



Governing Board Minutes

Teleconference, 5th December 2016

Notes & Abbreviations

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CSG	Cochrane Steering Group
CET	Central Executive Team
SMT	Senior Management Team
AGM	Annual General Meeting

Members of the Board present:

Lisa Bero, Co-Chair	All items	LB
Cindy Farquhar, Co-Chair	All items	CF
Mona Nasser	All items	MN
Martin Burton	All items	MB
Joerg Meerpohl	All items	JM
Denise Thomson	All items	DTn
Marguerite Koster	All items	MK
Catherine Marshall	All items	CM
Michael Makanga	All items	MM

Other attendees:

Mark Wilson	CEO (SMT)	All items	MW
David Tovey	Editor in Chief (SMT)	All items	DT
Lucie Binder	Senior Advisor to the CEO (SMT)	All items	LBr
Sarah Watson	Head of Finance & Core Services (SMT)	All items	SWn

Summary of Decisions taken

Agenda	The Board approved the Minutes of the Cochrane Steering Group meeting in October 2016.
Item 2	
4	The Board approved Cochrane's <i>2017 Plan and Budget</i> . An open access version will be made available to the Cochrane community early in 2017.
4	The Board approved the <i>Strategy to 2020 Targets</i> for 2017 and noted the revised <i>Definition of Success</i> document. An open access version of both documents will be made available to the Cochrane community early in 2017.
5	The Board approved the recommendation from the Finance, Audit & Investment Committee to make the Trading Company dormant.

Summary of Actions requested during the meeting

Agenda	LBr should arrange for an open access version of the Minutes of the Cochrane Steering Group meeting in October 2016 to be made available online.
Item 2	
5	The Finance, Audit & Investment Committee should thank the Directors of the Trading Company for their service and arrange with Wiley for royalties to be made directly to the Charity from 2017 onwards.

1. Welcome, Apologies, Declarations of interest and Approval of the Agenda

CF welcomed everyone to the meeting; there were no apologies. She asked for members' declarations of interest in relation to the items on the Agenda but none were given. No other items of business were raised at this point.

2. Approval of the Minutes of the Cochrane Steering Group meeting - October 2016

CF thanked LBr for the Minutes of the Seoul meeting, which the Board approved with minor corrections. LBr explained that an open access version would be made available on the [Cochrane Community site](#).

DECISION: The Board approved the Minutes of the Cochrane Steering Group meeting in October 2016.
ACTION LBr should arrange for open access version of the Minutes of the Cochrane Steering Group meeting in October 2016 to be made available online.

3. Brief update on latest developments in the Central Executive Team

MW commented on the success of the Seoul Colloquium from the CET's perspective. He noted the high workload for CET staff, particularly in relation to three critical projects: implementation of the membership scheme, development of an enhanced Cochrane Library, and completion of RevMan Web.

DT emphasized that the enhanced Cochrane Library project continued to be challenging. With regards to the CRG transformation programme (Structure & Function), he was pleased to report that progress was already being made, with an advisory group having been established composed of respected leaders in the organization – Martin Burton, Nicky Cullum, and Jonathan Craig – appointed to support him.

A retrospective audit of the last five reviews published by all CRGs would be completed by the end of January 2017 at the latest. A different approach to screening would be established and detailed in the *Review & Methods Digest*. The development of new editorial policies might be slowed as a result of this work. LB invited DT to use the Board as support at any time.

4. Cochrane's 2017 Plan and Budget

The Board had undertaken extensive discussion of the proposed *2017 Plan and Budget* at its meeting in Seoul, October 2016. MW confirmed that the requested changes had been made.

DECISION: The Board approved Cochrane's 2017 Plan and Budget. An open access version will be made available to the Cochrane community early in 2017.

MW then reintroduced the *Definition of Success by 2020* document, reminding the Board that it provided a definition of success by 2020 against each of the 28 *Strategy Objectives*; an assessment of predicted progress by the end of 2017; and a framework for establishing the work remaining to be done to reach that definition of success. In addition, it set out the final set of proposed organizational Targets for 2017 as initially discussed by the Board at its meeting in Seoul:

GOAL 1: PRODUCING EVIDENCE

1. Complete the development of RevMan Web and begin phased implementation for Cochrane Reviews.
2. Complete the *Transform* project.
3. Complete the delivery of a programme of training and accreditation for editors.

GOAL 2: MAKING EVIDENCE ACCESSIBLE

4. Improve the process of producing translations to make it easier for Cochrane translators and editors.
5. Define an organization-wide framework for knowledge translation activities.

GOAL 3: ADVOCATING FOR EVIDENCE

6. Complete the first-phase delivery of an enhanced Cochrane Library in English and Spanish.
7. Host a successful Global Evidence Summit.

GOAL 4: EFFECTIVE AND SUSTAINABLE ORGANIZATION

8. Begin implementation of the approved Cochrane Review Group transformation programme, and finalize remaining proposals for organizational Structure & Function reforms.
9. Launch a Cochrane membership scheme.
10. Complete implementation of the approved governance reforms.

DECISION: The Board approved the *Strategy to 2020 Targets for 2017* and noted the revised *Definition of Success* document. An open access version of both documents will be made available to the Cochrane community early in 2017.

5. Update from the Finance, Audit & Investment Committee (including the ‘Future of the Collaboration Trading Company’ & ‘Funding mechanism for Cochrane Innovations’)

MB spoke to the two principal items that the Finance, Audit & Investment Committee had been addressing since Seoul. He asked the Board to support its recommendation that the Trading Company be made dormant following advice from the new auditors, since income from sales of Cochrane Library licences was in line with the organization’s charitable objectives and was therefore acceptable as Charity income, thereby making the role of the Trading Company redundant.

DECISION: The Board approved the recommendation from the Finance, Audit & Investment Committee to make the Trading Company dormant.

ACTION: The Finance, Audit & Investment Committee should thank the Directors of the Trading Company for their service and arrange with Wiley for royalties to be made directly to the Charity from 2017 onwards.

6. Any Other Business

- CM suggested that the Guidelines International Network (GIN) and Cochrane governing boards could hold a joint meeting at the Global Evidence Summit (GES) in 2017, given the rare opportunity to meet. MW said that the official partnership with GIN had started more slowly than anticipated, and that it was still in doubt whether attendance by GIN members at the GES would be sufficient to warrant a meeting at that time. LB said that for logistical reasons it might also not be possible. However, it was agreed that deepening the ties and workplan with GIN was a target for Cochrane and MW was asked to bring back to the Board a recommendation on a joint meeting at the GES.
- DTh. wanted to use the opportunity of the AOB item to note the success of the ‘community’ section at the Annual General Meeting in Seoul. It was agreed that this format should be repeated at future AGMs.
- LB noted that DTh was stepping down from the Cochrane Innovations Board and was thanked for her service.
- MW noted that the call for applications to the Governing Board had been released and he urged Board members to encourage suitable candidates to apply.

LB thanked everyone for a productive call.

--MEETING END--