c) Comedy
 - e) Lecture / Variety
 - f) Outstanding Service by an Associate (including Agency/Management)
- 8) It is the responsibility of the Awards Chairperson to notify any associate members which have been nominated via registered mail, at least one week prior to the balloting being set.
- 9) It is the responsibility of the Awards Chair and the Showcase Selection Chairperson to communicate and familiarize each other with respect to which artist will be performing on the awards night showcase.

THE HALL OF FAME AWARD

The Hall of Fame Award is designed to bring recognition to a group or single Canadian performer that initiated and developed their career by performing at Canadian college and university campuses. The honourees of the Hall of Fame must have furthered their career to national and possibly international recognition as Canadian entertainers.

Nominations for the award are solely at the discretion of the COCA Board of Directors. At their meeting (usually winter meeting before next year's conference) they nominate and then vote on Canadian entertainers that they feel are deserving of this recognition by COCA

The COCA Board of Directors announce their decision prior to the conference. Usually by a press release and by COCA Notes.

Note: Only one Hall of Fame recipient is selected each year.

The COCA Board of Directors is responsible to contact or designate someone to contact the Hall of Fame recipient. The COCA Board of Directors will pay for travel, rooms, etc., for the recipient to attend the annual Campus Awards Show at that year's conference.

The Hall of Fame Award presented to the recipient should read as follows:

Presented to

for their initial contribution through Canadian campus performance
and
National /International recognition of artistic achievement

THE NATIONAL CONFERENCE AWARD

This award is to recognize those individuals who, during their time at the National Conference, were instrumental in the continuing success of COCA. Who, through their enthusiasm, and involvement had direct impact into the success of the national conference, and helped inspire the other delegates around them.

There will be a maximum of 3 award designations: professional staff, student and associate members.

Rules and Regulations

- 1) Individuals for this award may be nominated by any delegate of the National Conference. The Board will then meet prior to the Awards Banquet and review nominations, and select (a) winner(s). The Board is not eligible for this award.
- 2) No letters of recommendation are needed.

HONORARY MEMBERSHIP

An Honorary membership in COCA is given to a school, staff, student, or associate member who has unselfishly and tirelessly contributed to the COCA Organization. This membership is awarded to an individual upon their retirement from the field.

- The Honorary Membership Committee is made up of various organizational members.
- Persons may be nominated by a member of the association.
- Letters of nomination should include a description of the person's activities within COCA.
- A two-thirds vote of the Honorary Membership Committee and approval of the Board of Directors must be obtained.
- Recipients of the award will be announced in the National Convention manual annually and the "COCA Notes" newsletter upon induction.
- Privileges of an Honorary Membership include a subscription to "COCA Notes" and a yearly invitation to the National and Regional Conferences.

ASSOCIATE MEMBER RECOGNITION AWARD

1. Pin to be presented to an Associate Member in recognition of continuous membership and participation/attendance in either a regional conference or the annual conference.
2. Pins or plaques to be presented in the anniversary year at the annual conference.
3. Pins/plaques presented in the
 - 5th -silver
 - 10th -gold
 - 15th -plaque
4. Awards to be limited to two pins per Associate Member. Additional pins for eligible members may be purchased.
5. One plaque will be issued bearing the company name only.
6. Wording of plaque to read:

COCA WISHES TO ACKNOWLEDGE _____ FOR THE
CONTINUOUS SUPPORT AND CONTRIBUTION TO THIS NATIONAL
ORGANIZATION FOR THE PAST 15 YEARS.

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7. Costing of awards to be charged back to the COCA awards budget.
8. Regional reps will be responsible for submitting names of Associate Members who participate in regional meetings. National Conference committee chair to submit names of participants at annual meeting.
9. Recipients of awards to be noted in annual conference manual and one issue of COCA notes.

Submitted: December 3, 1988

COCA FULL TIME PROGRAMMER OF THE YEAR AWARD

The COCA Full Time Programmer of the Year Award recognizes those individuals who are employed full time at a post-secondary educational facility, and during the past year, have given of their time and talents in such a way as to contribute significantly to COCA. It should be presented to an individual who has exemplified the standards of professional integrity and conduct, has achieved stature in their professional pursuits, holds the esteem of colleagues and peers and has worked to further the field of campus activities programming.

Selection Criteria

- 1) Only members of the organization may be nominated.
- 2) Names of individuals to be considered may be submitted in writing by any member of COCA.
- 3) Letters of nomination should list the nominee's activities with COCA, contributions in his or her professional life and explain why the individual has been nominated
- 4) This letter [excluding the name(s) of the nominator(s)] will be forwarded with the list of nominees to all members of COCA to vote with the COCA Entertainment Awards information.
- 5) Each member organization will only receive one vote to use.
- 6) Current Board Members will be ineligible for this award.
- 7) No one may win this award more than once.

Submitted: November, 2007

COCA STUDENT PROGRAMMER OF THE YEAR AWARD

The COCA Student Programmer of the Year Award recognizes those individuals who are enrolled at a post-secondary educational facility, and during the past year, have given of their time and talents in such a way as to contribute significantly to COCA. It should be presented to an individual who has exemplified the standards of professional integrity and conduct, has

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achieved stature in their professional and academic pursuits, holds the esteem of colleagues and peers and has worked to further the field of campus activities programming.

Selection Criteria

- 1) Only members of the organization may be nominated.
- 2) Names of individuals to be considered may be submitted in writing by any member of COCA.
- 3) Letters of nomination should list the nominee's activities with COCA, contributions in his or her professional and or academic life and explain why the individual has been nominated
- 4) This letter [excluding the name(s) of the nominator(s)] will be forwarded with the list of nominees to all members of COCA to vote with the COCA Entertainment Awards information.
- 5) Each member organization will only receive one vote to use.
- 6) Current Board Members will be ineligible for this award.

Submitted: November, 2007

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

EXHIBIT HALL

Approved December 2, 1987
Amended January 20, 2002

1) **Exhibit Space Allocation**

Available space will be allocated on a first-come-first-served basis upon receipt of completed application form and required fees. The organizing committee reserves sole authority for booth placement in the Exhibit Hall.

2) **Exhibit Booth Personnel**

All exhibitors attending the conference and representing a firm, to a maximum number of 3 persons must be employees of that firm. Full names of all exhibitors attending the conference must be listed on the application form. No firm will be allowed to bring in an artist that they represent, with the exception of those artists who are being self-represented within the Exhibit Hall. Those artists selected to showcase may only attend the conference on the day that they are slated to perform in the showcase hall. No live performances are allowed at the conference site, outside of scheduled showcases.

3) **Distribution of Promotional Items**

Promotional material, printed or otherwise, is to be distributed exclusively in the Exhibit Hall. A single page flyer and/or business card may be distributed in the showcase halls. Any breach of these or any other related edicts may result in expulsion from the conference without refund, as well as due considerations by the selection committee for the future conferences.

4) **Exhibit Hall Schedule**

The conference organizing committee will establish exhibit hall hours of operation. All exhibits must remain attended for the full period of the Exhibit Hall.

5) **Booth Furnishings**

All booths in the Exhibit Hall will consist of a minimum of 6' x 6' space, fully walled or draped, along with a minimum 4' draped table and appropriate chairs. Any additional furnishings or A/V equipment will be provided by independent exhibit companies, at the expense of the exhibitor.

6) **Exhibitor Fees**

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All exhibitors must pay the Associate Membership Fee as set by the Board of Directors. Booth rental fees will be established by the national conference committee subject to Board approval.

7) **Application Deadlines**

The deadline for completed applications will be set by the national conference committee. COCA associate members will be given preference by receiving conference applications in advance of non-members.

8) **Conduct**

Associate members shall not be permitted to encourage any full member to depart from the conference site during official conference activities. This includes all showcases, seminars, meetings and exhibit hall times. Associate members may not distribute alcohol during Biz Hall hours without the expressed written consent of the Conference Host.

9) Failure to comply with this will result in a Board hearing to determine the offending member's status and any action to be taken.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

OBSERVER STATUS

Approved December 15, 1986

Reviewed December/87

Amended November 2007

- 1) Observer status participation pertains to National and Regional Conferences, as well as all regional meetings.
- 2) Observer status is open to qualifying individuals and individuals representing qualifying institutions on a one time basis only.
- 3) Qualification for observer status is at the discretion of the conference chair in consultation with the COCA Chair, based on the following criteria:

Organizations that qualify for Observer Status must benefit COCA in some way by their attendance by establishing future working relationships for both parties.
- 4) Individuals and groups attending the conference under observer status are not eligible to conduct any business while at the conference.
- 5) Any violation of the above shall lead to expulsion from the conference.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

STANDARD COPYRIGHT APPROVAL

Approved December 2, 1987

I, _____ grant a non-exclusive license to the Canadian Organization of Campus Activities (C.O.C.A) for the limited reproduction of my paper, _____ as follows.

It is my understanding that COCA may make single copies available to each member attending the COCA ' __ Conference and to any member of COCA who may wish a single copy at any time in the future.

Single copies may be made by the COCA Library on a non-profit cost-recovery basis, exclusively to COCA members.

COCA will ensure that each copy bears the international copyright symbol, date of my paper, and my name as copyright holder (e.g.. c 1986, Joan Smith).

Date

Author

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

BLOCK BOOKING POLICY

Updated December 1994
Approved December 2, 1987

OBJECTIVE:

To foster a user friendly mean of cooperative buying within the COCA membership by approaching the buying of attractions with a regional, rather than local, perspective. Priority to this approach should be concentrated on conference showcasing acts. To encourage "incentives" for both associate and school members to be involved in cooperative buying and to provide a showcase evaluation for the showcasing attractions from the buyers perspective.

ADVANTAGES:

Cooperative buying recognizes benefits for both the buyer and the attraction. Material value is added to the conference showcases with the receipt of the showcase evaluation forms and a first priority to block booking opportunities given by the school delegates. There is potential for more logistically sound touring and routing within a given region. This ultimately should result in a lower guaranteed fee to the buyer and a more uniform and cost effective promotional opportunity is possible.

POLICY:

- 1) Only attractions showcasing or in attendance at the conference should be considered for block booking at the conference block booking meetings. All other block bookings should be considered at another juncture.
- 2)
 - a) Conference showcasing attractions will automatically be included on a showcase evaluation form to be filled out by the school delegates on the date of the showcase. The attraction or broker for the attraction will receive a copy of compiled data.
 - b) Other attractions not showcasing but in attendance will be included on a showcase evaluation form to be filled in by school delegates at the Business Hall.
- 3) Each national conference would have a cooperative buying coordinator provided by the host school. Each regional conference should try to have a cooperative buying coordinator to achieve this same end. The job description for the coordinator is as follows:
 - i) Administer the distribution, collection and reporting of "showcase evaluation forms".
 - ii) Track and document the results from the evaluation forms , indicating only which schools have moderate or strong interest. This listing shall be posted on a daily basis preferably by region.

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- iii) Be responsible for supplying carbons of the showcase evaluation form to either the attraction or the attraction's broker prior to the Business Hall.
 - iv) The Coordinator must be aggressive in gathering the evaluation forms and promoting the concept of block booking. It is recommended that this be their only responsibility throughout the conference.
 - v) The Cooperative Buying Coordinator shall have some experience with the entertainment industry.
- 4) The Conference committee chair will be responsible for setting a regional block booking meeting at some point during the conference.
- 5) The value, procedure, and intent for filling out the showcase evaluation forms will be discussed at the orientation session of the conference.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

SPONSORSHIP POLICY

Approved December 3, 1987
Amended January 20, 2002
Amended November 2007

GENERAL:

The Board of Directors of the COCA recognizes the need to raise funds for the overall operation of the national conference and the organization itself. This policy is to provide guidance to the Board of Directors in its pursuit of sponsorship funding.

PURPOSE:

The purpose of this policy is to ensure that the national conference committee deals with sponsoring companies or organizations within established guidelines. To this end, the Board may establish a sponsorship committee to ensure maximum benefit to both the national conference and COCA as a whole. Involvement by a sponsor must conform with the goals and objectives of the Canadian Organization of Campus Activities and contribute to educational information and resources for school members, and associate members.

RESPONSIBILITY:

The COCA Board of Directors is responsible for developing, maintaining, and evaluating this policy to ensure that both parties are treated fairly and that any sponsorship is not in conflict with the Organization's goals and objectives.

PRIMARY AND MAJOR SPONSORS:

1) **CRITERIA:**

Any company that donates more than \$5,000 worth of goods and services will be considered a primary or major sponsor. (Hotels and airlines cannot use the reduction of rates as a form of sponsorship.)

- 1.1) Goods and services will be deemed anything that fills the needs of the conference as decided by the conference chair (e.g. cash towards the cost of banquet, etc.).
- 1.2) Distribution of promotional items must be under the direction of the conference chair. Any distribution of promotional materials and goods by primary and major sponsors will take place only in the exhibit hall unless otherwise agreed upon with the conference chair.

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- 2) For primary or major sponsors, COCA is prepared to offer the following:
 - 2.1) Associate membership included (that portion of the sponsorship is transferred to general operating funds of COCA).
 - 2.2) the right to advertise in a manner approved by the conference chair (e.g. banner in the showcase hall but not on stage). In the case of a primary and an additional major sponsor, the primary sponsor would have first selection for advertising display in the showcase hall and the major sponsor would have second advertising selection in the showcase hall as approved by the conference chair.
 - 2.3) the primary sponsor will have first option to purchase the front inside cover or the back page ad space in the conference manual for half price. The second major sponsor will be given second option to purchase these same pages in the conference manual for half price.
 - 2.4) access to the COCA school and member and associate member mailing list, printed on labels.
 - 2.5) recognition of support given in the newsletter COCA Notes, and in the conference manual.
 - 2.6) free access to all educational seminars and showcases for up to 6 (six) employees of the company.
 - 2.7) the right to distribute brochures and novelty paraphernalia in the registration kit, as approved by the conference chair.

- 3) A primary/major sponsor is expected to:
 - 3.1) buy space and exhibit within the exhibit hall.
 - 3.2) pay for half the advertising cost of a full page advertisement in the conference manual (see 2.3).
 - 3.3) negotiate with the conference chair the distribution of a minimum of \$5000 worth of monies, goods and services to contribute to the enrichment of the COCA delegate experience at the conference.

SECONDARY SPONSORS:

1) **CRITERIA:**

Any company that is prepared to donate between \$500.00 and \$5000.00 worth of goods and services will be considered a secondary sponsor (Hotels and airlines cannot use the reduction of rates as a form of sponsorship.)

- 1.1) Goods and services will be deemed any thing that fills conference needs as decided by the conference chair (i.e. cash toward cost of banquets, etc.).
- 1.2) Distribution of promotional items must be under the direction of the conference chair. Any distribution of promotional materials and goods by secondary sponsors will take place only in the exhibit hall unless otherwise agreed upon with the conference chair.

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- 2) For secondary sponsors, COCA is prepared to offer the following:
 - 2.1) the right to distribute limited brochures in the registration kit.
 - 2.2) a one-quarter page display advertisement in the conference manual.
 - 2.3) access to the school and associate member mailing list on labels.
 - 2.4) free associate membership.
 - 2.5) recognition of support in the conference manual.
 - 2.6) use of the COCA logo on promotional materials.

- 3) A secondary sponsor is expected to:
 - 3.1) negotiate with the conference chair, the distribution of \$500 to \$5000 worth of monies, goods and services to contribute to the enrichment of the COCA delegate experience at the conference.
 - 3.2) secondary sponsors must book an exhibit booth at the conference for which they are a sponsor.
 - 3.3) the secondary sponsor must supply camera-ready artwork for the quarter page advertisement in the conference manual and must do so before the determined advertising deadline for the conference manual.

ASSOCIATE MEMBERSHIP FOR SPONSORS:

Associate memberships are only given to sponsors that contribute a minimum of one thousand dollars (\$1,000) in cash as part of their total contribution (in addition to the cost of an associate membership for that year).

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

CODE OF ETHICS

As members of COCA, we believe and advocate that ethical and courteous practices are important in their own right and essential to good business. The COCA Code of Ethics indicates good business practices that generally have the qualities of honesty, fairness, consideration and enlightened professionalism. We support them in letter and in spirit.

I. CONTRACTING

1. Negotiations and agreements must be undertaken only by those properly authorized by the school, by an agency or by an artist. The agency must make clear to the school whether it has exclusive rights with an artist, and is responsible for identifying an authorized negotiating person from the school.
2. When an agency offers an act to a school, the school must avoid reasonable delays in responding, and if accepting or declining the offer, should clearly and explicitly indicate so.
3. An agency must be able to fulfill any offer made, and if the offer is conditional, must make such conditions clear to the school in advance.
4. Contracts and riders should be signed and returned by both parties without delay.
5. Middle agents who sign contracts on behalf of an artist are as responsible for the provisions of any agreement as the exclusive agency of an artist would be.
6. Verbal commitments should be honoured, although written contracts are essential for a clear understanding between the parties. The agent should make sure that both the school and the artist understand all arrangements in the contract.
7. Contracts are to be signed only by the properly and legally authorized persons of the contracting parties. The agent is responsible for identifying the contracting authority at the school.
8. Contract riders should be agreed upon before contract signing and are a part of the contractual obligation.
9. Schools must provide complete and accurate information regarding the facilities and equipment to be used and intended method of payment.

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10. Any additional expected activities from the artist should be in writing. The agent is responsible for informing an artist of such particulars.
11. Schools must be honest, accurate and timely in attendance and expense reports, where either has an effect on the artists' remuneration.
12. Written permission must be secured prior to any type of recording of a performance.
13. Advertisement and promotional activities stipulated by contract should be fully executed.

II. COURTESY AND HOSPITALITY

1. Phone calls should be returned and letters answered promptly.
2. Schools should return videotapes or films on time and in proper condition as specified in agreements. Agreements and promotional information as well as programming materials, should be sent when promised by the agency.
3. Political or issue oriented reasons for scheduling a program should be explained to the artist/manager during negotiation if these special reasons exist. The agency should inform the artist of all responsibilities of the contract and rider before arrival on campus.
4. Sharing information concerning quality, success and level of service received from an act or agent is important to other COCA members; high quality and good service should be communicated as well as that which is unsatisfactory.
5. Under contracting, good use of supplied promotional materials is important to the success of an event. Selling or other misuse of promotional material is improper. Promotional material should be sent on time and should be kept updated. Only materials that will be needed and used should be requested.
6. Artists should be treated as guests on campus. Artists should treat facilities and campus rules with respect. Hospitality arrangements, provision of rider requirements, and payment according to contract are necessary for the artists well-being and contribute to the quality of the appearance.
7. A campus host or hostess should be on hand before and during events with campus and community. Artists should schedule their travel with ample time to begin the performance at the time stated on the contract.
8. Any infraction of these Business Ethics and Standards should be referred to the Grievance Committee Chair to be resolved according to the terms of The COCA Grievance Procedures Policy.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

ALCOHOL

Approved: May 2009

This policy is designed to encourage the responsible use of alcohol and to promote a safe environment at COCA events.

1. No official event shall be scheduled to take place after 2:00 a.m.
2. Any event that takes place between the hours of 7:00 p.m. and 2:00 a.m. where alcoholic beverages are served for more than one and half hours requires service by properly trained bar staff.
3. Under no circumstances shall any official COCA event allow for attendees to bring their own alcoholic beverages.
4. At any event at which alcoholic beverages are served, a selection of at least two categories of non-alcoholic beverages must be available to attendees throughout the course of the event. Categories of non-alcoholic beverages may include the following: water, pop, juice, and hot beverages such as tea, coffee, and hot chocolate. This requirement also applies to any COCA member who holds an unofficial event at which there is an open invitation to COCA members and guests.
5. At any event at which alcoholic beverages are served, at least 2 sober monitors must be on duty. This may take the form of venue staff or volunteers assigned specifically to serve as sober monitors.
6. The legal drinking age of the province in which a COCA event will be held shall be noted in promotional documents for the event in question. Underage attendees shall be identified on registration forms and in any other way deemed necessary by the Board of Directors which may include an indicator on the name tag.
7. At no time shall COCA, its directors, officers, or members engage in the promotion of the over-consumption of alcoholic beverages. At no time shall any COCA member coerce another member or guest to consume alcoholic beverages against his or her will.
8. At any COCA event, any member who offers a beverage to another member or guest must clearly identify if said beverage contains alcohol. Any member who purposely deceives another member or guest concerning alcoholic beverages will be subject to disciplinary action.
9. The directors and officers of COCA shall do their best to ensure that COCA event venues are selected that allow for access by underage delegates.

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10. Alcohol is not permitted in the exhibition hall trade show. An exception to this rule is when a beverage-alcohol supplier provides samples of their products to delegates. In this case, permission to distribute samples must be given by both COCA and the venue. All applicable provincial regulations must be adhered to, and required permits must be displayed at the booth.
11. Any inappropriate behavior resulting from the consumption of alcohol by a COCA member that negatively affects either COCA members or non-members will be considered unacceptable.
12. Violation of COCA's policies may result in disciplinary actions by the COCA Board of Directors. Such actions may include the suspension, expulsion, revocation or membership or the expulsion from COCA-sponsored events.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

HARASSMENT POLICY

Approved May 1994

COCA views that harassment as defined is unacceptable conduct, and any act should be reported to the COCA Harassment Liaison. The aim of this policy is found in the following statement

"The Canadian Organization of Campus Activities endeavors to provide outlets for working and learning through conferences both regionally and nationally, that are supportive to the treatment of all its members. The basis for interaction within COCA is one of mutual respect, cooperation and understanding. COCA will not condone behavior that is likely to undermine the dignity, self-esteem or productivity of any COCA member. Harassment violates fundamental rights, personal dignity, and COCA considers this type of behavior to be a very serious offense."

This policy must be published in all conference manuals.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

TECHNICAL WORKSHOP POLICY

Approved May 1994
Amended January 20, 2002

COCA shall offer a technical workshop program at each National Conference in order to give programmers a basic background in the technical aspects of show production. A combination of educational sessions conducted by industry professionals and practical experience under the guidance of the COCA production manager shall be utilized. A minimum of six participants is required in order for the program to proceed at any conference.

1. A representative of the National Conference Committee should be assigned to oversee all technical aspects of the Conference, as well as the Technical Workshop program. The Conference Production manager might assume this responsibility.
2. The official production supplier, if any, for the National Conference should be willing to provide additional equipment and personnel or man hours to conduct the Technical Ed Seminars.
3. The Technical Advisor on the Conference Committee team should do an aggressive advertising campaign for the program. It is a different type of delegate we are trying to attract. The added effort will be needed to reach these people.
4. An outline of the program and the seminars to be conducted should be included in the National Conference mail-outs and Conference manual.
5. The Technical Workshop seminars should not be offered exclusively to participants in the Technical Workshop. All delegates would be welcome to attend and participate or observe.
6. There should be at some point in the Conference, an in-depth backstage tour. Provided with the tour is a glossary of terms and an explanation of what each piece of equipment involved in the production is for..

Fees

The delegate fee for participants shall be determined as part of the conference budgeting process

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

**GUARANTEED STUDENT/FULL TIME PROGRAMMER
REPRESENTATION ON THE BOARD OF DIRECTORS**

Approved May 1996
Amended May 29, 2003

The Board of Directors shall not mandate to the regions who they must elect to the COCA Board. Each region must nominate and vote for the best candidate.

However, if no student or full time programmer is elected from the 3 regions, the Organization must elect a student or full time programmer to the COCA Board of Directors.

Policy:

If there is NOT at least one student/full time programmer elected to the COCA Board of Directors, there will be an election to select a member to fill this position. The outgoing COCA Chair shall conduct this election.

Election:

Each region must appoint 4 non-elected representatives to be called upon, if necessary, to serve on an electoral college with the purpose of electing a student or full time programmer to the board should none be elected from any of the regions.

The outgoing Chair must determine immediately following the regional elections if there have been both student and full time programmers elected. If not, the Chair must call a meeting of the 4 appointed representatives from each region.

A region must name a nominee in the category (student or full time programmer) that has not been elected to the board from that region. Nominations for the position must be properly nominated and seconded by different school members. Those appointed to the electoral college are not eligible to be nominated.

As this is an additional position on the COCA Board of Directors, this policy is designed to allow each region EQUAL voting weight in the election.

If a student programmer is elected to the COCA board under the provision of this policy, then COCA will pay for that student director to attend next year's national conference.

If a full time programmer is elected to the guaranteed representation on the COCA Board, it is expected the member school will send them to the following year's national conference.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

STANDING COMMITTEES - TERMS OF REFERENCE

Approved January, 20th, 2002
Amended June 16th, 2009

Awards Committee

1. Name

The Awards Committee is a Standing Committee of COCA.

2. Members

The Awards Committee shall be comprised of the Awards Committee Chair and any COCA members appointed by the chair upon the recommendation of the Nominating Committee. The maximum number of members shall be five (5) including the Chair. Whenever possible, at least one member shall be a student, and one member shall be a full time programmer.

3. Chair

The Chair of the Awards Committee shall be appointed by the COCA Board of Directors from amongst the candidates presented by the Nominating Committee.

4. Mandate

1. The Awards Committee shall ensure that the requirements of the COCA Operating Policy on Awards is carried out in the fairest possible manner.
2. The Awards Committee shall also be a sub-committee of the National Conference Committee.
3. The Awards Committee shall inform other members of their responsibilities in the Awards process.
4. The Awards Committee shall meet whenever possible during other events when committee members may be present; over the internet; or by conference call providing any expenses to be charged to COCA, have been approved.
5. To submit a progress report to each meeting of the Board and at any other time upon the specific request of the Board.

Communications Committee

1. Name

The Communications Committee shall be a Standing Committee of COCA reporting to the Board of Directors.

2. Members

There shall be a minimum of three and a maximum of five members of the Committee including the Chair.

Committee members shall be appointed by the Chair of the Committee who may request the assistance of the Nominating Committee in the process.

3. Chair

The Chair of the Communications Committee shall be appointed by the Board of Directors upon the recommendation of the Nominating Committee.

4. Mandate

1. The Committee shall oversee the publication of COCA Notes print and /or on-line, the Membership Directory and Buyers Guide and any other printed materials published by the Organization.
2. The Committee works with head office staff to ensure the COCA Website is kept up-to-date.
3. The Committee chair shall submit reports to the three Board of Directors meetings and at any other time upon the specific request of the Board.

Education Committee

1. Name

The Education Committee is a Standing Committee of COCA.

2. Members

The Education Committee shall be comprised of 3 members including the Chair. Whenever possible, at least one member shall be a student, and one member shall be a full time programmer. Whenever possible, at least one member shall be conversant in both the French and English languages.

3. Chair

The Conference committee chair, through the candidates brought forward through the Nominating Committee, shall select the Chair of the Education Committee. The Chair of the Education Committee will select the other two members.

4. Mandate

1. To ensure the continued Educational Opportunities for all members in areas of Professional Development, Student Development, and Diverse/Multicultural Education.
2. To work closely with the current Host of the National Conference on the number, topics, and content of all Education Sessions to be offered at the National Conference.
3. To enlist the assistance of members at large, both student and full-time alike, to prepare and present all Educational Sessions.
4. To determine the need for external resources regarding educational materials, speakers and organizing said resources for the purposes of co-ordinating any Educational Sessions involving these resources.
5. To organize and submit all Education Session records for the COCA archives.
6. For the Chair to be prepared to report to the Board of Directors and the current National Conference committee chair the needs, status and direction of the Education Committee.
7. To establish and maintain the mandate and mission of the COCA Educational Foundation.
8. To communicate with the Board of Directors regarding the continuation, status and direction of the COCA Educational Foundation.
9. Provide initial and ongoing content and support for the COCA website and non-conference related educational needs.
10. To organize and distribute any educational materials currently held in the COCA Archives.
11. To provide leadership, materials and assistance for the preparation of Educational Sessions at the Regional level.

5. Correspondence

The Education Committee shall work together through common correspondence and shall only meet in person if the opportunity is available without any expense to the Board of Directors.

National Conference Committee

1. Name

The National Conference Committee is a Standing Committee of COCA.

2. Members

The National Conference Committee shall be comprised of the National Conference Chair, the National Conference Committee Chair-elect and the chairs of the national conference sub-committees. Whenever possible, at least one member shall be a student, and one member shall be a full time programmer.

3. Chair

The Chair of the National Conference Committee shall be appointed by the COCA Board of Directors from amongst the candidates presented by the Nominating Committee. All candidates for the position of conference chair must submit a letter from their employer agreeing to their serving as conference chair and acknowledging the significant commitment of time involved.

The Chair of the National Conference Committee will select the chairs of the conference sub-committees upon the recommendation of the Nominating Committee. Each sub-committee chair shall appoint the members of his or her sub-committee.

4. Mandate & Procedures

1. To ensure the success of the COCA National Conference maintaining the various traditional features of the Conference that have come to be accepted by the membership. Any significant changes to the format or features of the Conference must first be approved by the Board of Directors. The National Conference Committee will, of course, give the Conference a unique flavour for the year in question.
2. The COCA Education Committee and the COCA Awards Committee shall automatically be sub-committees of the National Conference.
3. The Chair of the National Conference Committee shall serve as “Conference committee chair” on behalf of the Organization itself. The location of the Conference will not necessarily be the same as the city where the Conference committee chair is employed.
4. The National Conference Committee shall meet whenever possible during other events when committee members may be present, over the internet or by conference call providing any expenses to be charged to COCA, have been approved.
5. To ensure that a risk management program is in place for the National Conference to maximize the safety awareness of members attending the Conference.
6. To present a conference budget to the Board of Directors for approval no later than ten (10) months prior to the Conference.
7. To be faithful to all COCA Policies.
8. To submit a progress report to each meeting of the Board and at any other time upon the specific request of the Board.

Nominating Committee

1. Name

The nominating committee is a Standing Committee of COCA.

2. Members

The nominating committee shall be comprised of either 3 or 4 members including the chair. At least one member shall be a student and one member shall be a full time programmer. The committee must have at least one, but not more than two, COCA Board of Directors as members (The Chair-Elect must be on the Committee). All three regions of the organization must be represented.

3. Chair

The chair of this committee shall be the COCA chair-elect that shall appoint the other two or three members of the committee.

4. Mandate

1. Oversees the election process for members of the board of directors and presents the results of those elections to the members at the AGM.
2. Recommend individuals to the board of directors to fill vacant positions on standing and ad hoc committees.
3. Administers an application process to ensure that all members are given a fair opportunity to serve and protect the organization.
4. To post vacancies to the membership

5. Meetings

The nominating committee shall meet annually at the COCA National conference and at other times as required.

APPENDIX

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

GUIDELINES: HOSTING A REGIONAL MEETING/CONFERENCE

Approved Dec, 1989

Step-by Step Guide to Hosting a Regional Meeting/Conference

STEP 1: MAKING THE BIG DECISION

The first step is the most important in hosting a COCA regional meeting - making the decision to commit yourself and your student association to be the host. Do not underestimate the amount of time and energy it takes to run a one or two-day conference. Make sure you have the time to properly organize and run a productive, responsible, professional conference. Ensure that your student association is supportive of the idea: you will be spending a lot of office time putting it all together. Consider your volunteer/staff support system as well ... it is impossible to run the regional alone. Once you have all of these components in place, contact your regional Board member(s) and tell them you are interested in hosting the regional.

STEP 2: WHEN TO HOLD YOUR REGIONAL

Decide when your regional meeting will be. Keep in mind the academic and show schedule of your potential school delegates. A few phone calls to some schools in your region are highly recommended to establish the best dates. There should be (ideally) three regional meetings held during the course of the year:

- #1 - immediately after the national conference, to evaluate the national and look more closely at block-booking, etc. for first semester activities.
- #2 - in late November/early December. This allows for an evaluation of the first term and lets you set your sights on second semester and Winter Carnival for the block-booking and recommendations.
- #3 - is an orientation for new programmers/special activities people to what COCA is and how they can get the most out of the National Conference. This meeting could be held in May, which will allow both incoming and outgoing student executives to attend.

STEP 3: WHERE TO HOLD YOUR REGIONAL

Decide where your regional meeting will be held. You will have the following needs to fill:

- Meeting space for educational seminars/round table discussions should be large enough to accommodate all of your expected delegates.
- You will need a venue to hold showcases. This venue should be large enough to accommodate necessary staging and production, and should have good acoustics, sightlines and adequate power.
- You will need somewhere to feed your delegates.
- If you are holding a two-day conference, you will need to secure space at a relatively accessible and reasonably priced hotel.

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- You will need an area for a mini-exhibit hall for associate members.

Obviously, the more compact your area the better. If it is possible to have all of the above needs served under one roof, go for it. Having to transport delegates from hotel to conference site to meal sites, etc., adds logistical problems, lost time, and a greater potential for absenteeism. Once you have found a suitable facility, put the areas you will need on hold.

STEP 4: SETTING YOUR BUDGET & AGENDA

Set your budget and agenda. Decide whether your goal is to break even, or raise funds for your region. Revenue generating items are delegate fees, showcase fees, and possibly associate member fees for the exhibit hall and meals. Costs to consider will be rental of meeting space/showcase venue, meals, coffee, mail-outs/printing, showcase production, etc. Spend the time to make your budget realistic and workable. It is crucial that you are in contact with your region's Board members while setting the budget. Most regional meeting budgets are set to raise money for their region.

When setting your schedule, you should keep the following possibilities in mind:

- Round table discussions on relevant, timely topics are a good way to begin the regional - it gets people talking.
- Educational sessions to consider are such topics as legal liability & alcohol awareness, advertising & promotion, lecture series, problem solving, stress management, and production management. Solicited session leaders from within your region, or bring in experts from your area. If you are really keen on bringing someone in to do a lecture who is a professional in your area, it is possible to pay them a small honorarium. However, you must obtain your regional Board members' approval beforehand. Of course, most people should run sessions for free or for a token honorarium.
- Regional showcases are important to associate members as it allows them to present an act that sometimes gets overlooked.

You may decide to do one 'main stage showcase,' or one, 'main stage' and one 'variety' showcase session (see 'Showcase' below).

- Allow for free time for your delegates. Try to make sure your schedule is realistic, and you won't be running around trying to get people places faster than they want to go. Most people will arrive from traveling tired, most people will sleep through an 8:30 a.m. session, etc.

STEP 5: ADVERTISING, MAIL-OUTS, SHOWCASE SOLICITATION

Your next step is getting people to come to your regional. While you will, of course, be doing formal mail-outs to all COCA Associates & School members, if you have Steps 1-3 completed early enough, give people as much advance notice as you can. COCA Notes is the best way to do this - call the COCA Notes Editor to check their publication schedule, and write up a short article on the upcoming regional. This way, everyone can add it to their schedule way ahead of time. For your actual mail-outs, you will be sending two separate packages: one to ALL associate

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members, and one to school members. Mail-outs go to ALL associate members including those outside your region. However, school mail-outs only go to schools in your region. Mail-outs should be in the mail at least 8 weeks prior to your regional. The following should be included in your packages:

TO ASSOCIATES: introductory letter - including hotel information, complete & descriptive schedule, delegate registration form, application to showcase (including all relevant fees & deadlines), application to exhibit at mini-exhibit hall (including relevant fees & deadlines).

TO SCHOOL DELEGATES: introductory letter - including hotel information, delegate registration form, complete & descriptive schedule, delegate fees - be sure to specify if meals are included, transportation to/from airport/bus, all relevant deadlines, etc.

OTHER INTERESTED PERSONS: you should also be prepared to send packages to schools/associates in your area who are not yet COCA members. Your Board members can provide you with a COCA information pamphlet describing our organization, and an updated fee structure breakdown. Regionals are a great way to increase membership in our organization, and you should devote some of your time soliciting new members.

STEP 6: SHOWCASE

Organizing the showcases is probably the biggest challenge of hosting a COCA regional. All of us have experience in running shows with 2 or even 3 bands on stage, but the technical/hospitality/scheduling complications involved in putting 5 or 6 acts on stage can be nightmarish. It is absolutely crucial that you are organized right from beginning to end.

- Hire someone GREAT to be your Stage Manager. Don't even think about doing it yourself. If you don't have someone experienced enough on your campus crew, enlist another programmer from a nearby campus. While you will be taking care of the million details up to the day of the show, your Stage Manager should be in constant touch with the development of the Showcases.
- Your Application to Showcase should be detailed enough to answer most of the bands' questions. Where showcases will be held (venue capacity), stage size, production specifications, set length, sound check length, etc. If you are providing a standard 'rider' for the bands showcasing (e.g. beer tickets & deli tray), specify this to avoid hassles later. If you can't afford to do anything, tell them that, too. The band's application should be returned to you with a stage plot to help your changeovers go as quickly as possible. If you are doing a program or conference manual, have the artist also include a b/w photo/short bio at the time they submit their showcase application. Also have the artist include demo tapes for showcase selection.
- If you are only having one showcase session, mix up the acts so that you have a balanced show - obviously, don't have 2 comedians followed by 3 bands.
- Having 3 sets of stairs - one off each side of the stage - will help speed up changeover.
- Showcase Selection should be done at least 4 weeks prior to your regional so bands can confirm their touring schedules. If you get as many applications as you have showcase spots, you're fine. If you get more applications than you can accommodate, you will

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have to cut out a few. The easiest way to do a showcase selection is to gather 3 or 4 experienced people in a room and listen to tapes/watch videos/look at all the promo from the applying acts. Then, once you've checked them all out, prioritize them into showcase acts, alternate acts, and acts you will turn down. It is a good idea to have at least one alternate act as cancellations do occur. Generally, the criteria you should use when selecting showcase acts are: appeal to the college/university market, musicianship, show appeal, and willingness to travel to most schools in your region.

- For all musical acts a backline must be provided by the conference, and bands must use the backline provided

STEP 7: PRIOR TO YOUR REGIONAL

- It should now be 6 weeks to 1 week prior to your regional, and you should be receiving school delegate registrations, and associate member registrations for exhibit hall. Keep constant track of your numbers; associates may want to know 'how many campuses' before they decide to come or not, the hotel will want to know how many rooms they need to block, your caterer will want to know how many meals. Also, by keeping a keen eye on how your registration is going, you won't find yourself with one week before the regional, and no school delegates, or no exhibit hall. Because EVERYONE gets bogged down with their job, you may find yourself on the phone 3 weeks prior soliciting attendance ... be sure to budget for long distance, it will add up.
- You will need to have some sort of program for school & associate delegates upon their arrival - to have seminar descriptions, band bios & price range, delegate names/addresses, etc. This can be as formal as you want it - just make sure your information is accurate, neat, and clear. Grab your last national conference program for general format.

STEP 8: DURING YOUR REGIONAL

- Get lots of sleep before your regional ... you will be up earlier than anyone else, and up later as well.
- Have a meeting of your volunteers beforehand so they know exactly what to do during the regional.
- Have your regional kits - programs, nametags, etc. - done up a few days before so you're not stuffing envelopes at the 0-hour.
- Essentially, your job during the regional will be to troubleshoot ... play devil's advocate in your head and go through some possible 'what if's' ... what if your session leader(s) can't make it at the 0-hour, what if your delegates don't show up for the 9:30 session until 11:00, what if someone gets thrown out of the hotel, what if there's a blizzard and all planes are grounded ...
- Don't get drunk if you take delegates out on the town. You can't afford to be hung over half the next day.

STEP 9: AFTER YOUR REGIONAL

- Send thank-you notes to EVERYONE ... the caterers, the hotel, your session leaders ... anyone who helped you out.

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- Hopefully, you've kept good notes. Get them off your desk, organize them, and send off copies to the COCA librarian for insertion in the COCA library for future regional hosts.
- Figure out your budget situation, and once you're sure you've covered everything, send a cheque to the COCA Treasurer to be deposited in your region's account.
- Write a brief article for insertion in the next COCA Notes formally thanking all COCA-types who helped you out, and telling the rest of the country what a great regional it was.

CANADIAN ORGANIZATION OF CAMPUS ACTIVITIES

OPERATING POLICY

COMMON QUESTIONS & ANSWERS ON REGIONALS

1. Can only Associate Members Showcase Artists?

Yes. If an agency or artist in your area wants to showcase, they must submit membership fees along with their showcase application fee (see #5 below).

2. What should Showcase Fees be?

Showcase fees are set by your organizing committee in conjunction with your Board members. At the very least, showcase fees should cover costs of putting on the showcase (i.e. production, staff, etc.). You will probably want to set showcase fees to make a profit.

3. If a Showcasing Artist cancels, do I have to refund their showcase fee?

A tough question involving your own judgment. If they give reasonable notice, with reasonable reasons, and the alternate act is available & willing, then yes. If they cancel on very short notice because they've got a better offer, then no.

4. What about sponsorship? Are sponsorship opportunities only open to COCA Associates?

It is a good idea to seek sponsorship for your regional - it both enhances your regional and will help you keep delegate fees as low as possible. Opportunities to sponsor should be offered first to all COCA Associate Members. Then, if an organization outside the COCA organization is interested in getting involved with COCA, you may consider their sponsorship. Talk with your Board members before committing the entire organization, not just your region.

5. What if someone in my area wants to join COCA - what do I do?

The easiest way to handle this is to give them the name and number of one of the Board members or the COCA office ... they will be 'up' on the current membership fee, and will have all the information documents ready for mailing.

6. A live entertainment club in my town wants to send a delegate ... may they attend?

NO.

If you have any questions about hosting a regional that aren't answered in this paper, please contact your Board member. If they don't know the answer, they know who to call who WILL. And remember ... you're not alone. The COCA Office can provide you with up-to-date mailing labels and files from past regional conferences. Call people to help you out!!!

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**STANDARD LETTER OF AGREEMENT
Between the Canadian Organization of Campus Activities
and Member Schools Hosting Regional Conference**

- 1.0 The Host School hereby undertakes to properly organize and sponsor the COCA _____ Regional in the City of _____ on the _____ of _____ 19_____
- 2.0 The Host School shall name its staff programmer as the conference committee chair, and said programmer shall act as liaison between the regional organizing committee and the COCA Board of Directors.
- 3.0 The Host School shall submit, for approval, to the _____ Region Board representative(s):
- * a preliminary conference budget,
 - * a conference schedule,
 - * an outline of organizing committee duties, and
 - * a critical path to ensure the success of the conference.
- 4.0 The Host School shall maintain frequent contact with the COCA Board of Directors through the region's Board representative(s).
- 5.0 The Host School agrees to abide by all COCA by-laws and operating policies.
- 6.0 The Host School accepts full responsibility for any financial loss incurred in the hosting of the conference and agrees that should a profit be realized, fifty per cent (50%) of said profit shall be turned over to COCA no later than three (3) months following the conference. The remaining profit becomes the property of the host school. Should a host school decide to donate its share of the profit to Coca, that school will be recognized as a supporting sponsor of COCA on the COCA website and in any publication where sponsorship recognition is given.

Student Union Signing Authority

Dated

COCA Regional Board Member

Dated

I have read and understand the all COCA Policies relating to Regional Conferences:

Student Union Programmer

Dated