



## **BOARD MEETING - DRAFT MINUTES 23<sup>rd</sup> of September 2016**

The first Board Meeting the Campbell Collaboration was held on the 23<sup>rd</sup> of September, 2016, at the Woburn Center in London, UK.

### **Present**

- Jeremy Grimshaw (JG) (President of the Board)
- David Myers (DM) (Board Member)
- Sandy Oliver (SO) (Board Member)
- Daniel Ortega (DO) (Board Member)
- Gunn Vist (GV) (Board Member and Donor representative)
- Peter Neyround (Board Member and CGs representative)
- Julia Littell (JL) (Former Co-Chair of Steering Group, EIC, Campbell)

### **Online**

- Paul Ronalds (PR) (Board Member)

### **Campbell Secretariat Present**

- Howard White (HWh) (CEO, Campbell)
- Audrey Portes (Campbell Secretariat, Oslo)

## Item 1: Welcome

The president of the Board (JG) called the meeting to order at 9am.  
The Board members were welcomed to London for the first Board Meeting.

## Item 2: Apologies

No apologies were received.

## Item 3: Approval of Agenda

*Board document 01/01*

It was asked from each member to express their conflict of interest (DM, PR and GV expressed their own ones). A list of all affiliations for each member of the Board will be made and shared. Each member has signed the Conflict of Interest form.

The agenda was adopted by a unanimous vote.  
GV proposed, DM seconded.

It was made clear that the people voting on the Board will be the members only excluding JL and HW.

## Item 4: Minutes from the previous meeting

*Board document 01/02*

The minutes from the Steering group meeting in Oslo were submitted as an information only (based on the last Steering Group Meeting – May 2016 in Oslo).  
No issue nor question were raised.

## Item 5: CEO Report

*Board documents 01/03a, 01/03b and 01/03c*

The CEO welcomed all Board Members to the first Board meeting.  
The main aim with this presentation today is to explain how Campbell operates.

## **Report to the board:**

Howard presented his report focusing on:

### **1. Building the Evidence Base:**

The main strategy for Campbell is to increase the products available by building the Campbell Library. We want also to invest in Methods and make people to come back to Campbell that is why the Methods and Policies should be in focus. Campbell is not quite there yet.

HW described the process on how a review is produced within Campbell (available in the document).

HW highlighted also the fact that authors register a title and few go to the protocol stage with Campbell but then after publishing an article about their work in a journal, they do not feel the need to complete the review. The gap make Campbell Library uncomplete.

The discussion was focusing on how we could fix this problem so the authors stay and finish their work on their reviews for Campbell. An issue behind it could be that Campbell is sometimes too focused on the details that make it difficult or the authors feel that the criteria are too complicated to apply.

### **2. Strategy to increase review production:**

What Campbell is currently doing in this area as a first step is promoting the Campbell brand.

The goal to achieve is to have 3 new reviews per CG per year. This year Education made one and Crime and Justice made 5.

The extensive growth will be to extend the number of CGs within Campbell.

Each new CG will have to be self-financed. The next step is Child Welfare.

The following issue was raised that they are many reviews done but are not captured by Campbell. Some centres are qualified to be part of Campbell work but are not included for some reason. Campbell needs to develop these areas in order to extend its activity. The quality of the reviews must stay in focus.

The importance of relationships and how we can build them with other centres was the focus of this discussion in order to maintain the quality level we want for Campbell Reviews.

To know about the competitors will be also an important part of the Campbell improvement.

Increasing the demand is the main aim for Campbell. The process of review production is too long and drastic and it makes it difficult to increase the review production.

HW introduced the new Campbell website and the Library improvements. The Methods and Policy briefs are now included in the Library and this should help the impact factor.

The Method Grants are a first step towards the improvement and the development of production for Campbell.

3. Building a sustainable institution and the capacity of producing more reviews: Campbell wants to expand its activity through trainings by improving its training capacity. For this, we should first identify the needs and be proactive. 6 trainings per year will be implemented starting in 2017.

The possibility of making webinars and online access to trainings was also suggested in order to reach more people. But the content of the trainings must focus on the technic and the quality.

#### 4. Strategy components:

The following topics were presented to the Board as the strategy Campbell want to implement in order to be more recognized:

- Plain Language Summaries are part of the new branding from Campbell. The target is set at 50 PLSs this year. In addition, the policy briefs production will improve, 3 are already done at the moment. The new Campbell website is part of the new branding strategy and will improve based on the feedbacks.
- A new strategy will be to start writing blogs. The Secretariat will edit the posts and take part of it but Carlton Fong will be involved in the writing.
- The issue of using social medias was raised and the importance of making sure the contents we post are accurate. The review process and the criteria are important in order to protect the organisation.
- Twitter is the social media we want to use most. The Secretariat is focusing on this task and the people responsible for it should make sure the attention on Campbell is growing.
- The WWGS is part of the strategy to build a sustainable institution. This is the main aim of the conference. Raising Campbell profile is the first step toward its growth.
- Annual Report: for the first time Campbell published an annual report. This shows that Campbell is willing to be more transparent by showing its results and strategies.

#### 5. Governance reforms:

Campbell has taken decisions the past few months in order to achieve its goals.

- Expanding of the Secretariat to a second office in New Delhi. This Secretariat will work on the technical aspect of systematic reviews and on the financial part of Grant awards. A work plan for the Secretariat has to be determined. Three persons will be working in the Secretariat in addition to HW, two for now will be recruited and the third one will come on time. Campbell needs to be more present in the developing countries and this step will make a consequent impact.
- The Editor in Chief will be employed in the close future.
- Other reforms for the moment will be on the financial perspective with a growing income for Campbell (explained in the next item).

## **Financial report January-June 2016:**

HW explained the current financial situation for Campbell. He clarified the funding and the different actors in this area (available in the document 01/03b).

Campbell decisions or feedbacks this first 6 months are the following:

- Campbell will need to change bank in the US (moving from Well Fargo to a better choice that need to be determined).
- The Secretariat hired a new person the summer. A total of 3 full time positions supported by FHI.
- The finances within FHI has suffered several changes and challenges. The situation should continue to have some problems next year due to internal changes (the situation between the knowledge centre and FHI was explained to the Board).
- The funding for Campbell should continue this way for the next few years. The main aim is to raise more money (explained in an later item).

The feedback was suggested to prepare a budget including expenditures per month in order to have a clearer image of the situation.

The financial situation for the coordinating groups was explained to the Board. Each new CG created will have to be self financed. This might have an impact on the legal status for the CGs but it was well explained that there is no legal relationship but that the situation should be clearly definite.

## **Financial projections 2016-2018:** (document 01/03c)

The actual sources of income for Campbell are stable and should help the organisation for the next two years as it is today meaning 3 persons working in the Secretariat in Oslo, the New Delhi office and Howard's activity as a CEO.

The goal is to raise more money elsewhere so Campbell could grow. The main goal is to raise money that could help the organisation developing. One of the first priority will be to recruit an Editor in Chief at least part time.

A reserve of half a million dollars could help substantially the organisation and this should be the target.

The feedback from the Board on the financial situation was based on the need to be more clear and understandable. The first objective for the New Delhi office will be to help build a strong and coherent financial report.

Campbell needs to be audited and it was agreed to find an audit company in order to proceed.

## Item 6: 2017 Work plan and Budget

*Board document 01/04*

The work plan and the budget was read and explained to the Board based on the document 01/04.

The discussion was oriented on the Editor in chief position and the management of the New Delhi office. The issue of hiring a skilled person on both sides could be a real challenge and HW and the Board members expressed the will of having an Editor in Chief on a full time position as it is a key position in the organisation The EIC is the person that will bring Campbell on an other level. JG expressed the fact that managing a financial office is not really related to an Editor in Chief position.

The roles will have to be clarified and a decision has to be taken regarding this situation. The Board is stepping in and Howard will recruit the people. The lack of financial resources at the moment make it difficult to hire two different persons for these positions.

The work plan and budget was submitted to vote.

PN approved the budget and DM seconded.

## Item 7: Fund raising strategy

*Board document 01/05*

The main principle in fundraising is to propose a product that they want. HW explained that we need to show that what Campbell does is something funders want and want to do.

It is based on relationships and Campbell need to Board members involvement in this area. Each Board member could look into their network of contacts and start talking about Campbell work in order to raise first their awareness and then by finding more funds.

The WWGS is Campbell first step toward fundraising.

Each CG should also be involved in this role as they are the most involved in the products.

Building a relationship or improving the relationship with potential funders such as Rockefeller, Gates, CIFF or Packard, should remain Campbell focus.

GV talked about her meeting with Ruth Levine. This relationship is important to Campbell as the Hewlett funding is supporting Campbell activities. Ruth was pleased with Campbell development. PN introduced the fact that all the CGs should meet in order to provide feedbacks and ideas regarding how CGs could be part of the fundraising process.

## Item 8: Report on Campbell Coordinating Groups

*Board documents 01/06 and 01/06 supplements*

The first issue raised regarding the CGs activity was made by HW saying that the productivity is too low. It was explained that the Secretariat is not enough involved in the CGs activities and a relationship within Campbell is clearly missing.

The main reason for this low rate activity and missing relationship is the geographical challenge. Each CG is in another part of the world which makes it difficult to coordinate together. HW suggested that this should be a topic discussed among the CGs representative.

The introduction of a new Coordinating Group called Food Security was presented to the Board as well as the criteria and the application process for such new groups that want to become part of the Campbell Collaboration. Their methods was part of the discussion as Campbell needs to make sure they will follow Campbell protocols. It was agreed that the CG should start making reviews during a trial period where they will be closely followed by IDCG.

## Item 9: Proposal for UK and Ireland Campbell Centre

*Board documents 01/07a and 01/07b*

The project of opening National and Regional Centres was submitted to the Board members. These centres will have the responsibility to promote Campbell and the work Campbell does in their own geographic areas.

Robyn Mildon in Australia is already working on a centre there, Denmark, Germany, China, Portugal and Norway are interested. A further discussion will happen during the summit with China, Portugal and the Nordic countries.

The main focus at the moment is for the UK and Ireland. CESI will be our first centre supported by Paul Connolly (description in the document 01/07a).

The discussion that followed focused on the concern regarding the credibility and the consistency on their communication on Campbell. This is a new kind of funding that could help and support Campbell activity.

The board supports the initiative but as well expressed the fact that each time the organisation expend there is a increasing risk. One possible solution could be that Campbell will need to provide clear guidelines and a constant follow-up in order to make sure these centres communicate on Campbell interest and that they all are consistent in the message they send in order to keep credibility.

The proposal was submitted to vote.  
DM approved and PN seconded.

## Item 10: Board policies

*Board documents 01/08, 01/09 and 01/10*

Guidelines for expenses and how the reimbursement process was explained to the Board.

### **Board compensation and travel policy**

The document was submitted to approval.

DM made the motion, DO seconded.

### **Financial approval matrix**

Some changes could be implemented into the document in the future.

The document was submitted to approval. All members were in favour.

DO made the motion, GV seconded.

### **Campbell Conflict of Interest Policy**

The conflicts of interest will be submitted on a yearly basis. Each member will have to renew them at the beginning of each year.

The document was submitted to approval.

PN made the motion, SO seconded.

## Item 11: Appointment of Auditors

It was agreed that the auditing firm should be based in the US. HW will compile a list for potential firms that could be hired for the audit and this list will be submitted to the Board for approval.

The treasurer will help on this matter.

All Board members agreed on this and accepted that it is the responsibility of the Board.

## Item 12: Election of officers (Treasurer, Secretary)

DO agreed on being the treasurer for the Board. He will be part of the financial committee.

HW agreed on being the secretary for the Board.

PN agreed on being part of the committee so DO will be a member and a chair.



### **Item 13: Future meetings**

*Board document 01/11*

The next Board meeting will be held in Oslo in May 2017.  
PN explained that he will not be able to join next year in Cape Town.  
All the other dates and places were approved by all members.

### **Item 14: AOB**

PN expressed the idea of involving the CGs in a gathering with the Board members in order to start and build a relationship between the CGs actors and the Board.  
The idea of an event in the Rockefeller centre Bellagio in Italy in June 2017 was suggested based on the fact that this could be a good opportunity to encourage and support the work of CGs.

### **Item 15: Reflections for Board meeting**

The first Board Meeting of Campbell was a success. Each Board member agreed on the efficiency and the constructive meeting combined in only one day.  
That was a new and very positive beginning for the Campbell Collaboration with the confidence that the organisation will reach its full potential.

**The Board meeting ended at 16:10pm Friday September 23<sup>rd</sup>, 2016.**