

A Strategic Plan for The Campbell Collaboration (Approved by the Steering Group, October 9, 2008)

In 2000, The Campbell Collaboration (C2) was founded in order to produce up-to-date summaries of the results of reliable research about the effects of interventions in education, crime and justice and social welfare. A register of systematic reviews on the effects of interventions is essential for stimulating evidence-based practice and policy across these three broad substantive areas, and ultimately for improving services and peoples' lives.

Important aims for the Campbell Collaboration are i) to develop a production process for systematic reviews that is of value to review authors, ii) to stimulate review production, iii) to build a register of systematic reviews that address questions of importance to practitioners and policy makers and iv) to make the findings of reviews available in accessible, user friendly formats. This Strategic plan outlines main activities for the organization to undertake in order to reach these goals.

The plan was adopted by the Steering Group in 2008 after extensive consultation. It will be regularly updated, linked to an action plan and the Governance Plan, and serve as a framework for coordinating groups to further detail activities needed to achieve the goals.

Vision, mission and principles

Vision. Decision-making throughout the world in education, crime and justice, and social welfare will be informed by relevant and reliable research evidence. The Campbell Collaboration will play an essential role in the synthesis of this evidence, dissemination of high quality systematic reviews across all three areas, and engaging willing and able users of dependable information in this process. Everyone that wants to undertake a systematic review in education, crime and justice, and social welfare will know that C2 offers excellent editorial service and peer review, and that publishing a review with C2 increases visibility and impact. C2 systematic reviews will address a large number of questions that are important to policy-makers and practitioners around the world. Review findings will be made available and disseminated in a range of formats appropriate to the various target audiences. It will help create a stronger focus on what constitutes reliable and useful evidence, among policy-makers and funders, as well as among researchers. A world-library of systematic reviews on the effects of interventions will help bring about positive social change, informing decision-making for individuals, practitioners and policy-makers.

Mission. The Campbell Collaboration (C2) aims to help people make well-informed decisions by preparing, maintaining and disseminating relevant and reliable systematic reviews in education, crime and justice, and social welfare.

*Principles.*¹ For the production of reviews:

- *Collaboration*, by internally and externally fostering good communications, open decision-making and teamwork
- Building on the *enthusiasm* of individuals, by involving and supporting people of different skills and backgrounds
- *Avoiding duplication*, by good management and co-ordination to maximise economy of effort
- *Minimising bias*, through a variety of approaches such as scientific rigour, ensuring broad participation, and avoiding conflicts of interest
- *Keeping up to date*, by a commitment to ensure that Campbell Reviews are maintained through identification and incorporation of new evidence
- Striving for *relevance*, by promoting the assessment of interventions using outcomes that matter to people making choices in education, crime and justice, and social welfare
- Promoting *access*, by wide dissemination of the outputs of the Collaboration, engaging potential users of evidence, taking advantage of strategic alliances, and by promoting appropriate content and media to meet the needs of users worldwide
- Ensuring *quality*, by being open and responsive to criticism, applying advances in methodology, and developing systems for quality improvement
- *Continuity*, by ensuring that responsibility for reviews, editorial processes and key functions is maintained and renewed
- Enabling *wide participation* in the work of the Collaboration by reducing barriers to contributing and by encouraging diversity

For organizational structure and governance (described in full in the C2 plan of governance):

- The organization should be *efficient, transparent and democratic*.

Goals and Activities

Goal 1: High quality Campbell reviews addressing a wide range of important questions in education, crime and justice, and social welfare will be available.

Activity 1: To ensure high quality in Campbell reviews by

1.1 Ensuring that C2 reviews correspond to high standards about how to produce high quality, up-to-date reviews as set out in the C2 methods policy briefs (and other relevant C2 policy documents) and the Cochrane handbook

Activity 2: To improve the editorial and peer-review process by

2.1 Ensuring that editorial processes in the substantive groups are efficient and timely

2.2 Ensuring that interaction between substantive groups and the Methods Group is efficient

2.3 Ensuring that authors of reviews experience the editorial and peer-review process as of great value in improving the review, and as fair

2.4. Working efficiently in tandem with co-registered groups, and developing and implementing mechanisms to avoid unnecessary duplication of effort

2.5 Implementing an efficient information management system for tracking reviews and contacts

¹ Principles shared with the Cochrane Collaboration

Activity 3: To train contributors by

3.1 Providing training and specific support to the preparation and maintenance of Campbell reviews for reviewers

3.2. Providing training and specific support to members of editorial teams

Activity 4: To improve access to reports of studies (including non-English language reports and unpublished data) by

4.1 Developing an overview of sources that should be searched when undertaking reviews, a register of effective search strategies, and improved access to gray literature

4.2 Ensuring that trial search coordinators are available to offer support to editors (and authors and the librarians authors have access to at their home institution) in each of the groups, and that they form a working group where they support each other

4.3 Close down C2 involvement in SPECTR

Activity 5: To broaden participation of the users of systematic reviews by

5.1 Ensuring user representation in each substantive group

5.2 Ensuring users have the opportunity to engage in the systematic review process

5.2 Ensuring that Campbell reviews are relevant to users (including those from low and middle income countries) by involving them in topic selection and review question specification

Activity 6: To answer questions of pressing concern by

6.1 Developing mechanisms by which policy makers and practitioners nominate questions of importance to them

6.2. Developing a process for prioritising such “burning questions” in education, crime and justice and social welfare

6.3 Developing a process for identifying possible funders (governments and others) for reviews addressing these questions

6.4 Developing a process for identifying an supporting groups that could undertake such reviews in a competent and timely manner

Activity 7: To otherwise improve reviews and review production by

7.1 Ensuring potential conflicts of interest are disclosed

7.2 Developing a feed-back and criticism mechanism

7.3 Encouraging excellent methodological research to improve the science of systematic reviewing, including the dissemination of review findings

7.4 Ensuring the continuous improvement of software to help those preparing and maintaining Campbell reviews

7.5 Ensuring that all entities, including centres and partners, contribute to improving the quality, accessibility and usability of Campbell reviews

Goal 2 Campbell reviews and other Campbell Collaboration products will be easy to access and understand

Activity 8: To develop the C2 Website as a vehicle to publish C2 reviews by

8.1 Ensuring a timely transition of review documents from the Co-ordinating Groups to the website

8.2 Incorporating the review documents into the C2 Website for public access

8.3 Ensuring the review documents are consistent within and across Co-ordinating groups

8.4 Ensuring user summaries are published alongside the full review

8.5 Ensuring new reviews are flagged and highlighted on the website

8.3 Ensuring flexibility in the searching for and browsing of review documents

8.4 Establishing a web-support group to assist the web-manager's in the receipt of information from the Co-ordinating Groups

8.5 Developing the design of the web-site and the use of web-tools that make the site easy to work with and to move again, if necessary

8.6 Developing a long-term plan for the management of the C2 Website, including the provision of resources for housing and supporting related databases and web-pages

Activity 9: To explore options for a range of publication types for Campbell reviews and derivatives by

9.1 Developing options for other publication formats and publication channels

Activity 10: To ensure that Campbell reviews are easy to understand by

10.1 Developing plain language summaries of all Campbell reviews

10.2 Reaching out to local knowledge brokers in order to present summaries of relevant Campbell-reviews in a range of languages.

Activity 11: To promote the work of The Campbell Collaboration by

11.1 Developing a marketing strategy for Campbell reviews that includes promotion and public relations

11.2 Enhancing the corporate identity of The Campbell Collaboration by preparing appropriate materials for potential funders, users, and supporters

11.3 Promoting The Campbell Collaboration's name and logo as a trademark

11.4 Identifying and responding to the requirements of users and potential users

11.5 Raising awareness and demand within potential user groups including those communities for whom English is not the first language

Goal 3 The Campbell Collaboration will be the driving force in an active network of organizations that produce and disseminate the findings of systematic reviews, and arrange annual meetings of interest to individuals and organizations that strive to support evidence-informed policy and practice in education, crime and justice, and social welfare
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Activity12: To partner with other organizations by

12.1 Developing relationships with other organizations that produce and/or disseminate systematic reviews

Activity 13: To organize colloquia by

13.1 Annually arranging well-attended colloquia with a focus on systematic reviews

Goal 4 The Campbell Collaboration will have an efficient, democratic and transparent organizational structure and management, and the Collaboration as a whole will be sustainable²

Activity 14: To ensure that the organizational focus of The Campbell Collaboration supports the core function of preparing, maintaining and promoting accessibility of Campbell reviews by

14.1 Requiring the Steering Group to stay focused on the core function of preparing, maintaining and promoting accessibility of Campbell reviews

14.2 Developing the role and number of centres within the collaboration

14.3 Requiring each substantive group to identify specific targets related to the preparation and maintenance of Campbell reviews

14.4 Monitoring the progress of each entity in achieving its targets, and advising and supporting entities where targets are not met

14.5. Establishing a secretariat that works efficiently in supporting review production, and dissemination, and in developing the organization around its core functions

Activity 15: To develop The Campbell Collaboration as a democratic organization by

15.1 Exploring and developing options for how membership for individuals can help constitute an electorate

15.2 Carrying out elections

Activity 16: To ensure that all decision-making processes within The Campbell Collaboration are transparent and explicit by

16.1 Ensuring that all valid policy documents are easily available and regularly updated

16.2 Keeping updated a governance document that sets out, in an accessible way, the role of different entities and functions within the Collaboration

16.3 Minimising the decisions that need to be made centrally by the Steering Group compared with those that can be made more efficiently within the groups and other entities

16.4 Establishing clear lines of reporting among the entities, the Steering Group and its advisory groups

16.5 Ensuring that entities adhere to the principles, practices and policies of The Campbell Collaboration

16.6 Developing mechanisms to resolve conflicts within The Campbell Collaboration

Activity 17: To promote effective communication within The Campbell Collaboration by

17.1 Developing the website

17.3 Developing newsletters and other information products

17.4 Developing appropriate information management systems, including mailing-lists and other tools

Activity 18 To promote effective communication with people and organizations outside The Campbell Collaboration by

18.1 Ensuring that all decision-making processes and relationships between The Campbell Collaboration and other organizations are transparent and explicit

18.2 Requiring each entity to be responsible for external communication relating to its sphere of activity

² See also the Governance Plan

18.4 Encouraging each entity to collaborate by promoting the work of the whole Campbell Collaboration

18.5 Representing the Collaboration at places and in meetings that are seen as especially important

Activity 19 To ensure an adequate income stream for The Campbell Collaboration by

19.1 Developing the business management capacity of the Collaboration

19.2 Working with the Norwegian funders to develop success criteria for their input; criteria that reflect the core activities of the Collaboration and this plan

19.3 Exploring corporate membership as an additional stream of income

19.4 Approaching potential funders for longer term funding

19.5 Establishing an advisory board to improve links with funders, potential funders and other important alliances

19.6 Developing a sustainable funding model, for the short term and the long term, also by evaluating the possible future income from sales of the products of the collaboration

Activity 20: To develop an action plan for the central activities of The Campbell Collaboration by

20.1 Planning and budgeting for activities within the substantive groups, the Methods group and co-registered groups

20.2 Costing the central administrative services for The Campbell Collaboration and its Steering Group, including the Secretariat

20.3 Planning and budgeting for communication activities

20.4 Planning and budgeting for training activities

20.5 Developing a plan and budget for website development

20.6 Developing a plan for the management of annual colloquia

Activity 21: To recognise and support the efforts of individuals in The Campbell Collaboration by

21.1 Developing mechanisms to enhance training and career development

21.2 Developing additional mechanisms to recognise excellent contributions by individuals and entities

21.3 Ensuring that the preparation and maintenance of Campbell reviews receives full academic recognition

21.4 Developing mechanisms to foster enthusiasm for work within The Campbell Collaboration

21.5 Celebrating achievement at the annual Colloquium and in other forums