



Governing Board Elected Member Candidate Statement

Family name (surname):	Green
First name(s):	Sally
Today's date:	20 October 2021
Are you a current member of the Governing Board standing for re-election?	Yes
Will you be 30 years old or younger on 29 November 2021?	No

Questions 1-4: General experience and motivation

1. How and when did you first become involved in Cochrane and what has been your subsequent contribution to Cochrane's work (maximum 200 words)?

Cochrane has been central to my professional life for over 20 years. I authored the first of 19 Cochrane reviews as part of my PhD thesis back in 1997 and have since contributed as:

- a member of Cochrane's Governing Board (2018–present), Steering Group (2002–2008) and Editorial Board (2018–2020)
- Co-Chair of Cochrane's Knowledge Translation Advisory Group (2017–2020)
- Co-Director of Cochrane Australia (2002–present)
- an editor of the Cochrane Handbook (2003–2008)

When I joined the Governing Board in 2018, I recognised that Cochrane faced both internal and external challenges that we needed to address through our foundational ethos of collaboration, diversity and integrity.

What I didn't anticipate was a global pandemic that would disrupt our lives, upend the ways we work, and create an urgent demand for Cochrane evidence to inform decisions made in rapidly unfolding crisis conditions.

Against the backdrop of these unprecedented developments, the past three years have been the most challenging of my career. At the same time, I have valued the opportunity to focus on and contribute to Cochrane's work at such a critical time. I am committed to continuing this work to strengthen our position as an essential, vibrant, cohesive and responsive organisation should I be re-elected.

2. What experience do you have serving as a member of a governing board, board of directors, management group or similar? This might be within a non-for-profit or charitable organization, or a hospital or university. Please

include the roles you played and other relevant information (maximum 200 words).

I have served as a member of Cochrane's Governing Board since my election in 2018.

In my capacity as Co-Director of Cochrane Australia and Deputy Head of the School of Public Health and Preventive Medicine at Monash University, I have served on several senior government and university governing and advisory boards in Australia and internationally. I have also consulted widely within several agencies across the Australian Government.

Currently, I am a member of:

- Australia's National Health and Medical Research Council (NHMRC) Synthesis and Translation of Research Committee (since 2014). I provide advice to the NHMRC on research synthesis, guideline development and implementation methods
- Australian Living Evidence Consortium Executive
- Australian National COVID-19 Clinical Evidence Taskforce Steering Committee
- Australia New Zealand Musculoskeletal Clinical Trials Network Executive

These roles provide evidence of my experience and ability to make a tangible contribution to the work of Boards and large, complex organisations.

3. Acting as a Board member requires a collaborative approach to decision-making, setting aside personal opinions and group affiliations and acting in the best interests of the organization as a whole. Please describe how you would fulfil this obligation, using examples from previous committee or other work (maximum 200 words).

As a member of the Governing Board for the past three years, I have fostered an open and collaborative approach that is inclusive, consultative and respectful of the views of others.

This approach is also evident in my work as a Centre Director working with colleagues across the Asia-Pacific region, as Deputy Head of Monash University's School of Public Health, and as an active member of many other national and international groups over the past 20 years.

I am widely recognised as an independent and strategic thinker, an effective advocate and a problem-solver who can assess and address complex issues impartially. In each of my roles, I am guided by sound analysis, professionalism and a focus on the best interests of the collective, rather than personal opinions, individual agendas or particular affiliations.

I believe that this kind of collaborative, clear-minded and constructive approach to effective decision-making has never been more important. In the current environment of rapid change and global uncertainty, our Governing Board needs to deliver on our vision and mission, ensure our long-term stability and strengthen our community through consultation, collaboration, and inclusivity. I am committed to doing so in a proactive, open, fair and positive way.

4. What do you think would make you an effective member of the Cochrane Governing Board (maximum 200 words)?

My leadership skills, personal attributes and the depth of my experience within Cochrane underpin my work as an effective member of the Governing Board.

Over the last three years, I have gained a deep understanding of the challenges and opportunities that face us as an organisation – from funding sources and open access to the forging of globally significant partnerships. I recognise the need for strategic decision-making and leadership to secure our future in a rapidly changing world.

I believe good leadership comes from strong relationships and sound decisions communicated well. Leaders must be able to listen, as well as to negotiate and explain – especially in highly contested terrain. I draw on my own wide leadership experience and a trusted, highly valued network with diverse perspectives to listen, think and deliver.

Last but not least, I am hardworking and always prepared to invest the time needed to make a valuable contribution to the Board and to Cochrane. I continue to be filled with energy and enthusiasm for our organisation's vision and am privileged to mentor many of our emerging leaders. I continue my personal and professional commitment to ensuring Cochrane is global, diverse and participatory – now more than ever.

Questions 5-11: Specific Skills

The Governing Board needs a range of experiences, knowledge and expertise amongst its membership. We do not expect any single Governing Board member to have all the necessary skills and experience; we are looking for diversity.

We do not expect you to answer “yes” to more than one or two of the questions below.

If you do answer “yes”, please provide at least one example which best demonstrates your skills or experience.

Desired skills and experience for this election:	Which means to you can:	Do you have skills and experience in this area? [YES/NO]	If YES, please provide an example:
5. Publishing and Open Access	Guide others through the complexities and opportunities for organizations in achieving Open Access to content and data	No	I have been reading widely and seeking advice about open access and the expectations of funders and universities as we navigate global expectations around open access.
6. Fundraising and business development	Develop and implement opportunities for income generation, build organizational relationships and connections, access donor and partner networks	Yes	I have successfully raised research revenue to support Cochrane Australia and our aligned research program, including living evidence, for many years. This includes philanthropy, government and research organisational grants and contracts. I have strong international networks and a good understanding of strategic approaches to fundraising.
7. Digital product development	Guide user-centred design, development and delivery of new digital products, understand informatics and structured data	No	
8. Financial management	Oversee an organization’s fiduciary, risk and audit duties, lead financial and investment planning	Yes	I am Deputy Head of a large school within the medical faculty at Monash University, and serve on the school’s executive management group. I am a current member of Cochrane’s Finance and Audit subgroup of the Governing Board.

9. Advocacy	Act as an ambassador for an organization, influence and strengthen the commitment of public leaders or decision-makers to a cause, secure community support	Yes	My advocacy experience encompasses extensive promotion of Cochrane and Cochrane reviews. It also extends to cover key roles in broader activities and partnerships designed to increase the recognition and uptake of research evidence in health.
10. Science communications or public relations	Build organizational brand and profile online and in person, lead crisis management, design effective external and internal communications processes; OR Educate and raise awareness of science-related topics, design strategies for effectively communicating complex ideas to different audiences, or lead the transfer of knowledge into action	Yes	I co-led the development of Cochrane's Knowledge Translation Framework and was Co-Chair of Cochrane's Knowledge Translation Advisory Group from 2017–2020. I also have oversight of Cochrane Australia's dissemination activities, stakeholder events, publications and partnerships. We run workshops for and work closely with leading science communicators and journalists to build our organisational profile and ensure Cochrane evidence is featured regularly in the national mainstream media. Cochrane Australia also produced a globally successful podcast series designed to raise awareness of science-related topics, spark debate and raise health literacy. We are committed to exploring new approaches and digital formats to engage, educate and inform audiences of all kinds.
11. Making organizations more diverse and equitable	Guide equity, diversity and inclusion assessments and target-setting or provide lived experience of addressing issues of inequality	Yes	In my role as Co-Director of Cochrane Australia I have been privileged to work with Cochrane leaders and partners in the Asia-Pacific region to support the development of Cochrane activities. Within the School of Public Health at Monash University, I serve on the Equity and Diversity committee and have supported initiatives to improve diverse and inclusive participation in research.

12. Anything else you'd like to say in support of your nomination (maximum 200 words)?

If I am re-elected as a member of Cochrane's Governing Board, I am committed to addressing our most pressing issues and developing responsive initiatives. My focus will be on:

1. Maintaining relevance in an increasingly competitive and uncertain environment

- Producing reviews to inform solutions to the world's biggest problems
- Fostering diversity in Cochrane
- Listening and responding to our users
- Consistently demonstrating our impact

2. Continuing to prioritise review production as our core business

- Evolving approaches to ensure review production is both timely and high quality (e.g. streamlined production, skilled teams, separation of production and editorial functions, living reviews in key areas, accessible formats)
- Partnering well within the evidence ecosystem for integration and impact

3. Sustaining Cochrane for the future and ensuring opportunities for our next generation

- Ensuring a fit-for-purpose organisational structure
- Securing new funding models
- Nurturing internal collaboration and social cohesion in our new, physically distant way of working

I hope to make a real and significant contribution to the Governing Board and the critical work of our broader Cochrane community, as we move towards a post-pandemic world and the complex challenges it holds for all of us.

Declarations:

To be eligible to stand for election, candidates must confirm the following by putting a 'tick' (✓) or their initials in the boxes below:

I hereby confirm that I:

1. Have accepted the Terms and Conditions of Cochrane Membership and have been a Cochrane Member for at least 30 days prior to the close of voting in this election	✓
2. Have read the following guidance produced by the National Council for Voluntary Organisations in the UK: <ul style="list-style-type: none">• What is a charity• What is a charity trustee?• What trustees must do• How trustees look after the charity	✓
3. Accept the Governing Board Charter	✓
4. Accept and will adhere to the Code of Conduct for Trustees	✓
5. Have completed the Cochrane 'Declaration of Interest' Statement (Annex 1 of this document)	✓
6. Have completed the 'Trustee Eligibility Declaration' required by the UK Charity Commission for all Trustees (Annex 2 of this document)	✓
NAME: Sally Green	
DATE: 20 October 2021	

Annex 1: Cochrane Declaration of Interest Statement

Candidates must make a declaration of conflict of interest, including financial or non-financial relationships with other organizations, professional relationships to other members of the Board, and other Boards she/he may sit on. In writing this statement, candidates should refer to Cochrane's [conflict of interest policy](#) (for Cochrane Groups) and the [declarations of existing members of the Board](#).

Please answer the following questions:

1. Financial interests	YES/NO (If YES, please provide details)
In the last three years, have you:	
a) Received funding: any grant, contract or gift, commissioned research, or fellowship from Cochrane or a related organization (i.e., any organization related to health care or medical research) to conduct research?	<p>Yes. NOTE: all grants below paid to and administered by Monash University</p> <p>2021–2025 Australian Living Evidence Consortium. Victorian State Government, Department of Jobs, Precincts and Regions (DJPR): AUD4,000,000</p> <p>2020–2021 National COVID-19 Clinical Evidence Taskforce. MRFF Australian Government Department of Health: AUD1,500,000</p> <p>Living Evidence – To Establish a National COVID-19 Clinical Evidence Taskforce. Ian Potter Foundation: AUD500,000</p> <p>National COVID-19 Clinical Evidence Taskforce. Equity Trustees – Walter Cottman Endowment Fund: AUD100,000</p> <p>2020–2023 Cochrane Funding Program. National Health & Medical Research Council: AUD1,950,000</p> <p>2018–2021 Living clinical guidelines for stroke management. National Stroke Foundation: AUD330,000</p> <p>2018–2021 Optimising the health of women at midlife to minimise immediate and long-term morbidity. National Health & Medical Research Council: AUD675,000</p> <p>2017–2022 ANZMUSC: Australia and New Zealand Musculoskeletal (ANZMUSC) Clinical Trials Network. NHMRC Centre Research Excellence: AUD2,497,000</p>
b) Had paid consultancies: any paid work, consulting fees (in cash or kind) from a related organization?	Full-time employee, Monash University

c) Received honoraria: one-time payments (in cash or kind) from a related organization?	Reimbursement and sitting fees, Australian Government
d) Served as a director, officer, partner, trustee, employee or held a position of management with a related organization?	No
e) Possessed shareholdings, stock, stock options, equity with a related organization (excludes mutual funds or similar arrangements where the individual has no control over the selection of the shares)?	No
f) Received personal gifts from a related organization?	No
g) Had an outstanding loan with a related organization?	No
h) Received royalty payments from a related organization?	No
2. Do you have any other competing interests that could pose a conflict of interest that would reasonably appear to be related to the primary interest?	No

Annex 2: Trustee Eligibility Declaration

As required by the [UK Charity Commission](#)

Please tick or initial in the boxes below to confirm the following:

I declare that I:

Am willing to act as a trustee of The Cochrane Collaboration	✓
Understand Cochrane's purposes (objects) and rules set out in its Articles of Association	✓
Am not prevented from acting as a trustee because I: <ul style="list-style-type: none"> • Have an unspent conviction for one or more of the offences listed here • Have an Individual Voluntary Arrangement, debt relief order and/or a bankruptcy order • Have been removed as a trustee in England, Scotland or Wales (by the Charity Commission or Office of the Scottish Charity Regulator) • Have been removed from being in the management or control of any organization in Scotland (under relevant legislation) • Have been disqualified by the Charity Commission • Am a disqualified company director • Am a designated person for the purposes of anti-terrorism legislation • Am on the sex offenders register or equivalent in any country • Have been found in contempt of court for making (or causing to be made) a false statement • Have been found guilty of disobedience to an order or direction of the Charity Commission 	✓

Will provide true, complete and correct information to the Charity Commission if elected as a Board member	✓
Understand that it's an offence under section 60(1)(b) of the Charities Act 2011 (United Kingdom) to knowingly or recklessly provide false or misleading information	✓
Comply with my responsibilities as a trustee that are set out in the Charity Commission guidance 'The essential trustee (CC3)'	✓