The Tenth Board Meeting of the Campbell Collaboration was held on the 19 and 20 May 2021, through a Zoom meeting.

**Present (via Zoom)**
- Jeremy Grimshaw (JG) (President of the Board)
- Sandy Oliver (SO) (Board Member)
- David Myers (DM) (Board Member)
- Daniel Ortega (DO) (Board Member)
- Denise Rousseau (DR) (Board Member and CG representative)
- Sarah Miller (SM) as an observer

**Ex Officio**
- Howard White (HW) (CEO, Campbell)
- Vivian Welch (VW) (Editor in Chief)

**Campbell Secretariat Present**
- Audrey Portes (Campbell Secretariat)
- Ashima Mohan (Campbell Secretariat)
FIRST PART OF THE BOARD MEETING – 19 May

Item 1: Welcome

The president of the Board (JG) called the meeting to order at 3PM CET on 19 May 2021. The Board members were welcomed to the Zoom meeting for the 10th Board Meeting.

Item 2: Apologies

No apologies received.

Item 3: Conflict of interest

No conflicts were reported.

The adoption of the agenda was proposed by DO, seconded by SO, and agreed unanimously.

Item 4: Approval of Agenda

Board document 10.01: Agenda for first Board meeting

The adoption of the agenda was proposed by JG, and agreed unanimously by everyone.

Item 5: Minutes from previous meeting

Board document 10.02a: Minutes of Ninth Campbell Board Meeting October 2020
Board document: 10.03b: Update on actions arising from Board decisions

Motion to approve the four sets of minutes from the previous Board meeting and the interim Board meetings. The motion was proposed by SO, seconded by DR and agreed unanimously. It was suggested to find a way to help the Board remember what the previous actions are and, in particular, where the Board members need to do something.

Action point

The Secretariat will send to the CEO and the Chair of the Board reminders on the actions to be taken by the Board.
Item 6: CEO’s report

Board document 10.04: CEO report to the Board May 2021

Key performance indicator: Dashboard is looking better especially with respect to review production. More titles have been registered than planned but we just missed protocol and final review targets. The main shortfall was presentations because of travel restrictions in the last year.

Policy influence stories: We have now 79 documented cases of policy influence from Campbell reviews, an increase of 14 since the last CEO report. The most common use of policy influence stories is to inform national policy discussions. A report by the UK Behavioural Insights Team for the London Mayor’s office on serious violence cited 12 Campbell reviews on mentoring, hotspots policing, restorative justice, focused deterrence, bullying, self-control interventions, psychoeducational and CBT interventions, study of factors associated with gang membership, problem-oriented policing, MST, and court-mandated interventions for domestic violence.

Review and map production: Continued strong growth in review and map production as well as in titles and protocols. In 2020 the number of new TRFs+protocols+final reports exceeded 100 for the third year in a row. Prior to 2015 the highest ever figure was 64. Average publications for 2018-2020 were 114 a year, more than double the average of 52 for the years 2010-2015. Nearly two-thirds of all publications in the 20 years of Campbell have been in the five years 2016-20.

Training and mentoring: The Campbell Training CG is developing a Campbell Training Strategy and an online course. The intention is that the online training will be used for training sessions with the in-person component to support participants in work on their own reviews.

Citations: There are more citations per publications as we are getting indexed more. There is strong growth in these citations, which is driven both by Dimensions locating more citations, and new citations, as well of course the growth in production meaning there is more material to be cited.

Proactive stakeholder engagement: The Campbell Secretariat has developed a model of working with What Works Centres, which to date has involved three WWCs. The work that follows from this should result in reviews commissioned by the Campbell secretariat from research teams for publication in Campbell Systematic Reviews. This has happened to date with homelessness, with the model for other centres (YEF and YFF) in progress.

Use of evidence social media presence: Our social media footprint continues to grow, notably with LinkedIn. Efforts to get CGs to engage more with social media have not been
terribly successful so the Secretariat has taken on managing social media for selected CGs with their agreement.

Discussion:
It was noted that there is great progress in terms of distribution between titles, protocols and reviews and it will be good if that pace keeps going.

There was discussion on how the core funding can be raised and if Campbell has ever considered complementing its funding through donations. There have been donation drives which did not raise much money. Membership drive could not be organised due to covid.

The investments made in review production, content area and geographic engagement have paid off better than before. There has been good progress in the past 5 years.

**Item 7: Editor in Chief’s Report**

*Board document 10.05: EIC report to the Board May 2021*

<table>
<thead>
<tr>
<th>1. ScholarOne transition</th>
<th>• Workflow is built, system will be ready for beta-testing in 4-6 weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Conflict of interest policy update</td>
<td>• Working group formed with Gavin Stewart, Ariel Aloe, Joann Starks, Denise Rousseau; draft ready for consultation</td>
</tr>
<tr>
<td>3. Logo policy</td>
<td>• When logo can be used, for what purposes and by whom; same working group as above, draft for consultation, is with the Board for comment</td>
</tr>
</tbody>
</table>
| 4. Risk of bias standards for RCTs and non-randomized studies | • Working group set up with biweekly meetings with leadership from Hugh Waddington and Ariel Aloe, and support from Peter Tugwell, Gavin Stewart and Dave Wilson  
• Plan to develop a guidance paper describing expected domains to assess for risk of bias, options for assessment for RCTs and NRS |
| 5. Summary of findings tables (evidence table) | • Working group set up led by Sean Grant and Ariel Aloe  
• Preliminary assessment of abstracts for quality assessment, interpretation of effect sizes and description of studies  
• Of 33 systematic reviews published in 2019 - Feb 2021, 27% (9/33) reported quality of the evidence in the abstract, 27% reported effect sizes (and only 1/9 of these interpreted the meaningfulness of effect size for policy), and 6/33 (18%) had a GRADE summary of findings). |
6. Quality control system, with increasing number of new groups and new editors

- Elements to assess based on quality review by Wang et al and agreed with editors, methods editors and cochairs to include: 1) eligibility criteria (37% meet AMSTAR), 2) method for risk of bias (45% meet AMSTAR), 3) impact of risk of bias (33% assess), 4) funding source (15% report), 5) cite protocol (55% report), 6) abstract, PLS and results consistent effect sizes, risk of bias and #studies (from Cochrane screening criteria)
- Need to incorporate in ScholarOne so that does not delay editorial process, e.g. after action letter is done and before it goes to author

In addition to this there were updates on Wiley, editorial meetings, training, technical advisory groups and CGs

Discussion: KTI needs a new co-chair and it was suggested that there has been a cohort of KTI researchers who can be contacted for the purpose of being co-chairs. It was also observed that Wiley needs to be managed more proactively. It was suggested that a younger researcher should be taken on as co-editor for the social welfare group to build their capacity.

Action point

JG to follow up with Vivian to suggest names for possible KTI co-chairs.

**Item 8: Use of Campbell Logo Guidelines**

*Board document 10.06: draft policy*

Use of the Campbell Collaboration logo is encouraged to support the mission of the Campbell Collaboration. This policy defines the appropriate uses of the Campbell Collaboration logo and the specific logos of coordinating groups, national and regional centres and the secretariat.

Discussion: The logo promotes awareness of Campbell but there is a risk management aspect so there needs to be a clarity in terms of what stage the documents are. It was discussed that it is good practice to encourage people to use the Campbell logo for things under progress as it shows that Campbell is supportive and will invest in people’s work. Protecting the value of the brand is important so the logo should be used keeping that in mind.
Action point

Vivian to discuss the draft policy with the rest of the CGs and come back to the board in October with suggestions on the use of logo on different products and the stages that they are in.

Item 9: Report from Coordinating Groups

Denise Rousseau, Co-Chair Business and Management, CG Board Representative

Vivian and Denise have been having regular meetings with the CGs and after the board meetings. In terms of the discussion about the host the CGs might not hold the same views. There is a need to clarify the policies and procedures and figuring out what the CG rep should do in relation to the CGs going forward.

Discussion: It was discussed that there needs to be a better synergy between the Secretariat and the CGs and between the CGs themselves and there is a need to think about how the communication can be improved.

The letter from C&J CG was discussed. The Board noted the concerns raised but endorsed the course of action being taken by the Secretariat.

Item 10: Application for new Coordinating Group

Board document: 10.07: Application for Child Welfare CG

HW presented the application for the new Child welfare CG. This will cover areas relevant to child welfare and well-being. It will include reviews that address interventions to protect children from harm, to promote healthy growth and development, that mitigate the impact of factors harmful to children and young people.

Professor Lawrence Alber (Professor of Psychology and Public Policy at the Steinhardt School of Culture, Education, and Human Development, and University Professor, New York University) and Professor Nathan Hughes (Head of the Department of Sociological Studies and Professor of Adolescent Health and Justice, University of Sheffield) are the proposed co-chairs and Fiona Campbell ScHARR (School of Health and Related Research) is the proposed editor of the CG.

Discussion: All the members were supportive for the new child welfare group.

The motion to approve the application of the Child Wellbeing group was proposed by DO, seconded by SO, and agreed unanimously.
SECOND PART OF THE BOARD MEETING – 20 May

Item 11: Report from National and Regional Centres and Networks

Ashrita Saran, Director, Campbell South Asia

Board document: 10.10 Application for CSA

Ashrita Saran, Director Campbell South-Asia presented on the proposed Campbell South Asia centre (NRC) which included segments on CSA history and staff, experiences of CSA in producing Campbell reviews, training courses provided on systematic reviews, policy engagements and NRC activity plan 2019-2022.

Discussion: The board members were impressed by the achievements of the CSA team and said that others in the Collaboration could benefit from lessons learnt.

The motion to approve the Campbell South Asia centre was proposed by SO and seconded by DO, and agreed unanimously.

Item 12: Audit and finance Committee Report

Board documents 10.11a: Financial statements (2020 and first quarter 2021)
Board documents 10.11b: Financial projections (2020 and first quarter 2021)
Board document 10.11c: Audit report 2020

The finance committee presented the projections till 2022. Under the base scenario cash reserves are in surplus because of ongoing commitments signed in previous years and probable donor commitments be signed in 2021 and subsequent years like the core income from AIR amounting to US$ 300k and other donor commitments. Under this scenario, the situation looks better as the reserves estimated at the end of year 2022 are in surplus.

The auditor’s report and the letters were accepted by the board unanimously.

Discussion: It was discussed if there is anything more that Campbell can do in order to make the audit easier for both sides but the auditor responded saying that the process is already very smooth and they receive all the information that is requested. The members did not think it was necessary to private discussion with the auditor since everything was clear in the presentation.

Action points

1. The Board asked to put together two financial scenarios—one with host and one without host
2. An accounting and finance policy for Campbell is being worked upon and will be shared with the board members this year.
3. There will be quarterly reviews on credit card expense

**Item 13: Proposed Bylaw and Plan of Governance Amendment to Create Membership Category for National and Regional CENTRES**

*Board document 10.12a: Proposed Amendment to Plan of Governance*
*Board document 10.12b Proposed Amendment to Bylaws*

The board discussed the bylaws document with particular emphasis on having NRCs as board members. One director from the NRCs will represent on the board meeting and the term of the NRCs will be three years and the NRCs can decide amongst themselves how to best represent them.

The board listened and consulted widely to give people opportunities to make their views known. The board is expanding and going through the process and inputs were received from a number of individuals/groups and this was the most reasonable approach.

The motion to approve a seat on the Board for a NRC Representative was proposed by DM and seconded by DR, and agreed unanimously.

The term is 3 years with possible extension. Sarah Miller and Ashrita Saran, both directors of the NRCs will discuss and choose who will take this role.

**Item 14: Update on Campbell Leadership and Board Transition Plans**

The RFP will be posted soon as it was being revised.

Cochrane might be interested as a host and there might be an interest from Canada but not yet final. We can approach potential hosts with the level of resources that we have and see how that works out.

**Action point**

HW will review the RFP and send it to JG for approval before it gets posted online on Monday, 24 May.

**Item 15: Board transition plans**

*Discussion led by JG*
The committee approached the first candidate as a new Board member but unfortunately the candidate just started a new job and cannot accept the invitation at this point of time.

The Committee hasn’t met to work on the other candidates. JG will resume meetings with the Committee very soon. The shortlist is strong and the next steps will be to reach out to the next candidates.

**Item 16: Future meetings**

*Board document 10.13: Dates and places of Campbell meetings 2021-22*

There will be a virtual board meeting in August 2021 to discuss the outcome of the RFP and the way forward. The meeting in October could be in person or virtual depending on the condition of the Covid -19 pandemic and how it affects travel.

**Action point**

HW and JG will discuss for the virtual or in person meeting and for dates.

**Item 17: AOB**

No other businesses were raised.

**Item 18: Reflections from Board meeting**

The online Board meetings work fine for the Board members. The meeting went well for everyone and there were mostly positive reflections from all the Board agreed to meet more often until next August 2021.

**The Tenth Board meeting ended at 6pm CET on Thursday, 20 May 2021.**