

## **The Campbell Collaboration**

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### **STEERING GROUP 1<sup>ST</sup> - 2<sup>ND</sup> October, 2015**

A meeting of the Steering Group (SG) of the Campbell Collaboration was held on the 1<sup>st</sup> and 2<sup>nd</sup> of October, 2015, at the Hilton Hotel in Vienna, Austria.

#### **Present**

- Julia Littell (co-Chair)
- Jeremy Grimshaw (co- Chair)
- Ariel Aloe
- Robyn Mildon
- Sarah Miller
- Brandy Maynard
- Peter Tugwell
- Gary Ritter
- Ian Shemilt (1<sup>st</sup> only)
- Peter Neyroud
- Gro Jamtvedt
- David Wilson (Skype)
- Hugh Waddington (Skype 1<sup>st</sup> only)
- Howard White (CEO Campbell, ex officio)

#### **Observers**

- Ryan Williams
- Aron Shlonsky (1<sup>st</sup> only)
- Cathy Bennet
- Birte Snilstveit
- Emily Tanner-Smith
- Sandra Wilson
- Carlton Fong

#### **Campbell Secretariat Present**

- Reidun Hallan (Administrator)

#### **Item 1 Adoption of the agenda**

The co-Chair (JL) called the meeting to order at 14:05 a.m. She welcomed the new co-Chair Jeremy Grimshaw, and new co-Chairs of Crime and Justice and Social Welfare, Peter Neyroud and Sarah Miller respectively.

Participants were reminded of the Robyn rule.

The agenda was adopted by a unanimous vote.

**Item 2****Apologies**

Apologies were received from John Westbrook and Mairead Furlong.

**Item 3a****Adoption of the minutes of the previous meeting****Resolution 1**

Robyn Mildon proposed adoption of the minutes of the previous meeting were adopted without amendment. The motion was seconded by Ariel Aloe and approved unanimously.

**Item 3b****Matters Arising from Previous Minutes**

The SG were informed by Julia that the revised agreement with the Norwegian Knowledge Centre for Health Services to host the Secretariat had been signed.

**Item 4****CEO's report****Discussion**

Howard presented his report focusing on (1) the number of reviews produced, (2) non-review Campbell products, (3) strategic partnerships, (4) webmetrics, and (5) performance measures.

The need for Campbell branding was mentioned, and all are encouraged to use it. Templates are available at [www.campbellcollaboration.org/inside](http://www.campbellcollaboration.org/inside). Possible rebranding, e.g. changing the logo, was raised.

Performance indicators: There was discussion over the suggestion that we not monitor impact at present. It was suggested that at least some 'success stories' be captured as these stories are important for fundraising. It was also suggested that media coverage be added to performance indicators. We should capture the geographical diversity of review authors, and possibly also their institutional base.

**Item 5****Coordinating group (CG) updates**

Crime and Justice

The CG co-Chairs have been active in building networks and fundraising, with an interest in building up a presence in Latin America. Peter has been soliciting questions from police officials at conferences to build a priority list. He also stated that there are only 100 RCTs on which to base reviews on policing. Peter stated that a review on body-worn video would be really relevant right now. Julia mentioned a researcher in the Netherlands with an interest in Crime and Justice, who may be able to raise resources for Campbell, the C&J group or a new group in the same subject area.

Education

Quite a lot of reviews don't make it to the finish line. In addition, the Review of Education Research publishes many reviews, which might otherwise come to Campbell. The relationship with the Editor is thus important (e.g. if reviews in Campbell Library can also be published in the journal). Sandra will pick up this issue. She also indicated that WWC is moving toward larger reviews which may be of interest to Campbell. The Secretariat offered support in leaning on the authors of stalled reviews.

International  
Development

Half of authors publishing reviews with IDCG are unwilling to do so again unless the process is improved. There was agreement to establish a common set of flow charts setting out the workflow, as presented by IDCG.

IDCG are undertaking a priority setting process. Ian pointed out that there is a standard form for reporting review times (see Methods report).

KTI

The group may soon have its first reviews details to follow. They are also considering how they will further support KT for other groups.

Methods

The main item requiring SG action is the completion of two papers for publication (which were approved by SG, see below). The Co-chairs are developing a new work plan to guide implementation of CG strategy over the next 1-2 years.

**Resolution 2**

The Methods Policy Note on Network Meta-Analysis was approved (proposed by Brandy Maynard, seconded by Robyn Mildon and unanimously approved).

**Resolution 3**

The Methods Guide on information retrieval was approved (proposed by Julia Littell, seconded by Robyn Mildon and

unanimously approved).

## Social Welfare

Cathy Bennet has taken up the post of Editor for the Social Welfare Group. She has been cleaning up inactive titles. Howard asked about engagement with the Centre for Ageing Better and will engage with Jane Dennis about this.

Jeremy suggested that each CG conduct an environmental scan to identify: specific sectors within the broad content areas that the groups cover, reviews needed (specific topics), key stakeholders, and potential funders.

## Item 6

### Report from Editors' Meeting

#### Discussion

Julia gave a summary of main points arising from the Editors' Meeting (see EM minutes). An additional point raised was Campbell publishing 'policy perspectives', though there was not agreement what they would contain.

There was further discussion of streamlining the editorial process. The following solutions were mentioned: (1) it will be proposed to take CG co-Chairs out approval process; (2) less hand-holding of weak teams and increase rejection (assign mentors if necessary rather than Editors playing this role); (3) the Secretariat will take responsibility for copy-editing. Editors are aware of the need to reduce the number of iterations.

The problem was mentioned of teams 'using' Campbell Co-ordinating Group support and then publishing elsewhere without completing the Campbell version. It was suggested a phone call from the CEO may help in these cases.

The possibility of embedding methods editors in each Co-ordinating Group was also discussed. [This issue was taken up further at the Editors' Workshop].

There is a working group of Julia, Terri, Aron, and Sandra to take forward development of the document on core competencies for Editors.

**Resolution 4**

Emily and Ian will review the timescale originally approved for the first periodic review and update of MEC2IR conduct and reporting standards.

**Resolution 5**

The Secretariat will explore options for getting the Campbell Library indexed in various registries (e.g. SSRN), including obtaining an impact factor.

**Resolution 6**

Other Campbell products, such as Methods papers, should also be classified as being the Campbell Library.

**Item 7****Revision to plan of governance and by-laws****Discussion**

Julia introduced the document prepared by the ad hoc Governance Working Group (GWG), proposing that the SG be asked to consider each proposal in turn. In her presentation she stressed the need for a Board which had the skill set to fulfil the proper functions of a Board, which it has not been fully doing to date.

Discussion focused on the means by which CGs would be represented in any new structure, including the possibility of an AGM (who could vote and on what), and the number of CG representatives on the Board (one or two). Julia indicated that the CEO would be reporting to the Board on CG activities in the CEO report to the Board.

The general support was for a hybrid model (option 4), combining an elected Board with representatives from core constituencies (CGs and funders). However, this may be a transitional stage toward a fully elected Board.

The bylaws should indicate the range of Board members, or a minimum but the Board have the authority to increase that number.

There was strong support for a separate Editor in Chief (EiC). It was also suggested that the EiC would be an ex-officio Board member.

**Resolution 7**

The SG and Board will be merged into a single governing body.

Proposed by Robyn Mildon, seconded by Peter Tugwell and passed unanimously (Ian Shemilt was not present).

**Resolution 8**

The Board will establish the goals (ends) of the organization, and empower the CEO to develop the means to achieve those ends.

Proposed by Peter Tugwell, seconded by Peter Neyroud and passed unanimously (Ian Shemilt was not present).

**Resolution 9**

The Board should be based on a hybrid model. The Governance Working Group and CEO should elaborate a proposal for how this will work in practice.

Proposed by Peter Tugwell, seconded by Peter Neyroud and passed unanimously (Ian Shemilt was not present).

**Resolution 10**

The CEO is responsible for achieving the goals set by the Board. The Board is informed or consulted about organizational strategy and activities, but is not involved in operational decisions.

Proposed by Peter Neyroud, seconded by Robyn Mildon and passed unanimously. (Peter Tugwell was out of the room and Ian Shemilt was not present).

**Resolution 11**

It is agreed to separate the SG co-Chair and Editor-in-Chief positions.

Proposed by Ariel Aloe, seconded by Gary Ritter and passed unanimously. (Peter Tugwell was out of the room (Ian Shemilt was not present)).

**Resolution 12**

It is agreed to provide training for the new Board on the roles and responsibilities of Board members.

Proposed by Brandy Maynard, seconded by Gro Jamtvedt, and passed unanimously. (Peter Tugwell was out of the room and Ian Shemilt was not present).

**Discussion**

Howard presented the proposed strategy for increasing the number of reviews through both extensive group (more CGs) and intensive growth (more reviews per CG). Extensive growth involves both multiplication (CGs in new areas) and division (new CGs within existing subject areas). New groups will not receive central funding. During discussion it was suggested that the CEO should approve new groups, it need not go to the SG (Board), but the Board should be decide the overall scope of Campbell.

Jeremy expressed a need for caution regarding extensive growth, suggesting that we need ensure adequate coverage of our 'core areas'. He also suggested that new groups may be nurtured within existing groups before separating into a new group.

Brandy made the distinction between academic and public sector reviews. Howard suggested there may be low hanging fruit in Campbellizing the latter. Ariel suggested forming the 'Campbell Commandos' to identify reviews ripe for Campbellization.

Sandra suggested streamlining the process by combining title and protocol stages, or not requiring a full title registration form if the title is from a CG's list of priority questions, such as Peter has prepared for Crime and Justice.

There were some concerns expressed about the capacity and the need for training, and the need to ensure that expansion does not compromise Campbell's brand mark of high quality reviews. Campbell has not been providing training for some time, so could usefully provide more.

Howard indicated that he would be arranging meetings with each CG by mid-December by which time they should have a plan for intensive growth in place. [Note: the plan should address how they will attract more titles, and how they will expand editorial capacity to manage the larger workflow].

## **Resolution 13**

Approval of the proposed strategy was proposed by Robyn Mildon, seconded by Brandy Maynard and approved unanimously.

## **Item 9**

### **Campbell Colloquium and Conferences**

#### **Discussion**

Howard presented the work of the Conference Planning Group. The group had agreed a strategy of one large event each year to be held in partnership with other agencies, ensuring that policy makers and practitioners are attracted to the event, not just researchers. Each event would have high-level speakers.

The current schedule is the What Works Global Summit in London in October 2016, a joint event with Cochrane and GIN in Cape Town in November 2017, and the Australian Implementation Conference in October 2018. In addition Campbell is hosting SRSM in North America in 2017 and Oslo in 2018.

It was clarified that: (1) Campbell is hosting SRSM but it is not a Campbell event, and (2) the Campbell Colloquia will be embedded in these larger events, with Campbell panels, training and so, not a parallel event.

## **Item 10**

### **Proposed Campbell Policies on C2 policy and spokesperson**

#### **Discussion**

Howard introduced the documents. The policy development framework is necessary so the procedures are clear by which policies are adopted. For example, if Campbell wants to sign up to All Trials there needs to be a mechanism by which this is agreed to. The spokesperson policy makes it clear in which capacity and when and how people associated with Campbell can speak on behalf of Campbell, and the disclaimers that are sometimes necessary.

There was little discussion, with several people

commenting that such policies were necessary.

## **Resolution 14**

The adoption of both policies was proposed by Peter Tugwell, seconded by Robyn Mildon, and unanimously approved. [Jeremy Grimshaw was out of the room and Ian Shemilt was not present].

## **Item 11**

### **Awards**

Robert Boruch Award for Distinctive Contributions to Research that Informs Public Policy

There were three nominations for the Boruch award (Rebecca Maynard, Sandy Oliver, and James Thomas) with no clear ranking provided by the committee for the top two ranked nominations. The Steering Group voted to make the award to Sandy Oliver by six votes to three.

Frederick Mosteller Award for Distinctive Contributions to Systematic Reviewing

There were two nominations for the award with a clear ranking of the two candidates (Hannah Rothstein and Terri Pigott) provided by the committee. The SG voted to award the prize to Hannah Rothstein by seven votes to one.

Leonard E. Gibbs award for rigorous systematic reviews that can inform social welfare policy and practice

The Social Welfare CG co-Chair informed the meeting that the prize is awarded to Marc Winokur, Amy Holtan and Keri Batchelder for "Kinship Care for the Safety, Permanency, and Well-Being of Children Removed from the Home for Maltreatment: A Systematic Review".

## **Item 12**

### **Future SG meetings**

The next meeting of the Steering Group will be held on 23-24 May, 2016 in Oslo. The October meeting will be held in conjunction with the What Works Global Summit in London in October 2016.

## **Item 13**

### **Any Other Business**

Internal communication

Newsletters were discussed as a good means of promoting internal communication. Birte will share with other CGs examples of the IDCG newsletter. She also mentioned that the job of compiling the

newsletter is given to an RA. The Secretariat will provide support or guidance as required to CGs to produce newsletters, and ensure that all Campbell officers are on the mailing list to receive the newsletters of other CGs. We will consider if an internal newsletter would also be useful.

The possibility of discussion boards on the website was also raised.

The meeting ended at 12.30 pm Friday October 2<sup>nd</sup>, 2015.