

Collaboration Planning 4.0

Section 1: Team Vision

- What is the overarching research question or problem you'd like to answer/solve?
- How can you and your team members create a shared vision of what success looks like for this project? How do you ensure everyone's goals are in alignment with that shared vision?
- What is the longer-term vision for this team?

Section 2: People, Roles, and Responsibilities

- Who is on this team and what skill set do they contribute to achieving your team's shared goals for this project?
- Are there skill sets that are missing?
- Do any of your team members have unique needs? (e.g., early career faculty preparing for tenure or promotion, staff needing project management training)

Section 3: Team Outputs

- What kind of outputs do you anticipate arising from this project? These outputs might include:
 - Publications
 - Intellectual property/patents
 - Data sets
 - Conference presentations
 - Public outreach/communication
 - Preliminary data for future grants
- Of the outputs listed, which are the highest priority for this project? And why?
- What will your authorship or attribution policies be?

Section 4: Team Culture

- How would you describe your team's culture to a new person? What are some of your team norms and expectations?
- How can you make that team culture explicit? How can you communicate and enforce those team norms and expectations for both existing and new team members?

Section 5: Team Processes & Team Functioning

- What is your process for making decisions about:
 - Scientific direction?
 - Resource allocation?
 - Personnel?
 - Other?

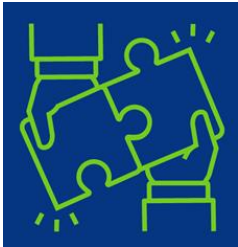
- What is your process for resolving disputes?
- How can your team assess if it is functioning well?
- What red flags indicate problems with your team functioning?

Section 6: Project Management & Infrastructure

- How do you anticipate managing the project?
 - Is there a designated project manager?
 - How will tasks be identified, assigned, tracked, and judged complete?
 - Who will organize meetings and record the discussion and decisions?
 - How often will your team meet and by what modality?
- Are there sub-teams that will meet? If so, how will the outcomes of those meetings be communicated to the larger group?
- Project Infrastructure and Shared Tools:
 - What communication technologies (WebEx, email) will you use to work together
 - What coordination technologies (shared calendar, Box, shared drive, project management tools) will you use to work together?
 - Are there outside collaborators who will need access to UW systems? Will the UW resources you're using be accessible to the entire team?
- How is team information documented and stored so it is accessible to all for future use? How is this information communicated to the team?
- Data Management:
 - At a high level, how will data be managed?
 - What will your data-sharing policy be?
 - Do you need any data use agreements with non-UW partners?

Section 7: Implementation & Maintenance of the Collaboration Plan

- How can your team work together to create the Collaboration Plan? How can you see your team using the Collaboration Plan?
- Can you add a short “team function” question to each leadership and/or team meeting? Examples:
 - Did our team work as effectively as possible this past [month, week]?
 - What did our team learn this week and how does that impact what we do next?
 - What is one thing that happened this month that exemplified our team values?
 - How did we do this month in making progress toward our goals?
 - Where are we struggling to meet our team expectations?
 - Is there a way that our team can better support you in your work?



CAIRIBU Interactions Core Guide to Practicing Collaborative Science

Templates for the following Collaboration Plan elements are available:

- I. Establishing team vision
- II. People, roles, and responsibilities
- III. Team outputs and deliverables
- IV. Team culture
- V. Team processes and team functioning
- VI. Leadership, project management, and infrastructure
- VII. Implementation and maintenance of the collaboration plan

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I. Establishing and Agreeing on a Team Vision

Date of discussion:

Participating in this discussion:

Team name or research topic:



<p>1. What is the overarching research question or problem to be solved?</p>	
<p>2. Will this team remain together after this specific project? If so, what is the vision for the longer-term?</p>	
<p>3. How will you create a shared vision of what success looks like for the project?</p>	
<p>4. What disciplines do team members represent?</p>	
<p>5. How will the team develop a shared understanding of scientific concepts and terms? What kinds of conversations does the team need to have to accomplish this?</p>	

II. People, Roles, and Responsibilities

Date of discussion:

Participating in this discussion:

Team name or research topic:



1. Who is on the team?	What skills do they contribute to achieving the team's goals?
2. Are any skills, knowledge, or expertise missing from the team? If so, how will you meet your needs?	
3. Do any team members have unique needs? (e.g., early career faculty preparing for tenure or promotion, specific training needs)	

III. Team Outputs and Deliverables

Date of discussion:

Participating in this discussion:

Team name or research topic:



1. What kinds of outputs will arise from the project?	<i>Describe in the space below</i>
Publications	
Intellectual property or patents	
Data sets	
Conference presentations	
Public outreach/communication	
Preliminary data for future grants	
<p>2. Of your outputs, which are the highest priority for this project and why?</p>	
<p>3. What will your authorship policies be? <i>Address criteria for co-authors, senior authors, first authors, etc.</i></p> <p><i>For sample rubric, see Kosslyn's criteria for determining authorship on next page</i></p>	

CRITERIA FOR AUTHORSHIP – From Stephen M. Kosslyn, Harvard University

CRITERIA AND DESCRIPTION	MAX (pts or %)	Distribute max points among participating investigators/contributors						CRITERION TOTAL (pts or %)
		Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	TOTAL
THE IDEA Without the idea, nothing happens; if idea grew out of a discussion, the person who primarily led and/or provided insights leading to the best way to pose the question to be answered gets most points	250 (25%)							
DESIGN Details may include: power calculations, study format, control conditions, inclusion/exclusion, randomization, data acquisition methods, techniques, etc.	100 (10%)							
IMPLEMENTATION Someone must implement the design (develop study-related materials, arrange for animals, acquire approval, etc.); typically, points in this category are split , including to the supervisor (or PI) who closely monitors and/oversees the implementation	100 (10%)							
CONDUCTING THE EXPERIMENT <i>Per Dr. Kosslyn: "The person who tests subjects <u>may</u> earn up to the max 100 points but may earn merely 5 points if all he/she does is mindlessly test subjects."</i> Authorship is awarded to those who substantially and creatively contribute. For someone receiving class credit or payment (i.e., an employee) and only following instructions, acknowledgment should be considered	100 (10%)							
DATA ANALYSIS Simply running data through ANOVA, SPSS, or Excel is not enough to earn authorship; but devising new ways to look at data or otherwise contributing to novel insight(s) may result in points. Particularly labor-intensive or creative analyses may earn "full" points [depending on the project, the maximum of 200 points for this category may or may not be allocated]	200 (20%)							
WRITING Nothing happens if nothing is reported; usually shared by several people, maximum points are allocated to the one who shapes the conceptual content (but a good and insightful literature review may count heavily). If someone writes a first draft that is not used at all, no points are allocated; points are allocated based on the "final product"	250 (25%)							
TOTAL POINTS (or %) PER CONTRIBUTOR		Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	TOTAL POINTS (or %)
		pts or %	pts or %	pts or %	pts or %	pts or %	pts or %	

IV. Team Culture

Date of discussion:

Participating in this discussion:

Team name or research topic:



1. How would you describe your team's culture to a new person? What are some of your team norms and expectations?

2. How will you make the team culture explicit to all? (i.e., your strategy)

How will you communicate and enforce team norms and expectations?

3. How will your team make sure that all members are encouraged to participate and add their unique perspectives to conversations?

V. Team Processes and Team Functioning

Date of discussion:

Participating in this discussion:

Team name or research topic:



1. What is your process for making decisions about:	<i>Describe in the space below</i>
Scientific direction	
Resource allocation	
Personnel	
Other	
2. What is your process for resolving disputes?	
3. How will your team assess if it is functioning well? <i>(describe any processes and time intervals for assessment as needed)</i>	
4. What red flags will indicate problems with your team functioning?	

VI. Leadership, Project Management, and Infrastructure

Date of discussion:

Participating in this discussion:

Team name or research topic:



1. How do you anticipate managing the project with respect to:	<i>Describe in the space below</i>
Project manager <i>Is there one? Is one needed? If so, whom shall it be?</i>	
Tasks <i>How will they be identified, assigned, tracked, and judged complete?</i>	
Meetings <i>Who will organize? How often? By what modality?</i>	
Documentation <i>Who will organize and record discussion and decisions?</i>	
2. Are there sub-teams? If so, will they meet? If so, how will outcomes be communicated to the group?	
3. Project infrastructure and shared tools	<i>Describe in the space below</i>
Communication technologies (e.g., email, Zoom, Webex)	
Coordination technologies (e.g., shared calendar, Box, shared drive, project management tool)	
Access to institutional or centralized systems (e.g., for outside team members)	
4. How is information, data, etc. documented and stored so it is accessible to all?	
5. Data management	<i>Describe in the space below</i>
Managing or centralizing data at a high level	
Data sharing policy	
Are data use agreements required? If so, who will generate?	

VII. Implementation & Maintenance of the Collaboration Plan

Date of discussion:

Participating in this discussion:

Team name or research topic:



<p>1. How will your team work together to create the collaboration plan?</p>	
<p>2. How will your team use the collaboration plan?</p>	
<p>3. How will you build in reflection at each milestone to assess your team processes and your alignment with the collaboration plan?</p>	
<p>4. How will you allocate resources (e.g., time, effort) to support team function? Is another person needed to oversee this task?</p>	
<p>5. Suggested questions to ask at each leadership and team meeting</p>	<p><i>Add other evaluation questions as needed</i></p>
<p>Did our team work as effectively as possible this past month or week?</p>	
<p>What did our team learn this week, and how does that impact what we do next?</p>	
<p>What is one thing that happened this month (or week) that exemplified our team values?</p>	
<p>How did we do this month in making progress toward our goals?</p>	
<p>Where are we struggling to meet our team expectations?</p>	
<p>Is there a way the team can better support individual team members in their work?</p>	

Notes

