



Governing Board Elected Member Candidate Statement

The Candidate Statement, your photograph and names of your nominators will be published on the Cochrane websites during the elections process, and the Candidate Statement and photograph will remain on the websites against the names of new members for the duration of their terms on the Board. For this reason, this Candidate Statement document template must be used; and full addresses, email addresses and/or unencrypted e-signatures excluded.

Please submit this Elected Member Candidate Statement in Word format by the stated deadline. It should be shared beforehand with your two nominators.

Family name (surname):	Pardo Pardo
First name(s):	Jordi
Today's date:	Oct 12
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 If yes, you will be asked to provide proof of your age following submission of your Candidate Statement

Questions 1-4: General experience and motivation

<p>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)?</p>
<p>I joined Cochrane first as staff of the Iberoamerican Cochrane Centre (1997 - 2010); for two years I was the Managing Editor of Cochrane Lung Cancer. I was elected member of the Steering Group in 2003-2007. In 2009 I moved to Canada, where I continued contributing to Cochrane as a member of the Equity group, and since 2010 as Managing Editor of Cochrane Musculoskeletal. I was the part-time acting Executive Director of Cochrane Canada (2015-2016).</p> <p>I joined the Managing Editor's Executive in 2014 and was appointed co-chair from 2017-2021. I was the Managing Editors designated representative at the Council from 2016 to 2018.</p> <p>I have contributed at all levels of the organization: I was a member of several abstracts and stipends committees for colloquia; I'm an author in 6 different review groups; I participated in the Spanish translation project; I was co-chair of the Colloquium Policy Advisory Group. I delivered Cochrane training in 5 continents, and I am still an active trainer. I was elected in December 2018 to be part of the Governing Board.</p>

In 2012 I was awarded the Chris Silagy prize for an extraordinary contribution to the work of The Cochrane Collaboration'.

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 was member of the then Steering Group of the Cochrane Collaboration from 2002 to 2006 representing Cochrane Centre staff. I led several initiatives during my term on the Steering Group, and I participated actively in the different subgroups. In this period, we navigated the transition from Update Software to Wiley, and developed the first Conflict of Interest policy for Cochrane.

In other organizations, I was a member of the board of my scout group (Agrupament Escolta Itaca) from 1992, and chair of it from 1994 to 1997. I moved on to be the co-chair of a section in Barcelona (1998-2001, Sector IV, Demarcació del Barcelonés), and became the chair for the whole city in 2001-2004 (Demarcació del Barcelonés). In 2004 I moved to the Catalan National Executive as a Pedagogical Co-ordinator, position I kept until 2008 (Minyons Escoltes Guies Sant Jordi de Catalunya). At the National Level we had a budget close to 1,000,000 Euros. In 2019 I joined the board of the Chelsea Foundation, a local not-for-profit charity in Chelsea, Quebec, who manages the community centre and organizes recreational activities.

As a current member of the Board, I'm up to speed to the current affairs of the organization.

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).

During my period on the Steering Group (2002-2006) we had several issues that were contentious within the group and with our constituencies. I expressed vehemently the views of my constituency, while at the same time working to seek consensus for the best outcome possible for the organization. We achieved this by ensuring the whole organization was on board and making clear that the divergence of views were not seen as personal disputes. When there are divisions of opinions, keeping a clear focus on the common goals steer the discussion to solutions. This required a lot of active listening, an understanding of each other's points of views and a willingness to accommodate to achieve a consensus.

As part of my work on the current Board, I've been a frank and constructive voice in working proactively with other board members and the Central Executive Team. I'm currently chairing the Events Working Group, designing the shape of Cochrane future events.

From my experience in Canada, where groups were forced to transition from government lead infrastructure funding to a diversified, project-based sources of funding, this experience will help transitioning our business model to one better aligned with funders everywhere in the world.

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

During my work in Cochrane I have seen how the different groups contribute to the organization. With this experience, I can help to steer a sustainable transition for Cochrane, keeping the enthusiasm high and offering a vision of a successful, inclusive organization. I have the experience of how centres and review groups can successfully achieve their full potential. As a trilingual person, I understand the barriers for those who don't have English as a first language. Having been in the Governing Board before, this experience and the accumulated knowledge will help in addressing the current challenges, identifying solutions with the new board, and moving them to implementation with minimal delay. My range of different expertise allows me to understand the dependencies between projects, the possibilities they unravel. I am a team player, and I can identify how to connect with the strengths of other Board members to promote creative solutions. I was the Board representative during the publisher tender in 2019, that provided me a great sense of the options from publishers in the area, as well as a deep understanding of the possibilities our current publisher provides to the organization.

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	Yes	Part of the working group in Cochrane evaluating the tender for publishers.
6. Fundraising and business development	Develop and implement opportunities for income generation, build organizational relationships and connections, access donor and partner networks	Yes	Member of Cochrane Innovations Board. Member of the fundraising working group with Cochrane Canada.
7. Digital product development	Guide user-centred design, development and delivery of new digital products, understand informatics and structured data	Yes	Part of the team developing the Biblioteca Cochrane Plus, first non-English version of The Cochrane Library.
8. Financial management	Oversee an organization’s fiduciary, risk and audit duties, lead financial and investment planning	No	Although part of my duties as member of the board on two charities is to oversee fiduciary, risk, and audit duties, I haven’t led financial and investment planning.
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	Responsible of international relationships at the Iberoamerican Cochrane Centre. Part of the team that created and expanded the Iberoamerican Network.
10. Science communications or public relations	Build organizational brand and profile online and in person, lead crisis management, design	Yes	Managed the communications team in Cochrane Canada. Led re-branding initiative at Minyons Escoltes.

	<p>effective external and internal communications processes; OR</p> <p>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</p>		Journalism degree.
11. Making organizations more diverse and equitable	<p>Guide equity, diversity and inclusion assessments and target-setting or provide lived experience of addressing issues of inequality</p>	Yes	<p>Member of the Equity Methods Group. Contributor to the equity chapter in the Handbook.</p> <p>Member of the co-education working group at Minyons Escoltes that developed a new curriculum on gender-inclusive training.</p>

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

Cochrane is at a crossroad. Having been on the board for the past 3 years, I'm fully aware of the current initiatives. I have an extensive view of the connections between the decisions on review production and models of publication in open access. The organization as a whole needs to develop a new business model, both centrally and for its different groups. There are exciting new models of organization ahead of us, that could allow us to do better and faster reviews, engaging with internal and external stakeholders to build an ecosystem of evidence that increasingly helps to make informed decisions in health care.

Although we have challenging times ahead of us, there are also plenty of opportunities to transform our vibrant organization in a way that is more relevant, effective and responsive to the needs of our stakeholders. With these opportunities we can untap sources of funding we haven't considered up to now. Cochrane has the right mix of enthusiasm, innovation, and human capital to provide a new vision for the evidence ecosystem of the future. I hope I could have your trust to help the organization unleash its potential.

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	JPP
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	JPP
3. Accept the Governing Board Charter	JPP
4. Accept and will adhere to the Code of Conduct for Trustees	JPP
5. Have completed the Cochrane 'Declaration of Interest' Statement (Annex 1 of this document)	JPP
6. Have completed the 'Trustee Eligibility Declaration' required by the UK Charity Commission for all Trustees (Annex 2 of this document)	JPP
NAME: Jordi Pardo Pardo	
DATE: 15/10/2021	

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?	No
b) Had paid consultancies: any paid work, consulting fees (in cash or kind) from a related organization?	Jordi Pardo, a trustee of Cochrane Collaboration, is a Co-Managing Editor of Cochrane Musculoskeletal Group. The Group forms part of the Centre for Global Health / OCPHR at the Ottawa Hospital, Canada. During the year 2019, Cochrane Collaboration paid the Centre for Global Health / OCPHR £39,097 (2018: £13,025) in consultancy and personnel costs. No funds were outstanding at the year end.
c) Received honoraria: one-time payments (in cash or kind) from a related organization?	No
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?	My wife is Editor-in-Chief of the Campbell Collaboration, an organization producing evidence synthesis in social sciences.

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	JPP
Understand Cochrane's purposes (objects) and rules set out in its Articles of Association	JPP
<p>Am not prevented from acting as a trustee because I:</p> <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 	JPP
Will provide true, complete and correct information to the Charity Commission if elected as a Board member	JPP
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	JPP
Comply with my responsibilities as a trustee that are set out in the Charity Commission guidance 'The essential trustee (CC3)'	JPP