

Steering Group Bulletin

Reporting the latest news from the Collaboration's Steering Group

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YOUR STEERING GROUP (CCSG):

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JULIAN HIGGINS (Methods Group Representative); GAIL HIGGINS (TSC Representative)

The Auckland sky-line



INTRODUCTION FROM THE CO-CHAIRS

LORNE BECKER and JONATHAN CRAIG

The Steering Group's recent meeting in the wonderful city of Auckland, New Zealand, was one of the most exciting and productive in its history. For the first time, it was possible to see the implementation of the recommendations from the 2009 Strategic Review really coming to fruition. Significant resources are being committed to the Collaboration's core functions of methods development and training. The Steering Group's committee structure has been reorganised, and membership of the Group itself is to change. Ensuring better geographical and linguistic representation is being addressed in partnership with the Collaboration's constituencies.

In addition, following a strategic discussion session involving the Steering Group, Centre Directors, Co-ordinating Editors and a number of consumer representatives, the role of the Consumer Network in the Collaboration has been clarified and reaffirmed, and a full-time Consumer Co-ordinator post created. On [page 4](#) of this Bulletin, the background, process and outcomes of this strategic session are explained in full.

The Steering Group would like to take this opportunity to thank the New Zealand branch of the Australasian Cochrane Centre for its fantastic organisation of the mid-year meetings in Auckland, and in particular, >

> Cindy Farquhar, Alison Cooper, Mark Jeffery and Vanessa Jordan.

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A LEANER, FITTER STEERING GROUP

NICK ROYLE, CEO



The 2009 Strategic Review recommended that we look at the Steering Group's membership and committees and their alignment with our purpose. A working group has been considering this, and a set of recommendations was agreed at the CCSG's recent meeting in Auckland.

Their focus is to bring greater clarity to the role of individual Steering Group members and to ensure that the Steering Group and its supporting committee structure is 'fit for purpose'.

Reducing the number of members

Over the years, seats have been added to the Steering Group, but with no balancing losses. This has resulted in a 17-member committee. Some of the seats were plainly duplicative, and others poorly understood. The effect was to lose clarity of purpose for individual members, and to confuse constituents. The number of seats will therefore be reduced by four: Centre representative positions will be reduced from four to two, and the two 'CRG at-large' positions, whose remit was particularly hard to define, will be removed. These changes will require ratification at the next Annual General Meeting, and will be phased in as current members' terms of office end.

At the same time, the remaining members will take on portfolio roles, taking the lead in discussions relating to their particular interests. The portfolios are organisation and administration, finance and sustainability, products, external partnerships, and knowledge infrastructure.

Clarifying our terminology

Over the years, we seem to have got into a habit of inventing new terminology – it's part of the reason why the Strategic Review identified a worrying trend among people outside the Collaboration to see us as 'exclusive'. So, to use an old expression, we are going to try and call a spade a spade. To this end, we will stop calling committees 'groups' and, well, call them 'committees'!

For example, the Monitoring and Registration Group (MRG) will become the Monitoring and Registration Committee (MaRC, to avoid confusion with the external MRCs), and the 'Executive Group' will be renamed the Operations and Finance Committee.

Moving with the times

With the arrival of the Editor in Chief and the Cochrane Editorial Unit, a great deal of the work of the Publishing Policy Group (PPG) – which was actually largely operational rather than policy focussed – has been subsumed by these new roles. Therefore the PPG is to be disbanded. The linked Cochrane Library Users' Group (CLUG) will cease to be an Advisory Group to the Steering Group, but will remain in being as a discussion forum, advisory to the Editor in Chief.

Project management for IT/IS

The Collaboration is hugely reliant on information technology and systems, and enormously fortunate in the systems developed over the last few years. There is, though, recognition that as an organisation we have in the past perhaps focussed our attentions too narrowly, and have been slow to develop more holistic systems requirements encompassing the full range of our work. We will therefore be instituting a new IT/IS project management structure, based on industry-standard Prince2 methodology. This will consist of a high-level Information Systems Project Board, to develop high-level systems requirements and oversight of the delivery of resourcing and solutions for these, and at the next level an Information Systems Advisory Board, with wide stakeholder representation from amongst those delivering solutions, and from systems users.

The exact composition and range of sub-committees is yet to be defined, but it is likely that committees such as the RevMan Advisory Group and Editorial Management Advisory Group – suitably renamed! – will still be required.

Reaching out to new constituencies

In the last couple of years, a number of 'professional groups' within the Collaboration have sought to develop and professionalise their roles. This has seen the creation of a number of representative 'executives': the Centre Directors' Executive, Co-ordinating Editors' Executive, Consumers' Executive, Fields' Executive, Managing Editors' Executive, Methods' Executive, and Trials Search Co-ordinators' Executive. This development is much welcomed by the Steering Group, as it goes some way towards increasing communication and accountability across the Collaboration – key recommendations of the Strategic Review. >

> The Steering Group has therefore agreed to establish these Executives formally as advisory committees to the Steering Group, through their Steering Group representatives.

Further information about all these changes will be placed in the Collaboration's Policy Manual and communicated widely.

THE OPPORTUNITIES FUND: ANNOUNCEMENT OF SUCCESSFUL APPLICANTS FROM THE 2009/10 ROUND

We are pleased to announce that, subject to the completion of funding agreements, the following projects will be supported by this year's Opportunities Fund:

Mark Petticrew, *Extrapolation: Applying the results from Cochrane Reviews to whom, when, and how?* Campbell and Cochrane Equity Methods Group

Paul Montgomery, *How empty are empty reviews? Developing guidelines for the discussion of excluded studies*, Developmental, Psychosocial and Learning Problems Review Group

Philippe Ravaud, *Hybrid machine/human translation vs. machine translation vs. human translation of Cochrane abstracts and plain language summaries*, French Cochrane Centre (note that this project will not commence until the French Cochrane Centre has completed its registration as a Cochrane entity)

Taryn Young, *Cochrane Africa Editing Skills Workshop*, South African Cochrane Centre

Terry Klassen, *PICOs in Respiratory Child Health*, Child Health Field

The successful applicants are to be congratulated on the high quality of their proposals and we look forward to the results of their proposed projects. We also thank all applicants to the Fund for the time and effort put into their applications.

THE OPPORTUNITIES FUND: THE FUTURE

Following approval of the projects from this year's round, the Steering Group discussed at length whether or not to continue the Opportunities Fund next year. There was broad agreement that, whilst the Fund has been a vehicle for encouraging innovative projects, it has not been as successful as hoped in facilitating work of Collaboration-wide benefit, which was the primary purpose of its creation.

This has not been due to the quality of the projects – which for the most part has been extremely good - but to a number of factors around the design of the Fund. For example, because projects have been funded for one-off, limited periods, it has been difficult to take forward their results and recommendations within existing funding limits.

In addition, as we move forward with implementing the recommendations from the Strategic Review, there are increasing demands on the Collaboration's core funds. Enhanced consumer and regional participation, training, methodological support, 'Cochrane Response', updating reviews, improving the experience of authors, improving the quality of Cochrane products and so on, will all require adequate resourcing.

As a result, the Steering Group took the decision at its recent meeting in Auckland to discontinue the Opportunities Fund and return the funds provisionally allocated for this (£100,000 GBP per annum) to the Collaboration's accounts for expenditure elsewhere. Nevertheless, the Group is committed to ensuring that a mechanism for funding innovation in the Collaboration is not lost, and is already making new plans for building innovation into funding decisions; these will be communicated to the Collaboration in due course.

The Steering Group wishes to thank all those who have worked on Opportunities Fund projects since 2006 for their commitment and hard work. Some fantastic results have been achieved that have made a real difference, and we will be building on the successes of the programme as we move forward.

CONSUMER INVOLVEMENT IN THE COLLABORATION



Each year, the Steering Group takes the opportunity of its mid-year meeting – which coincides with the mid-year meetings of the Centre Directors and Co-ordinating Editors' Executive – to conduct a half-day discussion and planning session on a topic of strategic importance to the Collaboration.

The purpose of this year's session was for the Steering Group, entity leaders and members of the Cochrane Consumer Network (CCNet) to have a focused discussion on the strategic direction for consumer involvement within the Collaboration, in the context of the Strategic Review and the [2009 external review of CCNet](#), conducted by Bec Hanley.

The intention was two-fold: first, to achieve clarity on consumer participation with particular regard to enhancing the quality and relevance of reviews, developing more consumer-oriented reviews, disseminating the work of the Collaboration more widely, and developing strong partnerships with appropriate national and international consumer organisations. Second, to discuss Collaboration support for sustainable consumer involvement.

In addition to Bec Hanley's report, the session was informed by a [background paper](#) prepared by Dell Horey from the Cochrane Consumers and Communication Review Group, in consultation with a large number of people both inside and outside the Collaboration. The paper identified a variety of different consumer roles and activities in organisations such as the Collaboration, and suggested a number of ways in which these roles and activities could be initiated, promoted or supported. It also noted that not all consumers and consumer activities within the Collaboration are currently contained within CCNet, and that expansion of consumer activities in the ways outlined in the paper was beyond its existing resources.

The paper proposed three different options for supporting consumer involvement in the future:

1. To continue the current approach including the provision of funding to support CCNet to support consumer volunteers
2. To extend the remit of CCNet to assume funded support responsibility for all consumers across the Collaboration
3. To establish an administrative support unit to support CCNet, other volunteers, and other consumer activities not undertaken by CCNet

The session was facilitated by Amanda Phillips, a professional meeting facilitator external to the Collaboration, who had conducted a session at the Singapore Colloquium in 2009 on supporting women in leadership positions. Participants were split into small, randomly selected groups to discuss the different options, including one group who participated in the session online. Following spirited debate it became clear that while there was little or no support for Option 1, the choice between Options 2 and 3 was less obvious. The Steering Group took the results of the session back to its second meeting of the week and, following further debate, decided on Option 2 as the way forward.

It was agreed that the future focus for CCNet should be two-fold: to support consumers and their entities within and across the Collaboration; and to explain the role of the Collaboration and of evidence in health care to consumers and their representative organisations globally. It was also agreed that achieving this focus will require additional resources, as well as some changes in the structure and functions of CCNet.

To address the resource issue, the Steering Group approved funding for a full-time Consumer Co-ordinator for the Collaboration, together with associated administrative support needed for such a position. Issues of how the remit and structure of CCNet should change to incorporate these new responsibilities were not discussed in detail, but a subgroup of the Steering Group, including its two CCNet Representatives, both Co-Chairs, the Editor in Chief and the Chief Executive Officer, were identified to work on the next steps.

The Steering Group is very pleased that a major commitment has now been made to improving support for consumer activities within the Collaboration. Nevertheless, this is only the beginning of the process; there is still >

> much work to be done to achieve the desired outcomes, and we are looking to you all for your ideas and hard work as we move forward.

The full text of the [Steering Group minutes](#) on this issue can be accessed on cochrane.org.

The Steering Group would like to take this opportunity to thank the following people for their contribution to this work so far:



Janet Wale: Convenor of CCNet and former CCNet Representative on the Steering Group. Janet proposed that this year's strategic session be dedicated to consumer involvement

and provided invaluable input throughout the planning process.

Dell Horey: author of the background paper.

Amanda Phillips: facilitator of the session.

The Advisory Group for the session: Bec Hanley, Dake Zhong, David Tovey (Chair), Gill Gyte, Giovanna Ceroni, Jay Rubin, John Santa, Kay Dickersin, Liliana Coco, Liz Whamond, Lorne Becker, Lucie Jones, Mike Clarke, Mingming Zhang, Nick Royle, Norman Swan, Silvana Simi, Sophie Hill, Tamara Rader, Victoria Thomas.

Barbara Warren, Claire Allen, Claudia Cattivera, Deirdre Beecher, Jane Nadel, Janie Gordon, Jordi Pardo, Nancy Santesso and Teenah Handside, who interrupted their day (or night, depending on their time zone) to participate in the strategic session via remote conferencing.

All the consumers who have contributed to the process.

SUPPORTING 'COCHRANE METHODS'

The Steering Group's adoption of the recommendations of the 2009 Strategic Review reinforced the focus on producing high quality systematic reviews, and motivated a drive to formalise methods development as an additional purpose of the Collaboration. In response to this, the Collaboration's methods >

> infrastructure has been revised, with the following key changes, which are to be accompanied by the disbanding of the Handbook Advisory Group (HAG):

A Methods Board has been established to take on the HAG's function to develop methods guidance, and strengthen communication among Methods Groups, the Methodology Review Group and other individuals with methods roles in the Collaboration.

A Methods Executive has been established from within the Methods Board to take on the HAG's function to provide advice to the Steering Group, to provide a focal point for all major Collaboration-wide methods discussions and initiatives, and to facilitate activities in between meetings of the Methods Board.

A Methods Application and Review Standards Working Group (MARS Working Group) [originally set up as the CoEds-Methods Working Group] has



been established to promote discussion between Cochrane Review Groups (CRGs), methodologists and the recently established Training Working Group (TWG), and to support the Cochrane Editorial Unit (CEU)'s work in improving the methodological quality of Cochrane reviews.

A Handbook Editorial Advisory Panel (HEAP) has been established to take on the Handbook Advisory Group's role of providing support to the Handbook editors to facilitate the implementation of methods policies by providing clear guidance for authors, and to make decisions on minor methods issues for inclusion in the Cochrane Handbooks.

A revision to the core functions of Methods Groups better reflects the variety of functions within and across Methods Groups, and allows them to determine the areas on which they will concentrate.

A commitment to developing a network of CRG-based methods individuals has been received by the Methods Executive from those Methods Groups associated with material in Part 2 of the Interventions Handbook (i.e. relating to methods directly relevant to all Cochrane reviews).

To support these developments, and in response to a proposal submitted by Julian Higgins, Methods Group >

> Representative on the Steering Group, the Steering Group committed funding to a variety of infrastructural improvements, including the creation of a full-time Methods Co-ordinator post. The Co-ordinator will be responsible for managing methodological quality assessment and quality improvement projects and related initiatives; this will be done in conjunction with Cochrane Methods Groups, Board and Executive, the CEU, the MARS Working Group, other Cochrane entities engaged in methodology research and the wider methods infrastructure of the Collaboration. The post will be advertised internationally in due course.

Full details of the funding approved to support 'Cochrane Methods' can be found in the [Steering Group minutes](#).

SUPPORTING TRAINING

Just as methods development has been affirmed as a core purpose of the Collaboration, so too has training. The Training Working Group (TWG) is meeting in late April to develop a comprehensive strategy for providing training and support to members of the Collaboration in a number of different areas. The Steering Group has invited the TWG to bring a budget request to its meeting in Keystone in October 2010.

SUSTAINABILITY AND DEVELOPMENT OF EVIDENCE AID



In Auckland, the Steering Group discussed a paper on the development of Evidence Aid, submitted by Mike Clarke, Director of the UK Cochrane Centre. The Evidence Aid project was established following the tsunami in the Indian Ocean in December 2004. It uses knowledge from Cochrane reviews and other systematic reviews to provide reliable, up-to-date evidence on interventions that might be considered in the context of natural disasters and other major healthcare emergencies. >

In his paper, Mike proposed that core funds be allocated to Evidence Aid, to take it *“from being an activity driven almost solely by emotion, enthusiasm and the commitment of a relatively small group of individuals to something that would be robust enough to serve as a permanent resource, ready when needed, and firmly embedded as a core output of The Cochrane Collaboration”*.

The Steering Group was keen for the Collaboration to use its work to support people in time of great need. They recognised that there is clear overlap between the Evidence Aid project and initiatives to service the users of systematic reviews and their outputs better in Lower and Middle Income Countries (LMICs). It was therefore agreed that there should be a joint approach between taking forward Evidence Aid and the regionalisation project to be undertaken by Centre Directors and others.

It was agreed to match-fund the 20,000 GBP already offered by Wiley-Blackwell to Evidence Aid, committing 25,000 GBP, plus in-kind support from Wiley-Blackwell and the Cochrane Editorial Unit (CEU). This funding will be used to establish a twelve-month post of Evidence Aid Co-ordinator, who will identify sustainable funding for Evidence Aid, determine what partners really want from it, identify additional lines of activity that could support LMICs, and establish an external network to provide continuity of contact in between disasters, to ensure that what is actually needed at times of disaster is already in place before they happen.

OVERSIGHT COMMITTEE FOR THE COCHRANE LIBRARY

Richard Smith, former Editor of the British Medical Journal, has agreed to become the first chair of the new Oversight Committee for *The Cochrane Library*, which will support editorial independence by providing a mechanism for avoiding or resolving disputes. It will also advise the CCSG on performance management issues concerning the EiC.

A budget for this committee will need to be approved by the Operations and Finance Committee (OFC) and members chosen. They will be expected to have experience in scientific publication or editorial policy, be capable of independence of thought, and be prepared to act in the best interests of *The Cochrane Library*.

REDEFINING THE MONITORING AND REGISTRATION GROUP

In response to the 2009 Strategic Review, in particular the recommendation to improve accountability mechanisms across the Collaboration, the Monitoring and Registration Group has undergone a number of changes designed to increase its transparency, responsiveness and perceived effectiveness.

In line with the change of terminology for the Collaboration's various committees, it will now be called the Monitoring and Registration Committee (MaRC) and will be accountable to the Operations and Finance Committee (OFC) (formerly, the Executive). Membership will be reduced to ten members, inclusive of all constituencies – including Cochrane authors - and will be selected in consultation with the newly established executives (e.g. the Managing Editors' Executive). The executives will work with the MaRC in formulating key performance indicators, appraising monitoring reports, and formulating recommendations to the entities that are monitored.

Full details of the changes to the MaRC can be found in the [Steering Group minutes](#).

of the teams involved and, amongst many benefits, represents a significant improvement in our ability to market and disseminate the Collaboration and its products.

***The Web Team** consists of Chris Mavergames (manager), Caroline Mavergames, Evgenia Slavianova, Georg Koch, Martin Janczyk and Nancy Owens.

STRATEGY DEVELOPMENT: MARKETING AND COMMUNICATIONS

Building on the success of the websites' re-launch, and following on from the temporary engagement of a marketing consultant earlier this year, Nick Royle will work with the Canadian Cochrane Centre, with input from the Marketing and Communications Working Group, on developing a comprehensive marketing and communications strategy for the Collaboration.

STRATEGY DEVELOPMENT: PARTNERSHIPS

The Steering Group agreed to the proposal from Lisa Bero and Mary Ellen Schaafsma, Centre Representatives on the Steering Group, to establish a working group to develop a partnership strategy for the Collaboration. The group will give priority to defining characteristics and purposes of partners and a process for reviewing potential partnerships. The Strategic Review recommendation to establish an external advisory group will also be developed as part of the remit of this working group.

RE-LAUNCH OF THE COLLABORATION'S WEBSITES



The Steering Group would like to express its thanks to the Collaboration's Web Team*, based at the German Cochrane Centre, for its tremendous achievement in redesigning and re-launching the Collaboration's website, www.cochrane.org. Thanks are also extended to Wiley-Blackwell and the Cochrane Editorial Unit for the re-launch of *The Cochrane Library* website, www.cochranelibrary.com.

The re-design and simultaneous re-launch of these two sites is testament to the co-ordinated effort >

IMPROVING GEOGRAPHICAL REPRESENTATION IN THE COLLABORATION

Steve McDonald, a Centre Representative on the Steering Group, reported to the Group in Auckland on the discussion that had taken place at the recent Centre Directors' meeting on improving geographical representation in the Collaboration. He said it had been acknowledged that everyone involved should be brought in to tackle this problem, without creating additional work for entities, but that developing the solution to the problem should not be left just to those most affected by the issues.

The Centre Directors have agreed to work closely with >

> the Co-ordinating Editors' Executive to consider ways of increasing capacity at the review level, such as setting up satellites of Review Groups, and identifying which Groups have Authors wishing to increase their representation. Mentoring activities, formal or informal, will be investigated. Partnerships with other groups such as WHO regional offices might be in a position to offer funding for such initiatives. A task force of Centre Directors will be formed, with representation from the Fields' Executive. In addition, it has been agreed that this issue will be the topic of the strategic discussion at the mid-year meetings in Split, Croatia, at the end of March 2011.

IMPROVING REPRESENTATION OF PEOPLE FROM NON-ENGLISH SPEAKING BACKGROUNDS

The Steering Group agreed that this challenge should be addressed by the activities of the task force that has been formed to try to improve geographical participation in the Collaboration. It will also be included in the workplans of the Training Working Group and the Marketing and Communications Group, and be given priority by our publishers.

FINANCE SUMMARY FROM THE CEO

NICK ROYLE

Managing the Collaboration's finances effectively remains a high priority. Our core income is derived principally from a single source – royalties on *The Cochrane Library*. A key priority is to ensure that we allocate our resources strategically and carefully.

Our current major drive is to reinforce the quality of our main product, Cochrane Reviews. We have established the post of Editor in Chief and the associated Cochrane Editorial Unit (CEU). At the recent meeting, the Steering Group decided to allocate an additional GBP £132,441 per annum to the CEU to allow an expansion of its staff, with additional editorial capacity and methodological support such as an information specialist. Further details will be made available shortly as the CEU start to recruit to these posts. >

As noted elsewhere in the Bulletin, this year's Opportunities Fund has gone ahead, but the programme has now ended. This will save GBP £100,000 next year, and half a million pounds over the next five years.

Recognising the importance of methodological support to our entities and authors, and the difficulty of attracting external funds to this internal task, the Steering Group allocated GBP £60,000 to methods support, to employ a methods co-ordinator, provide some administrative support, and produce a newsletter. This is in addition to funding some meetings costs.

Celebrating the success of the Evidence Aid project, and the donation by Wiley's charitable arm of GBP £20,000 plus additional in-kind support to the project, GBP £25,000 was allocated to allow the employment for one year in the first instance of an Evidence Aid Co-ordinator ([see page 6](#)).

Our Website Team was applauded for the excellent work they do for us, including facilitating over sixty entity websites, and funding for an additional three years was agreed at Euro €125,650 per annum.

Responding to legislative changes in the UK, and recognising that it wants to be a good employer, the Steering Group decided that it should establish a pension scheme for the Collaboration's employees, and that this should be in line with other UK charities. The cost of providing pension contributions for our staff will be in the order of GBP £30,000 per annum.

PROGRESS ON THE DEVELOPMENT OF THE COCHRANE REGISTER OF STUDIES (CRS)

The Steering Group received a progress report from the CRS' Project Board at its Auckland meeting, which was also sent to all entities.

The CRS will contain the Collaboration's Specialised Registers (SRs) of healthcare studies and their reports, to be published in the Cochrane *Central Register of Controlled Trials* (CENTRAL) in *The Cochrane Library* (www.thecochranelibrary.com). >

> The Steering Group was pleased to hear that Metaxis Limited, the company chosen to develop the CRS, is making good progress in designing and building the new system, in consultation with a large number of the Collaboration's stakeholders.

Information and focus group sessions for Collaboration members have already been held at the UK and Ireland Contributors' Meeting in Cardiff in March, which were broadcast online for remote participants. Other sessions are planned for the Keystone Colloquium. In addition, the CRS development will be used as a pilot project for the new 'blog' area on cochrane.org, for which details will be communicated to entities by email.

UPCOMING STEERING GROUP MEETINGS



- 2010 Colloquium: Keystone, Colorado, USA, 18-22 October
- 2011 Mid-year meeting: Split, Croatia, 28 March-2 April
- 2011 Colloquium: Madrid, Spain, 19-22 October
- 2012 Colloquium: Nanning, China, October

[CLICK HERE](#) to access minutes from the Steering Group's meeting in Auckland on cochrane.org

Photographs courtesy of Adelaide University, CCNet, cochrane.org, *The Cochrane Library*, Nik Binder, Microsoft Clip Art, various sources accessed on Google images

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SUMMARY OF CHANGES TO THE STEERING GROUP'S COMMITTEES

The Steering Group's Executive, responsible for making interim decisions on behalf of the full Steering Group between its bi-annual meetings, has been renamed the **Operations and Finance Committee (OFC)**. This name change more accurately reflects the remit of the committee and distinguishes it from the constituency executives.

The Publishing Policy Group (PPG) and the Feedback Management Advisory Group (FMAG) have been disbanded, as the majority of their functions have been subsumed by the Cochrane Editorial Unit (CEU).

The Monitoring and Registration Committee (MaRC) (formerly the MRG) and the **Colloquium Policy Advisory Committee (CPAC) (formerly CPAG)** will both be retained and will become accountable to the OFC.

The Cochrane Library Users' Group (CLUG) has been retained, but as a discussion forum that can inform the CEU, rather than as an advisory committee to the Steering Group.

The Handbook Advisory Group (HAG) has been disbanded ([see page 5](#)).

The constituency executives will become advisory committees to the Steering Group:

- Centre Directors' Executive
- Co-ordinating Editors' Executive
- Consumers' Executive
- Fields' Executive
- Managing Editors' Executive
- Methods' Executive
- Trials Search Co-ordinators' Executive