

The Collaboration Continuum



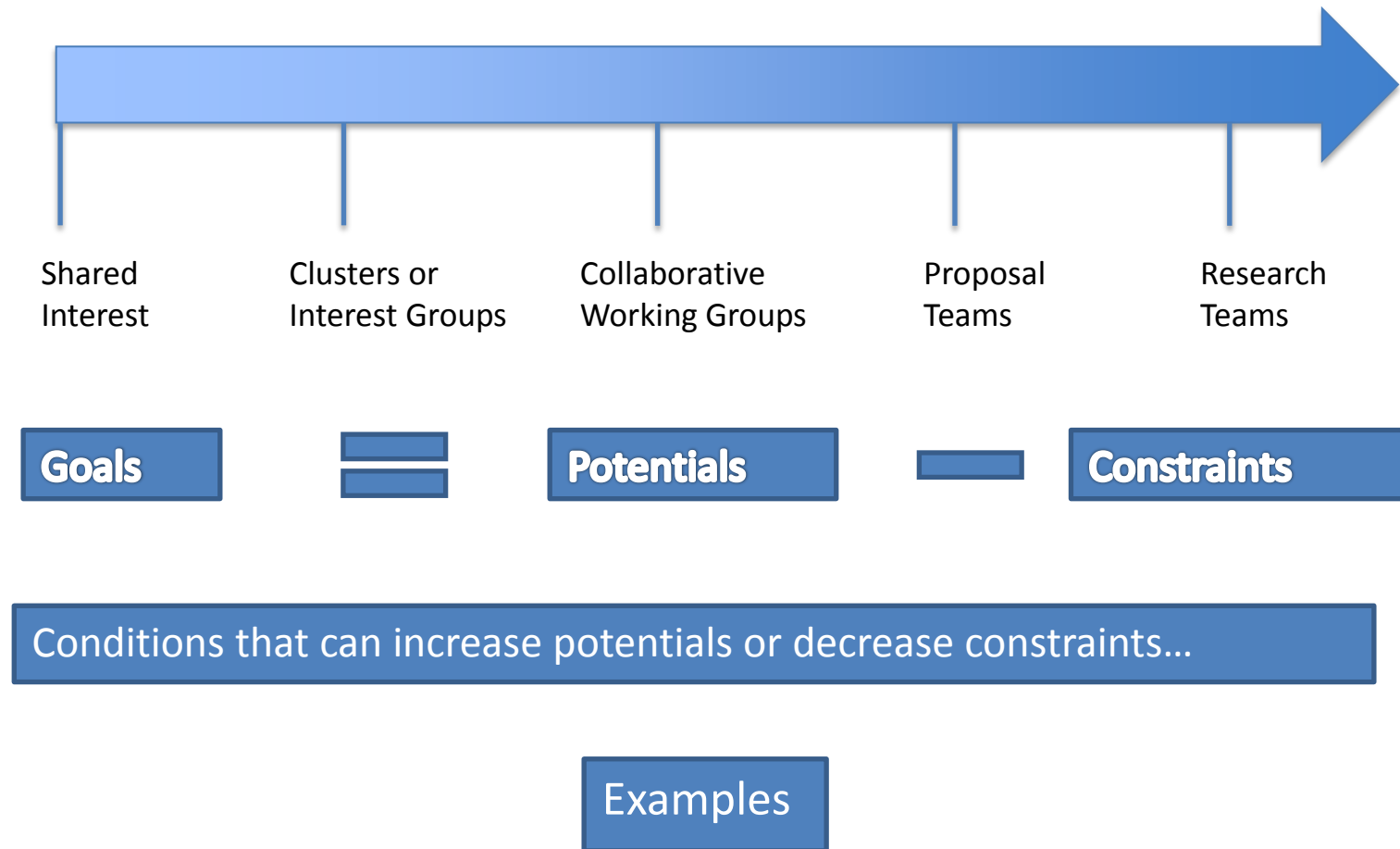
Shared Interest Clusters or Interest Groups Collaborative Working Groups Proposal Teams Research Teams

NORDP Facilitating Working Group

Presenters: Kelly Deal, Duke University
Karen Eck, Old Dominion University
Quyen Wickham, University of Oklahoma

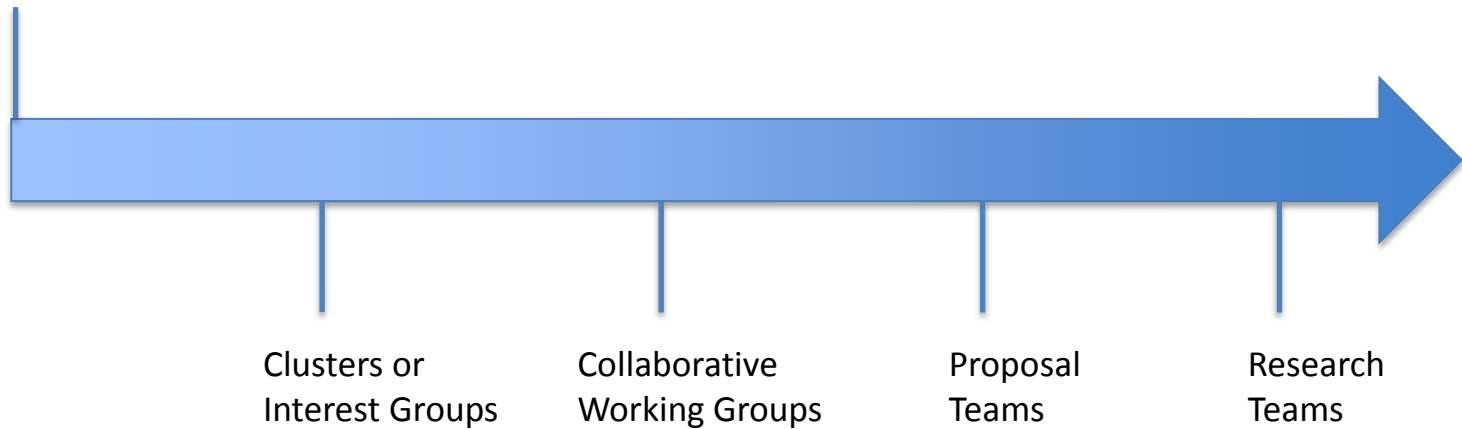
Thanks to: Beth Riley, UC Irvine
Joann Waite, Gonzaga University
Kevin Dressler, Penn State University
Carol Brodie, Univ of Las Vegas
Alicia Reed, University of Kansas

Collaboration Continuum



Collaboration Continuum

Shared Interest



Shared Interests

Goals



Potentials



Constraints

- Enhance opportunities to find out about other research
- Enhance knowledge of other faculty and their research

Faculty:

- Know what other research is being conducted
- Extra time to explore connections
- Have a place to make connections
- Are rewarded for collaboration

- Too busy
- Ignorance of other institutional research
- Disciplinary/departmental silos
- T&P policies “punish” collaboration
- Lack of institutional collaboration structures

Shared Interests

Conditions that can increase potentials or decrease constraints...

- **Focus on specific topics**
 - List interests; explore, identify, and distribute potential topics to work on
 - Hold an initial faculty meeting to discuss: assign a scribe and plan regular meetings
- **Focus on institutional expertise**
 - Brainstorm a list of people; figure out possible ways of combining interests; brainstorm ideas for what you can do with them; look for faculty who can network
 - Utilize networking strategies (such as Speed Networking); have RD staff actively network faculty
 - Create an intercollege/interdisciplinary brown bag series to share research; creating social/professional opportunities to meet
 - Identify a “Faculty Commons” space on campus where faculty can go to meet/relax/work on shared projects
- **Institutional efforts**
 - Start a seed funding program on campus for new faculty teams (interdisciplinary or a particular topic focus)
 - Develop a robust faculty expertise database to track and match faculty
 - Acculturate new faculty to promote collaboration
 - Update faculty expectations: reduce faculty time constraints; include networking as Service component

Shared Interests

Examples

Success Story

- Speed Networking on the College of Health Sciences
- Potentials
 - Strengthening ties/enhance knowledge of others
 - Cross-disciplinary topic and faculty
 - Facilitated process
 - Post-session survey

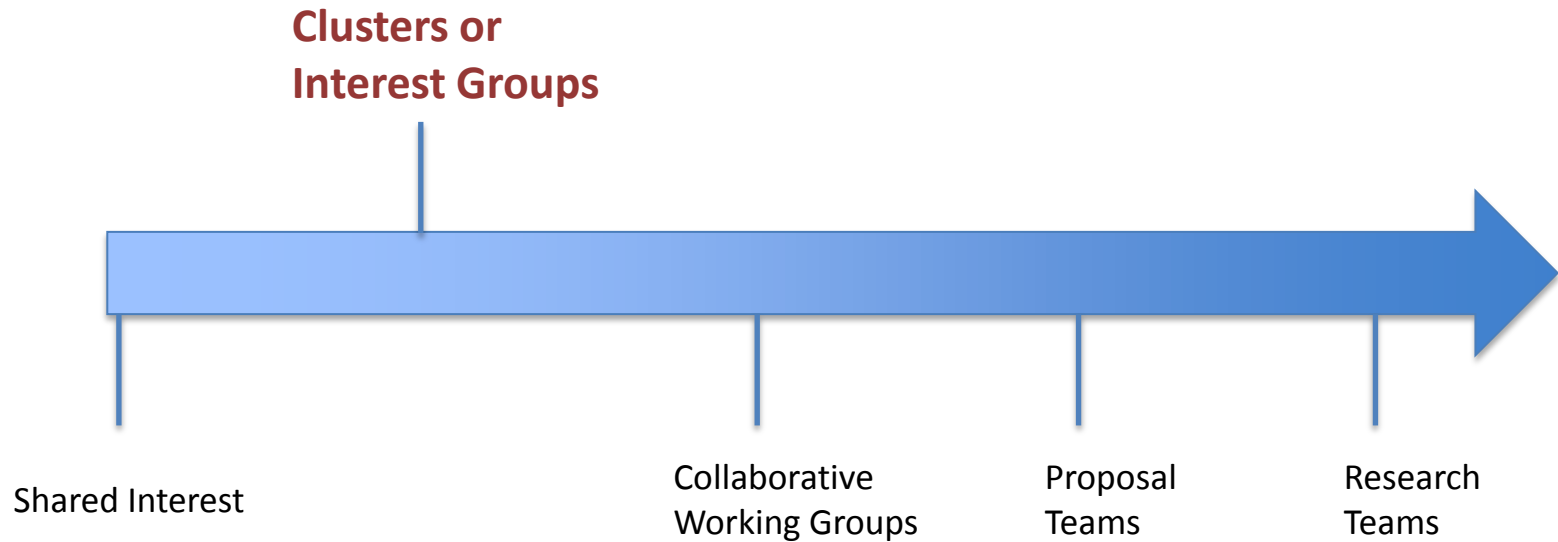
Missed Opportunity

- Sustainability Sessions
- Potentials
 - Cross-disciplinary topic and faculty
 - Structured sharing of research
- Constraints
 - Lack of follow-up
 - Lack of leadership/champion

Resources

- [Growing the Scholarly & Research Enterprise through Speed Networking](#) Presenters: Gail Fisher, Manager, Research Development Office, University of California, San Francisco; Angela Shotts, Coordinator of Research Support, University of Alabama; Erica Gambrell, Coordinator of Research Services, University of Alabama

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Clusters or Interest Groups

Goals



Potentials



Constraints

- Initiate regular meetings
- Enhance knowledge of other faculty
- Potential future research collaboration (eg grant proposal), potential events (symposium)

- Enhance visibility of group or topic on campus
- Build new collaborations
 - Meet people working in same/similar research area, but different perspective
 - interdisciplinary relationships
 - Useful in decentralized environments

- Lose momentum/interest over time without explicit goals and/or leadership

Clusters or Interest Groups

Conditions that can increase potentials or decrease constraints...

- Could be one group or many
- Establish schedule regular meetings/meeting times
- Interdisciplinary, passionate leader(s)
- Regular ways to contact each other and share information (eg group email lists - list-serv, Google Groups)
- Hold informal lunches/meet-ups with speakers
- Establish manageable team size
- Create defined deliverables or outcomes
- Define participant roles
- Delegate leadership and logistics
- Host forum to discuss funding opportunities in a particular area
- Host faculty panel showcasing interdisciplinary collaborations that have worked (produced publications, grants, etc.) – how did the faculty member get involved? how did the new collaboration benefit his/her career and research opportunities?

Clusters or Interest Groups

Examples

Success Story

- Engineering & Global health: talks from leadership led to afternoon symposium
 - Research sharing and networking led to ongoing meetings, proposal development, and external funding

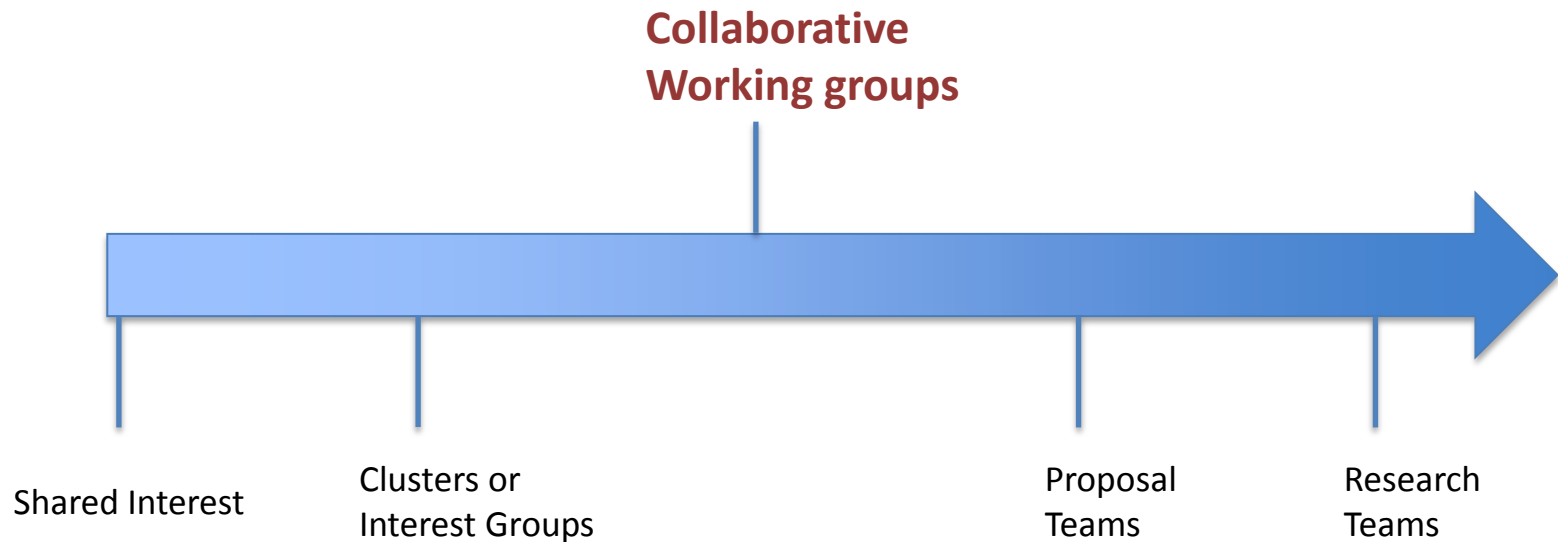
Missed Opportunity

- Health systems group – too diverse and well funded individually to come together in a group on a regular basis

Resources

- Research Sandpits
 - <http://www.bath.ac.uk/hss/research/research-sandpits/>
 - <http://www.epsrc.ac.uk/funding/howtoapply/routes/network/ideas/whatisasandpit/>

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Collaborative Working Groups

Goals



Potentials



Constraints

- Making progress towards defined goal(s)
- Acknowledging contribution/role of each group member
- Selecting an RFP

- Short defined stage with an objective
- Faculty focus on common goal(s)
- Building trust
- Building common ground

- Time/commitment from participants
- Finding leadership
- Dominating agenda of a single group member
- Documenting the work (e.g., meeting minutes)

Collaborative Working Groups

Conditions that can increase potentials or decrease constraints...

- Solving one or several problems will provide focus
- Identify potential RFPs the group(s) could respond to
- Maintain regular meetings
- Set up collaboration space (Basecamp, Google Docs, etc.)
- Assist with funding searches
- Provide a timeline with milestones if applicable to the group's goal(s)

Collaborative Working Groups

Examples

Success Story

- Climate Change/Sea Level Rise Initiative (KE)
- Potentials
 - University priority
 - Faculty interest/expertise
 - Momentum of meetings, senior faculty leader, free lunches
 - Intramural funding competition solidified faculty teams

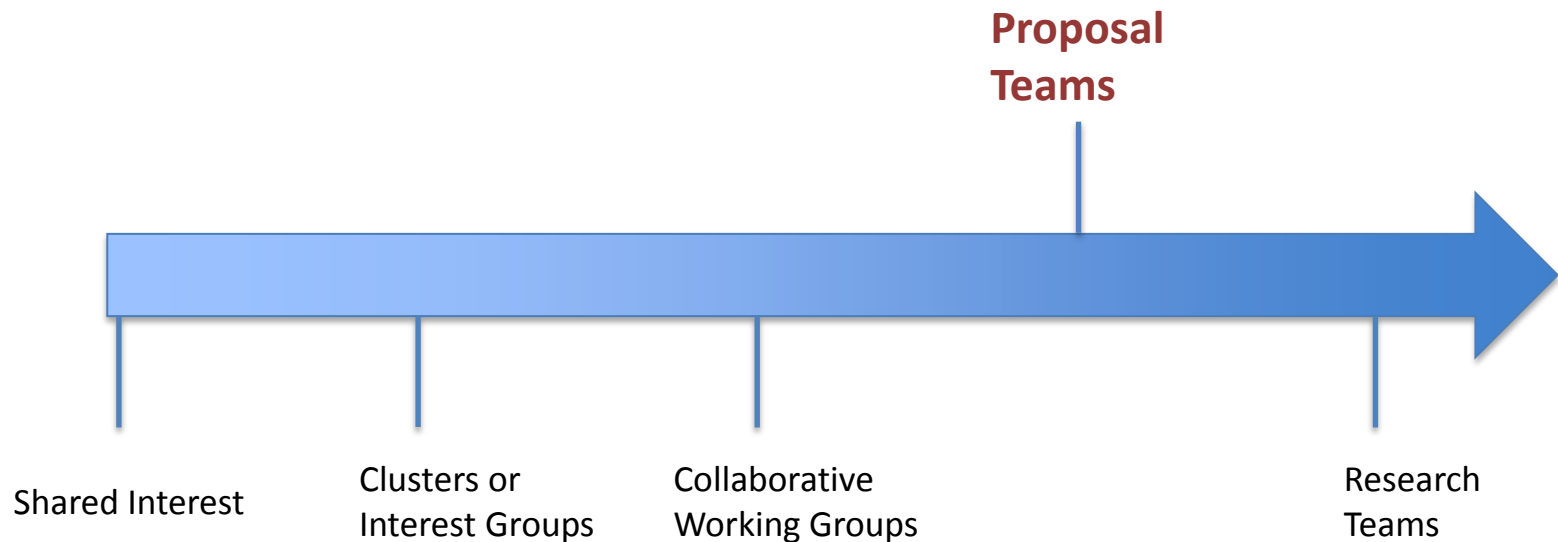
Missed Opportunity

- Social Networking and Ethics (QW)
- Potentials
 - Faculty interest
- Constraints
 - Lack of leadership
 - Lack of organization
 - Lack of overarching goal

Resources

- Rapp, Tammy L, Daniel G Bachrach, Adam a Rapp, and Ryan Mullins. 2014. "The Role of Team Goal Monitoring in the Curvilinear Relationship Between Team Efficacy and Team Performance." *Journal of Applied Psychology* 99 (5): 976–87.

Collaboration Continuum



Proposal Teams

Goals



Potentials



Constraints

- Building trust to carry out proposal development & eventually the research
- Producing a competitive grant narrative /application as a team

- PI is a motivated faculty member able to motivate others
- Available RD support – especially for large or interdisciplinary proposals
- Better organization: timeline, milestones, regular meetings & communication
- Tasks assignments and accountability

- Lack of knowledge of institutional resources
- Lack of knowledge about time needed to do a team proposal
- Follow through by PI and Co-I's in their respective roles
- Getting the work done – having it fall to a single person
- Personality conflicts that can prevent buy-in and progress
- Staying together to revise & resubmit if proposal not funded

Proposal Teams

Conditions that can increase potentials or decrease constraints...

- Need a strong leader (PI) and strong Co-Investigators
- Establish manageable team size
- Need someone to edit/compile proposal
- Assign responsibilities: clear division of duties, defined deliverables or outcomes
- Maintain transparent communication
- Assure each person fulfills his/her responsibilities
- Schedule project phases to meet deadlines – create a timeline
- Review of project should be continual
- Determine use of technology (email, Google Docs, Basecamp, etc)
- Provide proposal review (scientific, can be separate from grant editing support)
- Re-establish roles considering budget
- Create workshop on Science of Team Science/Collaboration at start of the project
- Consider a signed agreement between PI/group and RD professional(s)/Office of Research Development

Proposal Teams

Examples

Success Story

- NSF Coastal SEES Proposal (2013)
- Potentials
 - Many preliminary cluster meetings prior to working on the grant
 - Trust already developed in the group; faculty knew each other but may have not worked together in the past
 - Promising funding opportunity identified by RD staff, excellent fit for institution and faculty expertise and interest
 - Regular meetings set over a semester and regular communication established
 - Strong PI identified – excellent leadership and communication skills, excellent writer

Resources

Cronan, M. (2014) Strategies for Planning, Developing, and Writing

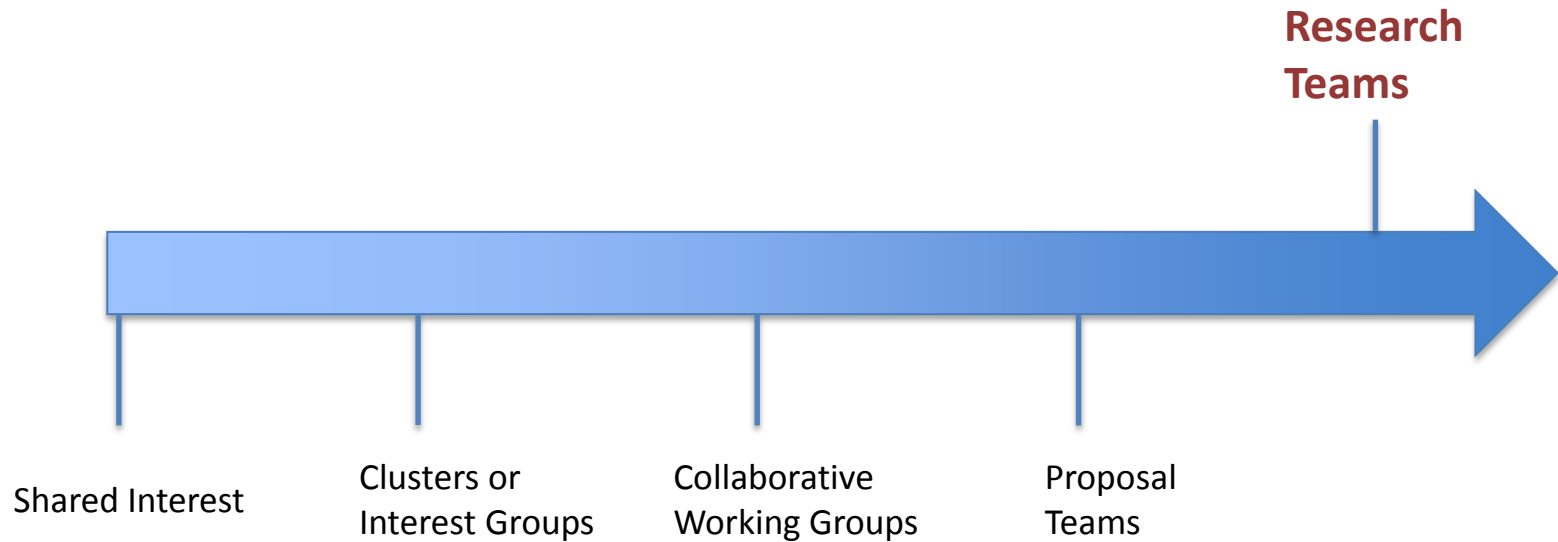
Large Team Grants. Academic Research Funding Strategies, LLC. Available:

http://academicresearchgrants.com/new_e-book_strategies_for_planning_developing_and_writing_large_team_grants

Missed Opportunity

- International collaboration (Carnegie – very high institution)
- Potentials
 - Organized RD professional providing leadership, identifying roles, providing a timeline
- Constraints
 - Insufficient time to write a strong proposal
 - Language barriers; Communication breakdowns: Unspoken expectations about the need for recognition and dignity
 - Complications caused by large difference in time zones (while PI awake, the Co-Is were sleeping)
 - Issues of leadership: PI told RD professional she was taking too strong a role but then when she backed away the Co-Is took over while PI did not exert strong leadership
 - Technological issues – did not know how to use Word Track Changes function

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Research Teams

Goals



Potentials



Constraints

- Maintain collaborative momentum
- Publish
- Individual level:
 - Leadership development
 - Mentors for junior faculty
- Re-engage in proposal development

- Momentum as a team (history of collaboration)
- Shared knowledge of collaborators
- Existing funding provides resources

- Tenure & Promotion not conducive to collaboration (lack of institutional reward)
- Team research can take longer than individual research
- Leadership/Faculty attrition

Research Teams

Conditions that can increase potentials or decrease constraints...

- Work with administrative personnel in each organization
- Needs a strong management plan
- Maintain fiscal responsibility
- Establish regular meeting times
- Establish reporting mechanisms
- Assign clear responsibilities
- Set regular meetings with leadership
- Highlight/publicize successes
- Institutional recognition as strategic asset

Research Teams

Examples

Success Story

- K20 Educational Research center
- Potentials
 - Strong faculty identification with the center
 - Continually working on funding opportunities
 - State outreach contracts brought in regular funding
 - Institutionally recognized as strategic asset
 - Leader networking

Missed Opportunity

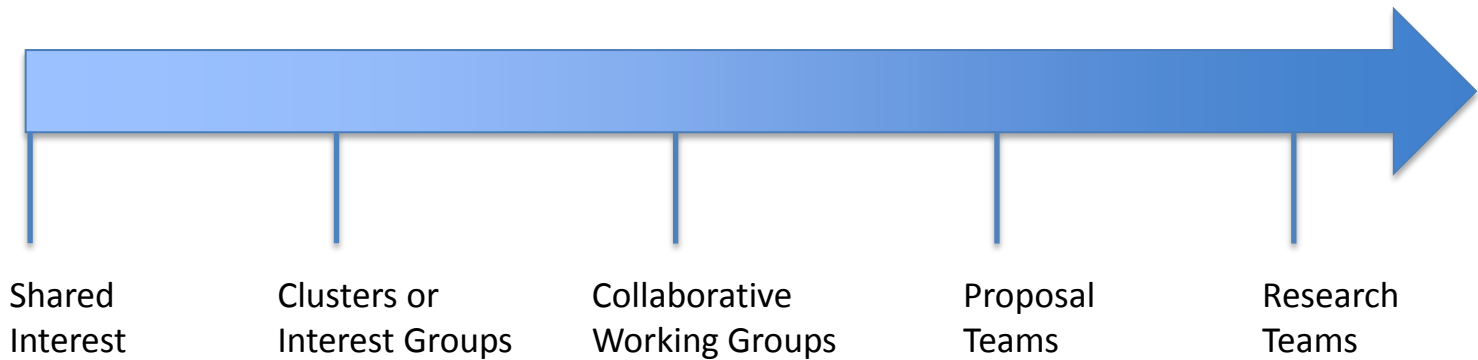
- CASR/K20
- Potentials
 - Institutional support for strategic assets
- Constraints
 - Leadership attrition

Resources

- Bennett, L.M. Michelle, Howard Gadlin, and Samantha Levine-Finley. 2010. “Collaboration and Team Science: A Field Guide” April 2010. Bethesda, MD: National Institutes of Health. <http://ombudsman.nih.gov/collaborationTS.html>.
- *Working Together Apart: Collaboration over the Internet*. 2014. Judith S. Olson and Gary M. Olson. Synthesis Lectures in Human-Centered Informatics. Series Editor: John M. Carroll, Penn State University. Morgan & Claypool Publishers.

Your turn!

Questions and Comments?



It's a Shared Effort

How you can help:

- Leave your name/email so we can contact you about sharing ideas and/or an example
- Watch the NORDP listserv for invitations to Collaboration Continuum surveys
- Contribute references to the shared Mendeley Reference List
- Join our working group and help organize the effort



<http://goo.gl/ERdWPq>