



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.

Please submit this Elected Member Candidate Statement in Word format by **Friday 24 November 2023**. It should be shared beforehand with your two nominators.

Family name (surname):	CAMERON
First name(s):	Melainie (“Lainie”)
Today’s date:	24 November 2023
Are you a current member of the Governing Board standing for re-election?	No

Questions 1-4: General experience and motivation

1. What experience do you have of serving as a trustee, member of a governing board, board of directors, management group or similar? (maximum 200 words).

I have served on two boards of directors:

- 13 years (2000-2013): Board of Directors of Chiropractic and Osteopathic College of Australasia (COCA)
- 2 years (2011-2013): Board of Directors of Fitness Australia (FA)

COCA was a not for profit (ie: charity) organisation with a professional education remit. FA was a professional association.

I have also served on the Accreditation Council for Exercise and Sport Science Australia (ESSA). This council reports directly to the ESSA Board of Directors.

I am currently in my second term as a member of the Australian Osteopathic Accreditation Council, which reports directly to the national registration board, the Osteopathy Board of Australia.

I am also in my third term as a member of the Business and Professions List for the Victorian Civil and Administrative Tribunal (VCAT). In this role I assist VCAT in considering civil legal matters involving allied health practitioners.

Additionally, I am a partner in a small business in the building and construction industry.

These combined yet diverse experiences mean that I have a broad understanding of the scope of work facing a board, and a good grasp of the expectations and responsibilities of directors and other professional governors.

2. How have you contributed to Cochrane's work?
(maximum 200 words)

Authorship: I have been involved with Cochrane's work as an author for almost 2 decades. I have contributed to protocols and reviews with the Musculoskeletal and Hypertension Groups as well as the former Back and Neck Group. Most of my current Cochrane authorship work aligns most closely with the Nutrition and Physical Activity Thematic Group.

Bursaries: I have received two bursaries for my work on Cochrane reviews:

- 2011: Cochrane Collaboration Complementary and Alternative Medicine Field Bursary (\$5,000 USD) awarded by the University of Maryland.
- 2007: EULAR Travel Bursary (€750) for one of the best abstracts submitted for the European League Against Rheumatism Congress in Barcelona.

Supervision and Mentorship: I have contributed to the development of the next generation of Cochrane reviewers through supervision of doctoral students undertaking Cochrane systematic reviews as part of their research degrees, as well as mentorship of early career researchers in review teams.

Training and Conferences: I have benefited as an author from participation in Cochrane training workshops and webinars and conferences including review completion workshops and the 2017 Global Evidence Summit.

Shared vision for evidence use in decision-making: I have collaborated with health practitioner groups using Cochrane systematic reviews to inform current clinical guidelines.

**3. Trustees are required to act only in the best interest of the charity and make decision collectively. Members of the Governing Board take a collaborative approach to decision-making and must set aside personal opinions and group affiliations. Please describe how you would fulfil this obligation, using examples.
(maximum 200 words).**

In all my work I share Cochrane's vision of improving health care decisions and the mission of making high-quality information available to all health decision makers. Because I share the values of the organisation, I do not anticipate great difficulty in making collective decisions with the Board.

I also recognise that Cochrane is an organisation in growth, undergoing significant change, and that tensions may arise when a board is trying to make the best decisions for the future. Generally, I like people, and I try to be likable. Thus, I will tend to smooth the waters rather than provoke, but I will not be drawn to decisions or actions against my principles.

I am aware of my own biases and personal allegiances (eg: I favour exercise and physical activity), and will declare these as necessary. I will endeavour to act always in the best interests of the organisation, listen carefully to feedback from my colleagues, and abstain from decision-making when my interests may be conflicted. I expect the same of my colleagues on the Cochrane Board.

**4. What skills, experience and qualities do you have to enable you to serve as an effective member of the Cochrane Governing Board?
(maximum 200 words)**

I have skills and experience in **leadership of a complex organization, organizational change management, and advocacy**, particularly desired by the board. I am a professor with the University of Southern Queensland, currently Associate Head of School of Health and Medical Sciences with leadership responsibility for clinical placements across allied health programs covering thousands of student placement days and hundreds of placement sites. In this role I led the school through the rapid changes to clinical placements brought about by the COVID-19 pandemic, and have since steadied the school

into a stronger position with improved processes and decision-making and more secure placement relationships.

Also, I have program, research, and school leadership experience across several universities. I have led and advocated for my teams through major changes including relocations and restructures. I completed the Oxford Executive Leadership Programme (2021).

I am articulate. I speak and write clearly (in English), and construct arguments carefully. I listen attentively to others, and enquire when I do not understand. Through my experience on boards I am familiar with common business procedures. I recognise that I am always learning; I support Cochrane's push for continuous improvement. I am diligent, attentive to detail, and adhere to deadlines.

Specific Skills

These are the essential skills, knowledge and experience that the Board needs from its members collectively. We do not expect any single Governing Board member to have all the skills and experience listed below.

The Governing Board is committed to improving the organizations’ approach to equity, diversity and inclusion. It recognises that having members with a broad mix of skills and knowledge as well as a range of perspectives and lived experiences will help the Board to be innovative, flexible, better able to adapt to a changing environment and address future challenges.

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:
Leadership of global and/or complex organizations	Develop and evaluate organizational strategy, lead multicultural teams and engage diverse groups of stakeholders	YES	I am an adjunct professor at North-West University (NWU) in South Africa. In this role I engage with and develop the research capacity of a multicultural team of early career academics. Researchers in this team come from all the colours of the “Rainbow Nation,” as well as other parts of Africa, and Europe.
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	I take great pride in contributing to the development of the next generation of researchers, particularly through research supervision of students from under-represented groups or previously disadvantaged backgrounds.
Organizational change management	Articulate and guide organizational change, and motivate people to support change	YES	As Associate Head, I led the School of Exercise Science at the Australian Catholic University in the establishment of a new campus in Brisbane (2009-2012). This substantive change included the appointment of new staff and the planning, design, and construction of new buildings.
Fundraising and business development	Develop and implement opportunities for income generation, build organizational relationships and connections, access donor and partner networks	YES	I recently collaborated with Scleroderma Australia and colleagues at the University of Sydney and Liverpool Hospital to establish funding for a doctoral scholarship for further research into scleroderma.
Advocacy	Act as an ambassador for an organization, influence and strengthen the commitment of	YES	Alongside my colleague at the Peter MacCallum Cancer Hospital in Melbourne, I advocated to include exercise in recently published updated Australian clinical guidelines

	public leaders or decision-makers to a cause, secure community support		for the management of neuroendocrine neuromas. This edition of the guidelines was the first to include supportive care (eg: exercise, nutritional, and psychosocial) advice alongside medical management.
Public relations and communications	Build organizational brand and profile online and in person, lead crisis management, design effective external and internal communications processes	No	
Financial management and accounting	Oversee an organization's fiduciary, risk and audit duties, lead financial and investment planning	No	
Digital product development	Guide user-centred design, development and delivery of new digital products, understand informatics and structured data	No	
Publishing and Open Access	Guide others through the complexities and opportunities for organizations in achieving Open Access to content and data	YES	I have published much of my research in open access media. Although I do not consider myself to have great expertise in this space, I am supportive of open access publishing in principle, and open to opportunities to learn more about this area. I have recently commenced negotiations to transfer the second edition of a textbook on which I am the lead author / editor to an open publication.
Evidence synthesis and evidence-based decision-making	Understand Cochrane's core business holistically	YES	I collaborated with the Royal Australian College of General Practitioners in the development of evidence-based guidelines for the non-surgical management of osteoarthritis (OA) of the hip and knee, synthesizing evidence from a Cochrane systematic review on topical herbal medicines for treating OA.

5. Any other information you would like to add to support your nomination (maximum 200 words)?

I declare that I have no competing interests.

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 from the Charity Commission The essential trustee: what you need to know, what you need to do	✓
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: Melainie Cameron	
DATE: 24 November 2023	

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)
<p>In the last three years, have you:</p> <p>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>	No
<p>b) Had paid consultancies: any paid work, consulting fees (in cash or kind) from a related organization?</p>	No
<p>c) Received honoraria: one-time payments (in cash or kind) from a related organization?</p>	No
<p>d) Served as a director, officer, partner, trustee, employee or held a position of management with a related organization?</p>	No
<p>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)?</p>	No
<p>f) Received personal gifts from a related organization?</p>	No
<p>g) Had an outstanding loan with a related organization?</p>	No
<p>h) Received royalty payments from a related organization?</p>	No
<p>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?</p>	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)’	✓