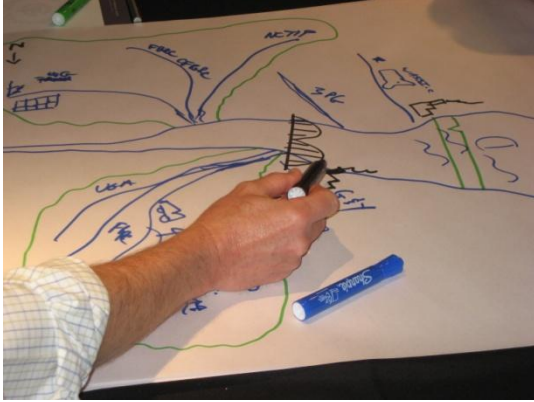
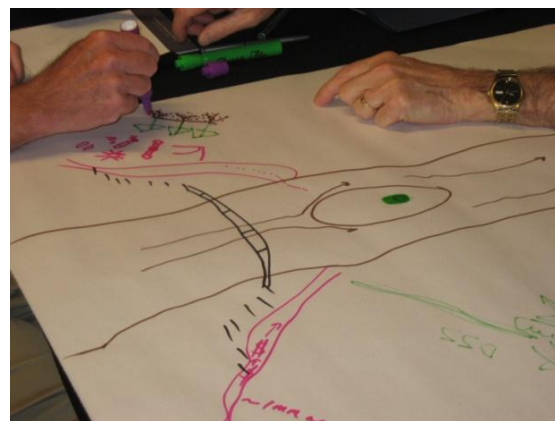


REPORT from the First Annual Meeting of the NIFA Climate Change Conifer CAP project¹



Integrating research, education and extension
for enhancing southern pine
climate change mitigation and adaptation



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BACKGROUND and GOALS

On May 2-3, 2011, a diverse group of PIs, each of whom had contributed to the successfully-funded NIFA Conifer CAP proposal, met in Atlanta, GA. The objective of the meeting was to establish a solid foundation that will allow this large group to work together efficiently and creatively in order to accomplish the goals of the grant. This was the first of five annual meetings that will be held over the course of the grant.

More specifically, the initial meeting was expected to:

- Build relationships among the PIs and a sense of team work, especially within Aim groups and states, but also across groups
- Create a common understanding of the project scope, outcomes and deliverables
- Consolidate realistic 1-2 year work plans for each of the 6 Aims
- Highlight the importance of the 3 Integration Themes and discuss strategies to develop these themes across aims
- Clarify expectations for the climate DSS (Decision Support System), the distance graduate class, and the internship program and identify specific mechanisms to ensure coordination
- Clarify expectations for how participants will work together over the course of the grant
- Introduce governance needs and identify members for a committee to discuss issues and develop a strategy/document for subsequent approval

Prior to the Atlanta meeting, the project director, Tim Martin and leaders of the integration themes, Martha Monroe and Gary Peter, met with meeting facilitators, Wendy-Lin Bartels and Jennifer Arnold, to plan the meeting agenda (Appendix 1). The draft agenda was discussed with the Executive committee during a teleconference on April 25.

PARTICIPANTS

- Forty participants attended the meeting (see Appendix 2 for a list of participants and their institutions).

OUTCOMES AND ACTION ITEMS

Governance

It is anticipated that the document will consider decision making that affects the entire group and shall emphasize transparency, equity, efficiency, and accountability. Timelines for data delivery should be explicit. Key issues to be covered in the governance document will include:

- Scientific direction
- Budget changes
- Data Sharing (including external)
- Authorship guidelines (including deliverables and key interests by research group)

- Procedures for making decisions that affect all PIs (e.g., Tier III site selection and requirements for the graduate course)

Participants agreed that a draft of the Governance document should be submitted to the Executive Committee by May 30

Work Plans

- The deadline for the deliverables of year 1 was maintained as February 2012 but the specific format for reporting still requires clarification from NIFA.
- Participants agreed that they would consolidate work plans for each Aim June 15

On-going Communication

A number of options were discussed regarding specific technology to use for facilitating communication within the group. It was decided that the best approach would be to focus on using “off the shelf”, free or low-cost solutions with which most people are already familiar.

- Elluminate or a similar web-based meeting software will be used for on-going communication across and within Aims. Discussion rooms will be created and made available all the time to promote consistent communication.
- Google groups and associated Google products will be used to archive documents, allow real-time team editing, and create listservs.

MEETING PROCESS

Vision and Community Building

The meeting began with an opportunity to get to know one another with an activity designed to catalyze story-telling and discussion in small groups of 4-5 people from different aims and institutions that had not previously met. In a river-drawing exercise, participants were tasked to be creative, reflective, visionary, and personal in describing how they became involved in the project and what they envision for the future (Figure 1). They were directed to draw the people that had introduced them to this project or key leaders that worked with them as tributaries of a large river. They would represent this meeting in the drawing as an island, and then draw their expectations of what they would be doing in their own projects and their vision for how they might collaborate with others. In addition to their hopes, participants were encouraged to discuss possible challenges and obstacles the group might face over time.

During the report-back from the groups, several symbols and metaphors emerged and were captured in the photographs of the river drawings (bridges, mud, shallow waters, islands emerging, engineering the flow, floating downstream, waterfalls, gauges, a pot of money, power stations, light bulbs of new ideas, repeated rapids, boats of sinking interns, hydro-cycles, oceans of uncertainty, the river braiding out). (See Rivers in Fig 2 and Appendix 3). Participants also identified potential challenges, such as:

- Data (lots of it at key points) and integration
- Leaving people behind
- Loss of funding
- Integrating inputs and outputs
- Communicating with stakeholders
- Timelines and decision horizons of land owners



Figure 1. River-drawing activity



Figure 2. Presenting visionary rivers

Grand Vision

Tim Martin gave an overview of the project, which was followed by a message from NIFA National Program Leader of Forest Resource Management, Eric Norland (Figure 3). He indicated admiration for this team of “trailblazers” saying that “many eyes are on this project” because NIFA has never funded a project of this size. He emphasized the importance of documenting this process of interdisciplinary collaboration in order to tell the story of how these types of large multi-institutional projects work.

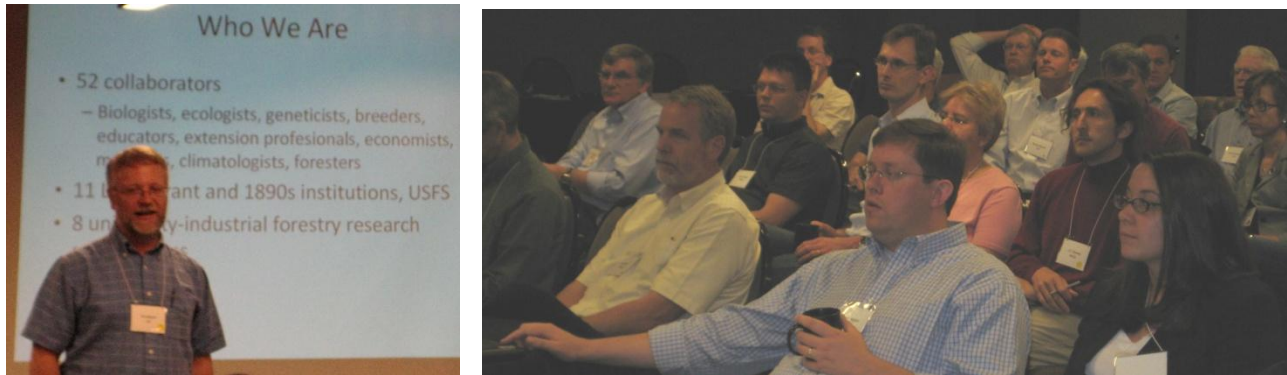


Figure 3. Project overview presentation

Several questions were documented from the discussion:

- Should leverage dollars be reported?
- What is our role with regards to advocacy?
 - Message control should be considered.
- Are we informing policy or science?
- Is there another Pinemap out there? Should we find a new acronym?
 - There is a Pinemap on the internet, but it appears to be a minor project name. Perhaps this acronym puts too much emphasis on genetics, as in genetic mapping?
- Do the institutional leaders need time to meet separately?
 - All the institutional leaders are also on the executive committee, so it appears there doesn't need to be another level of bureaucracy.
- Are the locations for the new trials already determined?
 - This is still up for discussion.
- How do we communicate what's incorporated into the models to stakeholders? Could we use cartoons?
- What are the assumptions that underpin these models? Can we share and discuss these across aims?
- Notice the lack of overlap between Aim 2 and Aim 4. If there were any blockages in modeling it would greatly affect the deliverables for Aim 4.
 - Integration leaders need to make this happen.

- Are we emphasizing climate change or reforestation? How do we frame these issues for landowners?
 - Highlight the economic benefits! This is not a climate change project, it is a climate project.
- What kind of experience do you want for your students (undergrad and grad)?
- What are the minimum requirements for participating students with regards to extension?
 - Perhaps we could make this a requirement of their participants that they develop some sort of extension project if they are not already doing this.
- How can our teaching materials contribute to professional development courses at the regional scale?
 - Any materials developed here can have a much larger impact.
- Can we monitor the expected behavior change?
 - This was required by NIFA as part of the proposal revision process.

Gallery Walk

Participants then took part in a gallery walk in which they viewed the Aims posters that had been prepared prior to the meeting by leaders. The goal of the gallery walk was to emphasize project scope. Participants were asked to stand by the aim that they most identified with to get a feel for the composition of the aims groups. Then they were tasked to stand by the aim that they felt least familiar with to take note of something that that intrigued them or something that they would like to know more about. The group noticed that many people felt least comfortable with the Economics and Policy aim. A plenary debrief allowed them to interact with others and clarify questions.

Developing Work Plans and Discussing Integration across AIMS

Besides community-building and visioning activities, another major focus of the meeting was to support participants in developing work plans for each project Aim and to discuss the important synergies among Aims that would produce the required NIFA deliverables.

Participants were instructed to select their priority aim and join smaller groups in which they followed a discussion guide to develop their work plan (see Appendix 4 for discussion guide).

Aims groups continued their discussions until lunch and then resumed for an hour in the afternoon. Table 1 indicates the leaders of each aim group and participants that attended the small break-out discussions.

Note that the education aim did not meet because several members were unable to attend the meeting.

<p>AIMS</p> <ol style="list-style-type: none"> 1. Management 2. Modeling 3. Genetics 4. Economics and Policy 5. Education 6. Extension <p>INTEGRATION THEMES</p> <ul style="list-style-type: none"> • Mitigation • Adaptation • Climate Education and Extension
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Table 1. Aim group participation.

	AIMS	Leaders	Group discussion participants
1	Monitoring network	Tom Fox, Mike Kane	Lisa Samuelson, J.C. Domec, Dan Markewitz, Bob Teskey, Asko Noormets, Tom Hennessey, Rodney Will, Duncan Wilson, Jason Vogel, Brian Strahm, Eric Jokela,
2	Modeling	Randy Wynne, Steve McNulty	Ge Sun, Harold Burkhart, Sabine Grunwald
3	Genetics	Ross Whetten, Tom Byram	Fikret Isik, Steve McKeand, Kostya Krutovsky, Carol Loopstra, Jason Holliday, Gary Peter
4	Economics and Policy	Jianbang Gan, Damian Adams	Bob Abt
5	Education	Martha Monroe, John Seiler	
6	Extension	Bill Hubbard, Eric Taylor	Gwendolyn Boyd, Josh Idassi, Ryan Boyles, Heather Dinon, Mark Megalos,

Mid-afternoon energizer



Figure 4. Energizer – Point North! (After several twirls in a circle with eyes closed)
While Tim, Martha and Ryan try desperately to get the projector to work

Integration Overview

Following lunch and a brief energizer, participants were reconvened in a plenary to focus on the outcomes and NIFA deliverables and to highlight the importance of the 3 Integration Themes. Following brief presentations on Mitigation (Tom Fox), Adaptation (Gary Peter), the Grad Class (Martha Monroe), the Internship Program (John Seiler) and the DSS (Ryan Boyles), they discussed strategies to develop these themes across aims (Figure 5). Questions were collected to be addressed throughout the rest of the meeting.



Figure 5. Integration presentations

Questions

Mitigation

- Does carbon sequestration consider below ground C? Or the genetics of individual trees?
- How do we consider different C sources in economic analyses (LCA)? International markets?

Adaptation

- How do the integration leaders help the adaptation goals along?
 - Get the Aims groups making progress.
- Do we have resilience literature for extension?
- Resilience and productivity may be incompatible
- Resilience is difficult to measure – How and at what scale?

Education

- Could there be a forum (symposium) to bring together well known speakers with the group. Will the grad class have distance webinars?
- Are adult landowners one of the education audiences?
 - Adult land owners are included as an Extension audience (Aim 6) rather than education.
- Are there funds to help design an education course?
 - There are centralized funds for tech support but not necessarily faculty time.

Internship

- When does the program begin?
 - Next summer.
- Matching of grads with undergrads?
 - Will be based on an structured application process to match interests and experiences.
- Are there concerns about data quality with undergrad students?
 - Students will be supervised to prevent problems
- How will undergrads be distributed across Aims and States?
 - This is an issue for careful consideration to promote fair distribution
- Is there any place for post-docs in this program?
 - Post-docs are welcome to take the graduate course.

Decision Support

- TACCIMO is a USFS decision support tool (climate, pests and fire). How will our DSS differ from this?
 - Our DSS will include economic data and educational materials that TACCIMO doesn't have. It will be open source enough to add various types of tools and models, and the climate models used will be different that allow the user to downscaled to local or regional scales.

Progress on Work Plans

During the afternoon participants returned to their work groups to continue developing work plans. At the end of day 1, Aims groups reported back to the group. The following comments provide a general overview of the issues that emerged during discussion but do not fully represent the depth of group discussions:

- **Aim 1:** Struggled with the concept of providing data for modeling. What is the minimum data set needed to drive the model? Frustration. Need more back-and-forth discussions with Aim 3 – the genetic component – to better understand the trials and how to manipulate these into the model. Confirm validity at various scales. Which sites need more intensive measurement?

- **Aim 2:** Need for compatibility to link components. NASA site for database supercomputing – centralize and manage. Emphasized the importance of data sharing.
- **Aim 3:** The deliverables for year 1 and 2 are fine. But need to interface with Aim 1 to see what we would genotype. Struggling to make inferences
- **Aim 4:** Productive discussions. Well linked with modeling (Aim 2). Challenge to relate with other Aims.
- **Aim 5 and 6:** Need to work closely within out states, bring in audiences early on, survey county agents, and work with the state climatologists.

Monitoring and Remaining Questions

Three participants had offered to serve as monitors of the process and offered insights and observations at the end of Day 1.

- This project is like an arranged marriage. We are only on the second or third date. Seems like we never get enough time to discuss everything we need to, which is why it is good to maximize conversations during breaks and informal time. We are all pretty worn out--and that is a *good* sign.
- Folks are wrestling with complexity and the details of how to link the aims. This is the jump start so it is important to manage expectations and plan for next steps and actions through regular conference calls.
- This is an easy collegial group. The river drawings portend something interesting and clearly focus on NIFA deliverables. But it is kind of like the dog that chases the car and then catches it and suddenly has to figure out what to do.

Before heading off to dinner at the end of Day 1, participants wrote one or two burning questions on a note card. The recorded questions are available in Appendix 5. In summary they relate to:

- Building the DSS framework and the types of data needed to drive the models
- Data collection, management and coordination among institutions, aim groups and data types
- How aims can work together to produce deliverables as well as timelines and to-do items for these deliverables
- Mechanisms to ensure communication within and among aims after the Atlanta meeting

Day 2: A Closer Look at Integration

Day two began earlier than the first day with parallel sessions to discuss the DSS, the internship program, and the graduate education course. Participants were given the option to select either of these groups and join discussion for 45 minutes. Thereafter they were able to move to a different group for half an hour.

DSS Discussion Highlights (Figure 6.)

- Who is the audience?
 - Private landowner (simplest form of DSS)
 - Consultant / Industrial (more bells and whistles)
 - Researcher
 - Policy Maker
- Concerns about data
 - Confidentiality
 - Proprietary software
 - How will models talk to each other
 - Storage, management, protocols and formats
 - Examine existing tools



Figure 6. Understanding DSS

Aims groups reconvened in plenary to summarize their progress regarding work plans (Fig. 7).



Figure 7. Discussing Extension

Following lunch on Day 2, the agenda was modified to address participants' highest priorities for the remaining time. The group began the afternoon discussing governance, communication and next steps. (The notes from this discussion were already summarized in the Actions and Outcomes section of this report on pages 2 and 3.) Thereafter, final breakout sessions combined Aims 1, 2 and 3, in addition to a group of Aim 4, 5 and 6.

Closure

At the end of Day 2, participants took a second look at the river drawings from the first day. In closure they were asked to contribute a word that represented something that would help the group as it moved forward.



Figure 8. Re-visiting the project vision

Students, Collaboration, Synergy,
Understanding, Community,
Integration, Science, Impact,
Enthusiasm, Planning, Success,
Synthesis, Science-driven Policy,
Pinemap, Carbon, Networks, get-it-
done, Application, Arduous, Learning,
Trust, Cooperation, Listening. Talking.

EVALUATION

Twenty four participants responded to the exit survey (Appendix 6). In general people seemed satisfied with the main aspects of the meeting, especially regarding participation and the extent to which people were heard from equally (See Figure 9).

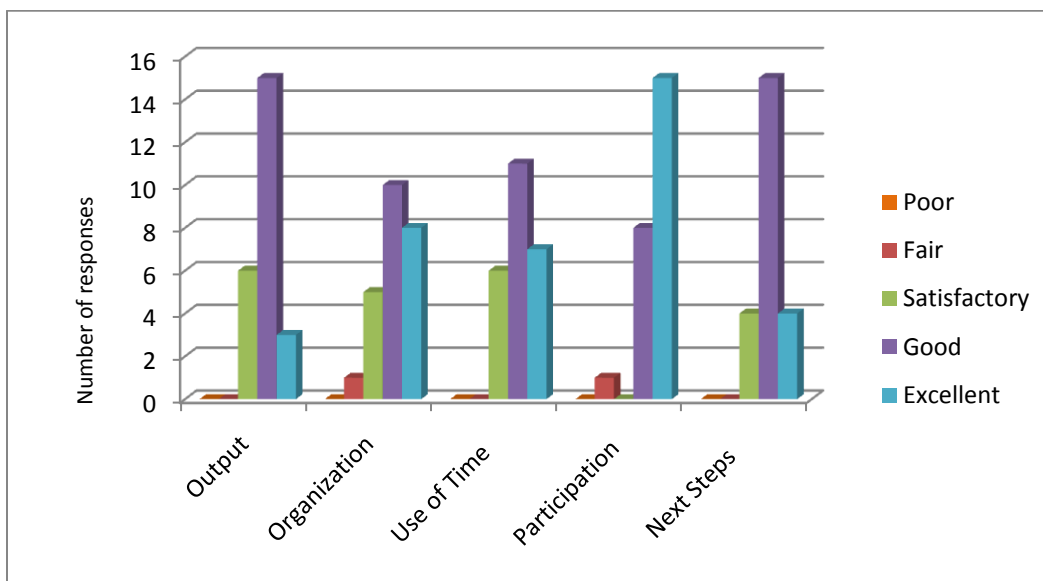


Figure 9. General evaluation results

When asked about the most important aspects participants would be taking away from this meeting, responses included:

- More realistic expectations
- Who I am working with, what research we'll be doing and future steps
- Spirit of integration, way to achieve it.
- A better sense of what the other groups are doing, how I fit into other groups such as education and what my group is doing this year.
- How to produce my deliverables.
- Breadth, range and diversity of the players – And they are really nice!
- Overall project goals, common vision, forum for communication and project organization.
- Who people are, what they care about, how this will develop, how tedious and irrelevant other people's details seem, how important facilitators are.
- We have a lot of work to do.
- Integration of “next steps” with other related aims, an understanding of the broader project, and a developing work plan.
- Putting names on faces!
- Met all members
- Better understanding of how to integrate.
- The opportunity to network and meet colleagues we will be working with on the project.
- The project progresses on track thanks to T. Martin's focus. Some Aims are better organized than others.
- Personal contact with other PIs. Much improved understanding of project organization.
- Strengthen relationships among PIs
- Time to move ahead
- Building new partnerships

Participants were also given the opportunity to comment on the extent to which the meeting achieved its objectives as reflected in Figure 10. Participants thought that the following aspects were missing in the meeting:

- Detail
- Specificity
- More time to work on Aims and putting different Aims groups together
- Poster handouts
- Governance document
- 1890s - Land Grant Universities will need some more engagement across the Aims for year 2, 3, 4, & 5.
- Ropes course!
- Enough time for face-to-face Aim-Aim discussions

- A way for missing people to call in during the discussion of specific aims
- More non-facilitated working time (I can do without the “team-building” exercises and “review” sessions)
- Chocolate, sunshine, trees and time (could have been two and a half days probably)
- Several colleagues from my aim, where absence is a hindrance to developing a work plan.
- Organizing tasks for groups there were lengthy talks but not focused on listening tasks. The first day was tiring because most of us travelled early in the morning
- Time to build internal aim relationships.
- More Aim time
- Prior preparation. A number of people came without having read the materials or thought through the material to be covered
- I liked the relaxed nature of the meeting but the visioning / energizer activities were not useful
- The hotel was way too expensive. Less fancy venue would be perfectly ok.

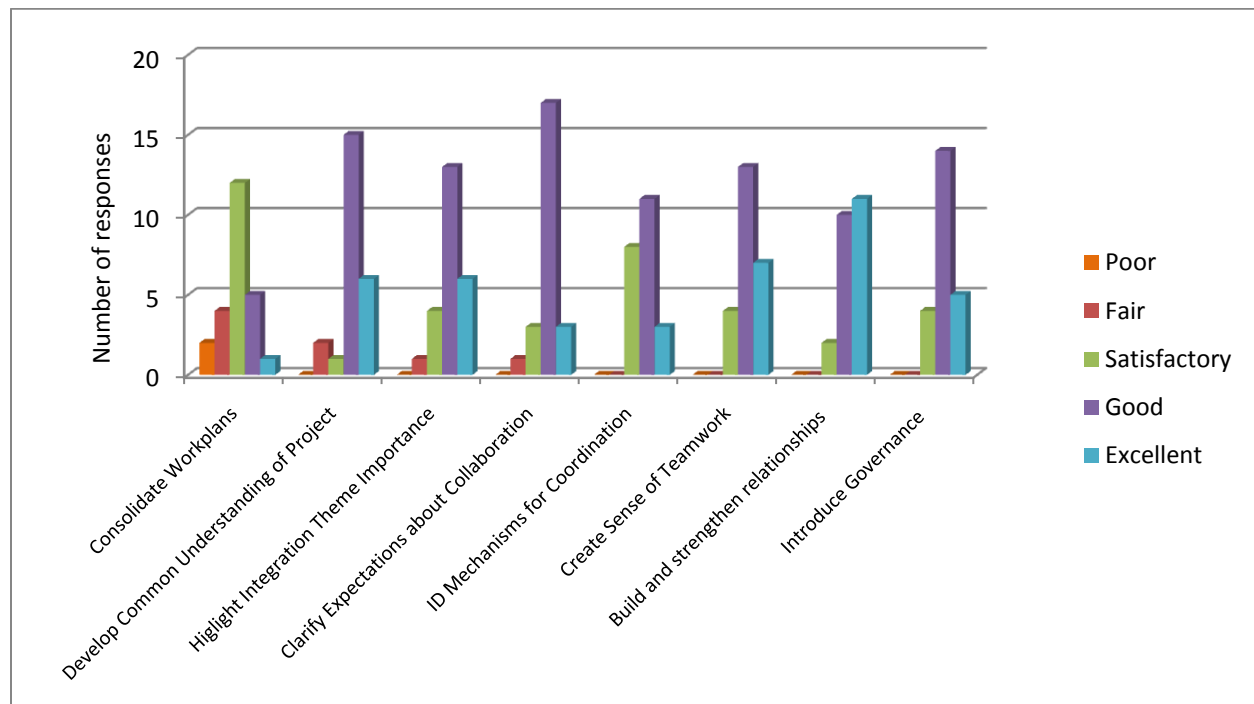


Figure 10. Evaluation of the degree to which meeting goals were met.

Measuring Success

Over the next 5 years of the project, the process of collaboration among PIs, institutions and stakeholders will be monitored and evaluated. As a first step, participants filled out a survey that will map the ties among them through a social network analysis to indicate the extent to which they have collaborated in the past (See Appendix 7 for details).

Appendix 1. Participant Agenda

DAY 1

- 7:30 – 9:00 Breakfast
- 8:30 – 9:00 Registration
- 9:00 – 9:15 Welcome (Tim Martin)
- 9:15 – 10:15 Visioning process: Expectations and Challenges
- 10:15-10:30 Agenda Overview, Logistics, Ground rules
- 10:30 – 10:45 Break
- 10:45 – 11:15 Grand Vision (Tim Martin) & NIFA Message (Eric Norland)
- 11:15 – 11:45 Gallery Walk: Aims and Integration posters
Goal: To emphasize project scope
- 11:45 – 12:30 AIMS GROUPS Breakout Sessions
Session 1 – Introduction (45 minutes)
Goal: To register group composition and begin discussing the work plan.
- 12:30 – 1:30 LUNCH (Served internally)
- 1:30-2:30 AIMS GROUPS Breakout Sessions
Session 1 continued – Workplans (1 hour)... in breakout rooms
- 2:30 -2:45 Energizer
- 2:45 -4:00 Integration Overview
Goal: To focus on the outcomes and NIFA deliverables to highlight the importance of the 3 Integration Themes. Discuss strategies to develop these themes across aims.
1. Mitigation – Tom Fox
 2. Adaptation – Gary Peter
 3. Education and Extension
 - a. Grad Class – Martha Monroe
 - b. Internship Program – John Seiler
 - c. DSS – Ryan Boyles
- 4:00 – 4:15 Break
- 4:15 – 5:00 AIMS GROUPS Breakout Sessions
Session 2 -- Regroup to consider integration (45 Minutes) ... in breakout rooms
- 5:00 – 5:30 Wrap-Up & Closure
- 5:30 – 7:00 Cocktail Hour on Terrace
- 7:00 Dinner

Day 2

- 7:00 – 8:00 Breakfast
- 8:00 Earlier start!
- 8:00 – 8:15 Warm-up / Ice-breaker
- 8:15 – 9:30 Three Parallel Sessions: DSS, Grad Education, Internship program.
- 9:30 – 10:30 AIMS GROUPS Breakout Sessions
Session 3 – Synthesis
- 10:30 – 12:00 Aims Report Back and Plenary Discussion
- 12:00- 1:00 Lunch
- 1:00 – 2:00 Governance, Next Steps and Communication
- 2:00 – 3:00 Final Breakout Group
- 3:00-3:30 Discuss Remaining Questions
Evaluation
- 4:00 Closure

Appendix 2. Participants (Names highlighted in gray were unable to attend)

Name	Affiliation		
		Bill Hubbard	UGA
Gwendolyn Boyd	Alcorn State	Mike Kane	UGA
Lisa Samuelson	Auburn	Dan Markewitz	UGA
Josh Idassi	NCAT	Bob Teskey	UGA
Bob Abt	NCSU	Steve McNulty	USFS
Ryan Boyles	NCSU	Ge Sun	USFS
Heather Dinon	NCSU	Jose Stape	NCSU
J.-C. Domec	NCSU		
Fikret Isik	NCSU	Harold Burkhart	VPI
Steve McKeand	NCSU	Tom Fox	VPI
Mark Megalos	NCSU	Jason Holliday	VPI
Asko Noormets	NCSU	John Seiler	VPI
Ross Whetten	NCSU	Brian Strahm	VPI
Tom Hennessey	OSU	Randy Wynne	VPI
Rodney Will	OSU	Shobha Srirharan	VSU
Duncan Wilson	OSU	Wendell Cropper	UF
		Doug Carter	UF
Tom Byram	TAMU	Don Grebner	MS State
Jianbang Gan	TAMU	John King	NCSU
Kostya Krutovsky	TAMU	Jim Jones	UF
Carol Loopstra	TAMU	Chris Maier	USFS
Eric Taylor	TAMU	Kurt Johnsen	USFS
Jason Vogel	TAMU	Dana Nelson	USFS
		John Nowak	USFS
Sabine Grunwald	UF	Valrie Thomas	VPI
Eric Jokela	UF		
Tim Martin	UF		
Martha Monroe	UF		
Gary Peter	UF		
Damian Adams	UF		

Appendix 3. Visionary Rivers



Appendix 4. Aim Group Discussion Guide

Session 1 Consolidating Work Plans (1 hour and 45 min)

1. Introduce Aim group members
 - Name, organization, your involvement in proposal development
 - Who isn't here in Atlanta? Who may be in another group?
2. Review the big picture goals for this Aim
3. Review project deliverables due by:
 - Sept 2011
 - Sept 2012
4. List the activities to achieve these deliverables and make progress toward deliverables for future years
 - Year 1 activities
 - Year 2 activities
5. Who will be responsible for these activities?
6. What do you need from people in this group to be successful?

AIMS

7. Management
8. Modeling
9. Genetics
10. Economics and Policy
11. Education
12. Extension

INTEGRATION THEMES

- Mitigation
- Adaptation
- Climate Education and Extension

Session 2 Planning for Integration (45 min)

7. How do your deliverables fit into the Integration Themes?
8. What do you need from people in other Aim groups to be successful? (Is this in their work plan?)
9. What can you provide to other Aim groups? (Is this in your work plan?)

Session 3 Synthesis (30 min)

Now that you have a better understanding of the integration goals and deliverables...

1. How does your work plan contribute to these Integration goals?
2. How will we measure successful integration?
3. Record any outstanding questions or concerns you have about the Integration Themes.

Appendix 5. Questions from participants at the end of Day 1 (written on note cards)

- How do we build the DSS framework? How do we coordinate the AIMS into DSS?
- What data is needed to drive the models to create the DSS needs? Is that minimum data set all that is modeled?
- What would be the best provenance tests to interpret ecophysiological, genetic, and climate data to build prediction models incorporated into the DSS tool?
- What sets of field data will be exactly collected at the tier sites to feed into the models and what are the data needs to run biophysical models (and other models such as LCA and ecosystem services)?
- How will data collection and management be coordinated among institutions, aim groups and data types?
- Firm grasp of measurements and timing of measurements needed
- What minimum set of measurements on tier 2 sites? Specific data.
- Site selection criteria for tier II
- Use of isotope data
- More information on the promised carbon dynamics deliverables/outputs
- Has agreeing to set efficiency and productivity goals co-opted the idea of decision-support? What is the right trade-off? Has the decision been made?
- Because of preliminary data obtained elsewhere, I am not sure at this time what management goal is for year 1. We need more time to adjust work plans
- How will all aim groups work effectively together to achieve outcomes?
- Get a list of primary work areas for each group within our aim (#1) to facilitate identifying gaps, maximizing efficiency
- Aim 1 needs to determine minimum data and a monitoring draft
- How to better integrate/ coordinate Aims 2 & 4
- Find a link between Aims 2 & 4
- How to best integrate genetics with Aims 1& 2
- Would be nice to have a consensus on pine populations to work on particularly between aim 1 and 3.
- What are the 2 most important things Aim 1-5 can do to help Aim 6 get off to a good start?
- In extension: stay focused on the topic and leave off side conversations that are not targeted to project outcomes and deliverables.
- See if anyone wants to be on the PLT advisory board
- Is there an established method to measure our progress and more importantly make sure everyone is informed? I.e. A forum
- How can we measure if we are making a difference – Is our target audience making changes to their practices?
- Each aim should have a timeline for 1st year deliverables!

- I would like to see a well thought out list of “to-do” items for the next several months. Not only for our aim but what other aims expect of my aim over the next several months – years.
- Time allocated to aim group discussion has been very short. It is important to agree on a mechanism to continue discussion post meeting
- What and when are the next conversations by Aims to flesh out the workplans. Need to double-check products and deliverables to ensure they will have the desired result in achieving the objectives of the project
- A more formalized structure or communication strategy or approach for going forth (Aim to aim, and Aim to integration)
- How far away from making firm decisions on process/logistics are we? I feel like we are making progress but I don’t see the light at the end of the tunnel yet and I want to start working asap.
- Clearer work plan and understanding of how our aim fits specifically with other aims.

Appendix 6. Exit Survey

I am a (circle one): Researcher Extension professional Administrator Other

I am from (state):

<p>1. GENERAL EVALUATION Indicate by writing a number: 1= Poor 2= Fair 3= Satisfactory 4=Good 5= Excellent</p>	
a) Output	– How well did we achieve what we needed to?
b) Organization	– How effective was the meeting structure?
c) Use of Time	– How well did we use our time?
d) Participation	– How well did we do on making sure everyone was involved?
e) Next Steps	– How clear and doable are our next steps?

<p>2. SPECIFIC OBJECTIVES: How well did the meeting serve to Indicate by writing a number: 1= Poor 2= Fair 3= Satisfactory 4=Good 5= Excellent</p>	
a)	Consolidate realistic 1-2 year work plans for each of the 6 Aims
b)	Create a common understanding of the project scope, outcomes and deliverables
c)	Highlight the importance of the 3 Integration Themes and discuss strategies to develop these themes across aims
d)	Clarify expectations for how participants will work together over the course of the grant
e)	Identify specific mechanisms to ensure coordination among participants
f)	Develop a sense of team work within and across Aims groups
g)	Build and strengthen relationships among the PIs
h)	Introduce governance needs and identify members for a committee to discuss issues and develop a strategy/document for subsequent approval

3. Please note the most important thing that you are taking away from the meeting.

4. What was missing from this meeting?

5. List any further comments (use the reverse of this paper if needed)

Appendix 7. Survey: Understanding Network Building

A project of the scale and scope of PINEMAP brings together multiple institutions and many disciplines. We are interested in learning the extent to which the PINEMAP project brings about collaborative professional relationships and creates new opportunities. We ask you to take a few moments to complete the table below, answering the following questions for each individual listed:

1. To what extent have you worked with this person in the past, in professional contexts?

0 = We have never worked together before.

1 = We have worked together on 1-2 projects

2 = We have worked together on several (3 or more) projects.

3 = We work together regularly.

2. In what capacity or capacities have you worked with this person? Mark all that apply.

R = Research E = Extension O = Other (please specify if you mark Other)

Name	Affiliation	1. Past Work Together (0-3)	2. Type of Work Together (R, E, Other)
<i>Example</i>	<i>UF</i>	<i>1</i>	<i>R</i>
<i>Name</i>			