



2013 Annual Meeting Evaluation Report

The third PINEMAP annual meeting was held April 24-26, 2013 in Athens, Georgia. The specific objectives of the meeting were to:

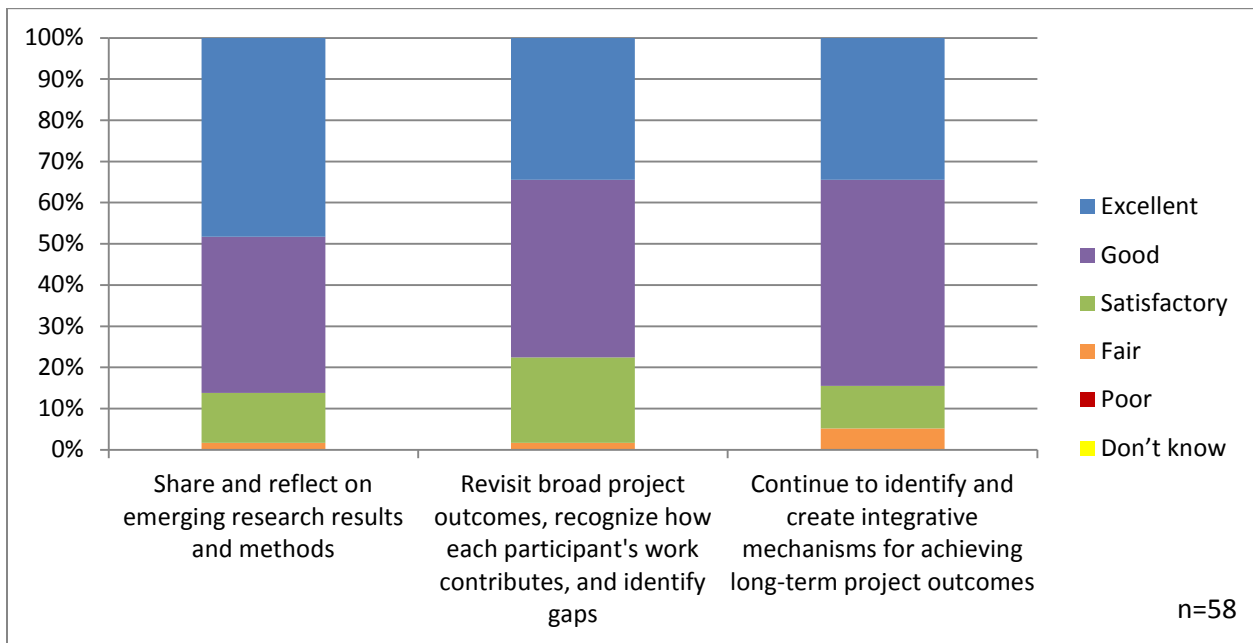
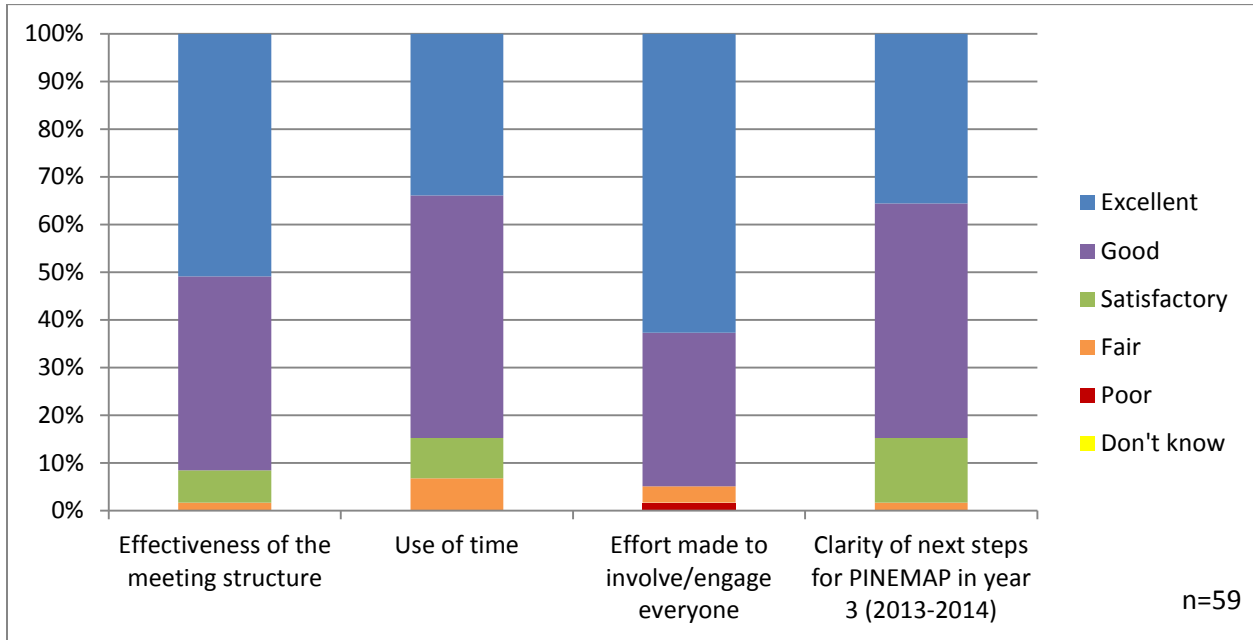
1. Share and reflect on emerging research results and methods.
2. Revisit broad project outcomes, recognize how each participant's work contributes, and identify gaps.
3. Continue to identify and create mechanisms for achieving immediate next steps and longer-term project outcomes.

Ninety participants attended the meeting, including PINEMAP PIs, staff, postdocs, and graduate students, as well as external partners.

This report summarizes results from the 2013 PINEMAP annual meeting evaluation survey, including feedback on annual meeting logistics and the degree to which the meeting met its specific objectives, as well as input on project administration (positive or negative changes regarding communication/interaction/collaboration, platforms for integration, and participation in project management processes: meetings, progress reports, etc.).



GENERAL EVALUATION OF MEETING



Themes that emerged from open-ended questions

Most valuable component of the meeting.

- Understanding the science taking place across the project; hearing updates and progress reports
 - o Field tour
 - o Science presentations
- Understanding linkages/working together
 - o Aim breakout sessions
 - o Integration breakout sessions
 - o Cross-Aim networking, discussions, and interaction
- Value of face-to-face interaction (e-mail is not always the most effective communication mechanism); talking with/meeting people (fraternization!)

What was missing from this meeting?

- Student involvement/interaction
- Cross Aim work (integration discussions, time for cross Aim breakout sessions)
- Unscheduled time (open space) for groups to meet and resolve self-selected issues
- Visioning (big picture view of project, progress/results/gaps)
- Not enough time for debriefing (following presentations and at poster session)
- Team building/ice breakers
- Hearing from more people in the project

Suggestions for next year's meeting.

- More time for discussion (general, focusing on specific research results, progress, tying together individual research, after poster session)
 - Improve poster session
 - More unscheduled time for discussion, interaction, small group work
 - Identify mechanisms for graduate student involvement
 - Less talk about/discussion on integration and more action on integration
 - Cross-Aim meetings
 - Aim summaries of progress towards outcomes, identifying gaps
 - Unifying activity
 - Timing of meeting (after finals, before annual report)
- Repeat: field tour, science presentations

PROJECT ADMINISTRATION

Themes that emerged from open-ended questions

Changes (positive or negative) in communication/interaction/collaboration within your Aim.

- Stronger/better communication/interaction/collaboration
 - o stronger relationships
 - o More focus, commitment to goals and work plan
 - o More action, advances in research
 - o Lively discussions
- Monthly meetings are very useful/helpful and have greatly improved communication and collaboration efforts
- Still need more communication
- Need more opportunity for Aim team members to provide input

Changes (positive or negative) in communication/interaction/collaboration across Aims.

- More/better communication/interaction/collaboration
 - o More understanding of other Aim's research, awareness of who is who
 - o Shared language/thinking
 - o More context and familiarity
- Newsletter is helpful
- No change, needs work, still a long way to go
 - o Need more between meetings
 - o Within Aim work still taking precedence
 - o Difficult to communicate across Aims when within Aim communication still needs work

Integration platforms team members will be working on during the next year.

- DSS
- Scenario development
- Need Rh to get from NPP to NEP
- Working outside my Aim, integration
- WaSSI
- Tier II
- Tier III: data, genotyping trees
- Monitoring network papers
- TerraC, data
- Sap flow data analysis
- Soil C model integration with Aim 4
- Integrating Aim 1 data with Aim 2 models
- 3-PG
- Integrating genetics into models
- PLT secondary module
- Extension: fact sheets, webinars, workshops
- Graduate students (communication with and among students, grad class, engaging graduate students)

Integration platforms team members will be working on during the next year.

- Internship program
- Improve communication and better understand other's research efforts so as to better integrate what I am doing with other research

Thoughts/suggestions regarding participation in project management (i.e., what should we continue, what isn't working).

- Reports/meetings are essential/important
 - o Participation is required, we are obligated to participate
 - o Integration won't happen without structure
 - o Communication is KEY and wouldn't happen without meetings, reporting
 - o Meetings are critical for progress
 - o Keep us focused
- Both forced and voluntary participation should be implemented; incentives/guidance are helpful
- Need more focus on outcomes, science, results
- Struggling with cohesiveness, need more communication, integration not working well
- Need more mechanisms for graduate student engagement, communication
 - o Need to implement meetings of grad students, postdocs (much of the work is being done by them)
- Progress reports may be too frequent

See Appendix A to review raw data (all responses to open-ended questions).

Appendix A
Raw data: All responses to open-ended questions

GENERAL EVALUATION OF MEETING

What was the most valuable component of the meeting? WHY?
Personally, it was the field trip. This is because I got a better understanding of the systems (and data) that I am trying to model. The aim 2 session was also important to me. Also, I felt that the science presentations were pretty good, they gave a high-level view of what was happening.
Integration discussions between Aims. Only way to bridge disciplinary gaps seems to be face-to-face.
Aim breakout sessions. These were by far the most productive use of our time. The research summaries were helpful and useful for framing discussions with other PIs.
Talk with people involved in Aims 1-6, field visit
Field trip, because I got to know how the actual measurements are made Breakout sessions helped me to interact with other members of the same Aim
Networking with other Aims because this will help me move forward with the DSS
Putting faces to names, sharing ideas, learning what others are doing "perspective"
Face to face discussions
Opportunity to meet face-to-face with other PIs. It allows us to resolve challenges quickly, discuss work efforts for the coming year and also facilitate student interaction
Reiterating what was needed to move forward. I need to make progress.
Science presentations the first day—gained a better understanding of what other Aims are doing.
I think meeting in person was valuable because it gave me a better understanding of what all the different aims are doing. Being able to talk with other graduate students was helpful.
Aim breakout It allowed us to get things done that people weren't responding via e-mail.
Snapshot of where the project is currently.
Science presentations As I am new (relatively) to the project understanding what other Aims are doing was critical to my understanding of the whole project.
Integration discussion/science update Field trip—it worked 😊
Field tours—was able to see what other Aims are doing. Very well done—thanks to the team.
Field tour. Increase my knowledge on variables measurements.
Inter-Aim discussion opportunities.
Fraternization with collaborators.
Interactions; main science presentations and networking with scientists, fellow extensionists and graduate students
Discussions across Aims
Scenario-tough but useful communication
Meeting new people and learning about what other Aims do

What was the <u>most valuable component</u> of the meeting? WHY?
Face-to-face meeting other scientists and graduate students; now I can relate scientific publications to people I have met. I was able to talk about methods with people doing similar research.
I like the field tour and it is very helpful for me to understand PINEMAP research.
Meeting people Integrating/exchanging knowledge Field trips
Integration breakout sessions. I felt we made good progress towards development of some critical integration platforms.
Aim breakout sessions and discussions about interdisciplinary/integrated research. In particular, how Aims are going to be connected, what roles everyone has in making that happen.
I enjoyed the succinct science presentations-I thought the “nuggets” were well-presented. I missed the field trip—but heard it was excellent—I liked the structure of the meeting—I thought it flowed well.
Aim breakouts—puts us face-to-face to discuss issues. Seeing others research results—informs me what others are doing in other Aims
Breakout sessions, grad panel
Since I was new to PINEMAP it was beneficial to meet everyone and see how we work together.
Conversation (personal). Of the meeting agenda, the most beneficial component was the breakout sessions and integration meetings because progress is essential.
The field tour. I have always wondered how a lot of those measurements were taken and loved all the demonstrations.
Making the time to focus Having a deadline by which something needed to be done Seeing the annual report
Interaction with other Aims. It gives me the opportunity to see everyone, meet people, and see what the other Aims are doing.
Field tour—to <u>see</u> the experiments in progress and learn about the types of equipment being used and data being collected.
Field trip—as seen from feedback from other Aims
The Aim breakout sessions Touch base with people doing similar work in different places. Standardize protocols to ensure that data collection is consistent across the region.
Science presentations helped us understand what is going on in other Aims.
Science presentation session #1
Identifying platforms for cross-Aim communication.
<ol style="list-style-type: none"> 1. Initial presentations 2. Breakout within Aim—clarified direction 3. Field trip
Getting the scientific updates on the various Aims and how they link.
Trip to the Tier 3 installation. Being in the field on a Tier 3 installation prompted focused cross Aim discussions in a very organic way.

What was the <u>most valuable component</u> of the meeting? WHY?
The opportunities to interact with colleagues in different Aims and to learn the overall progress of the project were most valuable. I cannot think of any other way that would be more effective to do this than the project's annual meetings.
The science summary presentations were very helpful in providing a clearer sense of activities in the other Aims
Sharing of research activities and findings of different Aim groups - this helps put Aim specific work in context. In particular, the modeling aim presentation and discussion on scenario development was really beneficial. This seems a primary mechanism for integration and it is good to see the pieces coming together.
Networking with other participants

What was <u>missing</u> from this meeting?
Integration discussions between Aims. Only way to bridge disciplinary gaps seems to be face-to-face
More self-scheduled meeting time. Perhaps too many large group activities to allow for this.
High quality time to meet across aims. The integration session on scenario development was great, but we didn't really have a chance for unstructured conversations on other important topics (although some of these did occur).
Overall view of this project: goals, timeline, next steps/deadlines
Nothing was missing. I believe that the meeting could have been done in only two days.
Not sure—everything was great! Maybe an update on TerraC status and datasets or more specifically, next steps with accessing and uploading data.
Maybe more opportunity to sit in the other Aim small groups. Not sure how this might be done.
Specific targets for integrated outcomes for next annual report and meeting
I think it would be useful to carve out a bit of time for groups specifically to resolve shorter-term issues. For example, partitioning efforts among PIs, clarifying grad student projects, and even just nuts and bolts of getting things done, especially for my cross-site efforts. This happens ad hoc of course, but a bit of dedicated time could be useful.
Team building or ice breakers-I know most of the grad students but not the principal investigators or staff.
Time for details on next steps (likely integration)
Nothing I can think of!
Some PIs
Evening social with music?? Just kidding!
We need more Aim time
Time for graduate students to ask research questions or discuss research progress with related professors.
More multi-Aim breakout sessions
Interaction with landowners/practitioners/our audience
Ice breakers!
Project results. Hard to fully present due to time constraints.
Real world economic analysis, landowner economic
More time to work with discuss unknowns/needs within and across Aims
Time for posters-poster session got squeezed out with other conversations

What was <u>missing</u> from this meeting?
We talked about platforms for integrating between Aims, but what about workshops for discussion between Aims such as 1 and 3 or 1 and 2 for brainstorming, sharing, etc.
The ideas from students. Students involvement during the aim group discussion. My Aim group didn't really allow students to talk.
There is never enough time for breaks, people enjoy informal interaction and it's difficult to bring people back to re-engage.
More specific results from studies by individuals or Aims that start to show results. I believe it's still a little early, but will be important in future meetings.
Sometimes discussions that were valuable and engaging were cut short. Need to extend agenda sections to have discussion time at end.
More integration! We had Aim breakout sessions to network within Aims, which is vital. What about a breakout session with a mix of Aims with the purpose of becoming more familiar with others and their work. If we can become more comfortable/familiar with each other, personally, may want to reach out more.
Not really sure as was first one of this type for me—other than more ways to link Aims We identified some integrative mechanisms needed, but not really created yet.
I would like to have seen a bit more of scientific reports and a little less on integration progress.
An opportunity to hear from everyone. Not sure how that could happen—but we didn't seem to have the structure for it.
Updates from corn and wheat
Maybe more discussion project-wide (all team members) where we talk about where each Aim has focused in the last year and next steps for upcoming year? To keep everyone up-to-date on progress toward outcomes.
Again, more sub Aim meetings. Perhaps adding an extra day would help.
Time to break into groups with an Aim. Aim 1 is very large and it may be been nice to break into smaller groups depending on what someone's focus is.
Communication workshop for faculty.
Firm commitments from key members to deliver certain products. Several crucial action items were identified, but not worked through in sufficient detail.
Needed more time to work with other Aims more closely associated with my Aim. For example Aims 1 and 2.
Perhaps a more forceful urgency of keeping tasks on schedule given that we are nearly half way through the 5-year funding period.
I did not see anything important was missing from the meeting.
A graduate student oral presentation session will be appropriate in future meetings. If there are examples of individual securing additional grant funds by linking with PINEMAP those would be good to identify so others might do the same.
More opportunities to share science findings, particularly across Aims. This happens more within an Aim due to the conference calls, etc., but even there, the detail is not addresses. That said, the poster session seems a great way to do this and I had to leave before getting to interact with the posters and presenters. Maybe in future years the poster session can take the place of this year's field trip? If it is just an add on during a cocktail hour, it will be diminished in importance and I really think at this stage of the project, it is a really critical opportunity to flesh out the Aim specific big picture oral presentations.

What would you suggest for next year's meeting (presentations, activities, etc.)?
I don't know how feasible this is, but if someone could look into other successful large projects (with an interdisciplinary work and integration challenge) and identify some of the best practices they had, etc. (e.g.: Did they meet once a year? Twice? Use of telecons?), that would be good.
A half day of open meeting times where small groups can sign out a room for a block of time to work out a particular issue. Perhaps have half day broken into two or three such blocks.
I'd retain the research summaries, and try to have integration research summaries added to the mix.
More Results/Analysis discussion
Overall the meeting was excellent. However it could be done <u>after</u> the final exams and not before. Therefore, for next year mid-May is a good time.
Maybe slightly more time to formally view posters (with authors present)
Maybe identify Aims that need to work together most for a breakout session. Giant breakout session?
Perhaps a dialog with PIs or group leaders in advance to identify agenda items or topics for breakout sessions?
Less talk about integration and team science; more <u>doing</u> . We are rarely all in the same room. We should take advantage of the opportunity by working together (like in the DSS breakout) rather than talk about opportunities for integration.
The communication workshop was really helpful. I think the faculty could benefit from it as well.
Big picture presentations only.
I would like more science presentations! I think less talking about integration in theory and more information on the data and projects we're trying to integrate would be very valuable.
A unifying activity-perhaps out of hotel setting Come to Raleigh!
Keep up the good work
Please <u>NOT</u> at the end of April Please!
Have the meeting before the annual report is due to capture the integration and synergism from our personal interactions.
Discussions focusing on very specific, practical nuggets of research.
No changes
How individual projects tie together.
More economics and discussion of outcomes and having scientists discuss the real world and forest management implications of their research.
Less discussion on integration and more integration
Consolidated Aim summaries-takes a lot of time but important to tell the whole story. These should be high level consolidation of research, not individual research PPTs.
More presentations
Would PINEMAP not pay for grad student social—appetizers, drinks, for example? Feedback forms from the posters would be helpful. I definitely think the poster session should be continued-those PIs who are interested came and talked to me, which was <u>very</u> helpful.
Field tour, science presentation, graduate posters, graduate social

What would you suggest for next year's meeting (presentations, activities, etc.)?
Field trip this year was great, can we recreate the benefits of a field trip but with something different?
A little longer poster time for grad students.
More presentations and results of experiments or outcomes from different Aim's activities.
Continue with science presentations
For field tour, focus on exposing the extension and education folks to the physiology and field environments. A lot of people (Aim 5, 6) had a lot of questions but we did not have time to address them. Field tour was rushed. Sparks intellectual curiosity in Aim 5, 6 Then keep other Aims at conference and do a social/ed./ext. activity.
Much the same
Specific cross Aim integration meetings (i.e., Aim 1/2/3)
Maybe some ice breakers and more research related presentations
More outcomes—this is what we know and how it makes a difference More on what we need to do to synthesize and integrate.
I think the science presentations were very valuable and should be included again.
Focus on integration.
Presentations by graduate students.
Better food (more hot food)
Keep the science updates.
Grad students don't need to be at all the discussions and in some cases just took up space. Perhaps develop more structured sessions for them to interact beyond just the poster session. I would have liked more time with posters and authors. A poster session with a happy hour would be good.
Similar mix of reporting, integration, and Aim breakouts with modifications based on where we are in 2014.
The 15-minute science presentations, student poster session and contest, and the integration session of scenario development (and associated discussion/interactions) were great. I would like to see these activities again next year, though the topic of integration could be different next year. Additionally, it may be interesting to bring an outside speaker (a global/national leading scientist in climate change) to give a 20-30 minute presentation on a relevant topic.
A graduate student oral presentation session. Some discussion of funding opportunities to continue the project. Are there items we already realize we are not going to be able to address.
Uh...I guess I rambled on above and kind of crossed this line...Although, I will say that it puts Wendylin in a difficult spot to have to summarize her network analysis on the fly and present the outcomes and implications for 45 minutes. Maybe in the future we should only allocate that much time to her presentation if the data has been in hand long enough to allow for a more robust analysis. To be more forthright, I think that it is interesting that she is using PINEMAP as a vehicle to study these types of projects/processes, but the work is less central to our overall mission/goals. I'd rather see that time refocused. One last bit about that...there may be some people who see this network analysis as a reinforcement of their marginalization. Did everyone's box get bigger? (That's another thing...I'm never really sure what I'm looking at...does spatial orientation mean anything or is it just box size?) Are all the outcomes positive? If not, what does a public showcasing of that do for those individuals?
Emphasis on integration

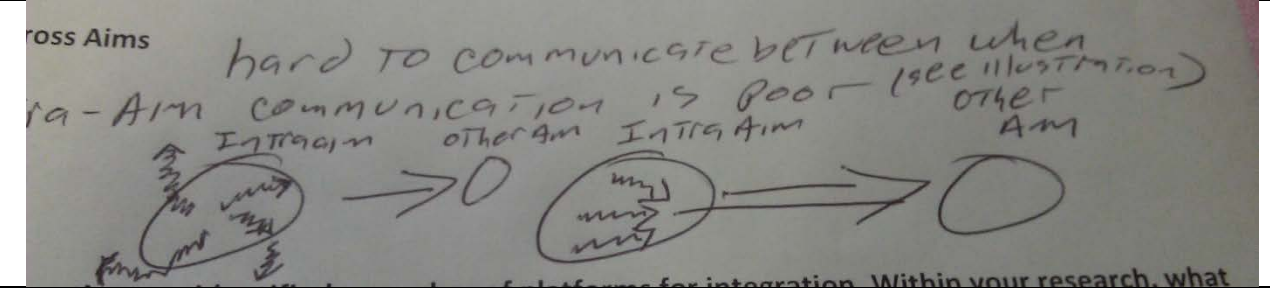
PROJECT ADMINISTRATION

What changes (positive or negative) have you seen since the last annual meeting regarding communication/interaction/collaboration <u>Within your Aim</u>
Monthly call/webinars are helpful. However, integrating across Aim 2 models is still very nebulous.
More interaction; more confidence; sharing data/resources/methods
More collaboration, sharing data and results
Positive-continued regular meetings
There has been more interaction.
I feel like Aim Leaders know what they want to do and don't really ask for input from others on model developments or criticism.
More communication
Significant improvement here, some of which is probably just natural as a result of people getting to know each other, but is also the result of a conscious effort to improve communication.
Aim 1 meeting was incredibly similar to last year's. The same topics were discussed.
Monthly newsletters
I think our has done a great job with communication the whole time. Our small size helps.
Advances in protocols and research activities
Slightly better communication and shared work plan
Better communication/interaction/collaboration
Team commitment to meet our goals/objectives
Much better!
Stronger within Aim communication
A lot of opposing opinions and viewpoints, leading to lively discussions
Better communication but still not enough (self to blame)
We are settling in more and getting more focused
New focus on methods to reach goals
+ Agreed course of action-less talk about how to do it and more actual implementation. Previously we just talked a lot, and now there is more action.
Much improved within Aim communication
A lot more interaction and communication than last year. I believe collaboration will increase over the next year.
Stronger group-more focused
Extreme increase in communication/collaboration Everyone appears more comfortable working together Aim 1 conference calls, emails, etc. crucial in our success
Have enough data to begin sharing
Strong communication/collaboration efforts
Much more interaction and communication
More focus
More people
More group meetings
We continue to have good communication and have started discussing how the PLT module

What changes (positive or negative) have you seen since the last annual meeting regarding communication/interaction/collaboration <u>Within your Aim</u>
and fellowship programs can be more connected (through including activities developed by fellows as extensions to PLT activities)
Starting to communicate.
Better relationships. Exchange of ideas.
Aim conference calls—very useful for staying informed, but limited effectiveness for making changes to individuals' priorities and foci.
Somewhat improved internal communication. Probably still need more.
Positive-there is more communication
More frequent communication and timely action with monthly conference calls. Quicker action now that we are in the execution rather than the planning phase.
I have seen continued improvements in this aspect. As we progress in our individual research area, we have seen greater incentives and opportunities to work together.
Monthly calls within the Aim have definitely enhanced communication.
The monthly conference calls have been positive. Everyone has the opportunity for inclusion and participation and it allowed more in depth discussions to be had at the annual meeting.
Communication continues

What changes (positive or negative) have you seen since the last annual meeting regarding communication/interaction/collaboration <u>Across Aims</u>
Good contact at meeting, need more between meetings with guidance from Aim leaders.
More communication/integration
More understanding about other's work and what is needed from my Aim
Positive-more interest in and understanding about DSS
Slightly improved
More sharing of thinking
This is definitely behind compared to within, but some links are forming, particularly with the genetics group.
Better idea of what the other Aims are doing.
I think this has become a lot better. People didn't just sit with their aim this year. I think we have all become more comfortable working with each other.
DSS issue still completely confusing in regards to what needed from Aim 1
No noticeable difference
SAME—also trust building is taking place We've moved beyond "storming"
Enhancing networking
A little improved
Still need stronger across Aim communication-integration that leads to tangible goals and outputs
Some great collaboration with the PLT modules
Hard to communicate between when intra Aim communication is poor (see illustration)

What changes (positive or negative) have you seen since the last annual meeting regarding communication/interaction/collaboration Across Aims



Good interaction

- + Conversations are slowly starting to use same language
- Still a long way to go

I believe this will increase and become more demanding over the next year.

Better awareness of who is who—what is going on—the people that are easy to reach, etc.

Still not seeing a lot of this. Seems Aim 1 likes to be working with Aim 1. Seems we only are interested with other Aims if they approach us with something.

linkages keep increasing

Less confusion but specific integration objectives/intensity are still not clear.

More communication

Great assistance for disciplinary contributions.

More collaboration, I have been asked to serve as PI on a proposal with a member of one of the other Aim groups.

I'm beginning to better understand how research Aims are connected/will be working together.

Starting to communicate.

No change

More within my universities as graduate students become more active in projects. Some have given departmental seminars also.

Now that data are coming in there is more interaction across Aims

General trend towards greater cross Aim interactions as actual research and tasks move forward.

Same as within my Aim although the challenge is greater (so is the opportunity).

The newsletter is helping inform across Aims

It seems that we have more context and familiarity with one another, so across aim communication is just easier.

- More/better communication/interaction/collaboration
 - o More understanding of other Aim's research, awareness of who is who
 - o Shared language/thinking
 - o More context and familiarity
- Newsletter is helpful
- No change, needs work, still a long way to go
 - o Need more between meetings
 - o Within Aim work still taking precedence
 - o Difficult to communicate across Aims when within Aim communication still needs work

Interaction still limited

During this meeting, we identified a number of platforms for integration. Within your research, what are the platforms that you will be working on over the next year?
During this meeting, I realized that I need to understand what others are doing much better, so that my work can be integrated in well. This was not covered as a platform per se, but I plan to work on this.
Integrating Aim 1 data with models and integration across Aim 2 models. Actual platforms are still being developed.
More discussion
Helping developing a model for predicting yield for the DSS under different climate scenarios.
DSS mainly Also partnering on information sharing platforms (e.g., fact sheets, webinars, and workshops)
Integrating genetics into models
DSS, genotyping
Contributing to cross-site efforts within Aim 1, also working with Aim 3 to improve communication and collaboration on projects
TerraC DSS
DSS-incorporating models, methods, etc. to address questions related to wildfire and controlled burns
I won't be here next year.
Tier III, Tier II, TerraC?
Tier III, data scenarios
Still TBD
DSS
DSS Grad class Webinar Scenarios
Conducting training workshop to diverse audiences—to educate them about PINEMAP (mitigation and adaptation)
Helping develop appropriate scenarios (range in management conditions for the future)
Webinars DSS
PLT modules
Using graduate students more to assist us with educational projects.
DSS Scenarios
I missed the platform meeting.
Internship program Webinars
PLT review board
Integration with Aim 1 people
Sap flow cross-site coordination and analysis Scenario development Monitoring network methods (papers)

What changes (positive or negative) have you seen since the last annual meeting regarding communication/interaction/collaboration <u>Across Aims</u>
“Communication” with other graduate students about collaborating integration on projects or even sampling on the same sites.
Identifying speakers for external webinars and the latest info. for fact sheets-heard a lot of good things.
TerraC Web site Tier II and III data
DSS-great, unifying platform Would also like to connect with ed. and ext. to create a fact sheet as part of my thesis—with purpose of reaching out.
Collecting data (still determining others) Tier III
DSS Scenarios Genotyping Tier III trees
Tier III data acquisition and sharing
N/A, really Extension workshops/the agent training Teacher workshops/training
We can incorporate results/experiments etc. that are now happening into PLT module through having researchers help with in-service trainings, videos, workshops.
Integration
Aim 6 and teaching closer to high school students.
3-PG Sap flow data analysis protocols and providing this info. to Aim 2
DSS
WaSSI Tier II Soil C model integration with Aim 4
Scenario development
Integration between Aims 1 and 2, assuming I understand the question
DSS development
Working with a few key individuals within and outside my Aim for select integration topics of common interest.
I missed the Thursday afternoon discussion on platform so will have to be educated by my local colleagues.
Good question. We keep saying that we need Rh to get from NPP to NEP. But I never saw that reflected in the model outputs. Who do we give that information to and how will they use it?
Not sure

<p>Some people reject the idea of “forced” participation in project management (i.e., attending monthly meetings, contributing to progress reports, etc.), but others consider structured tasks such as these to be an important part of team management.</p> <p>What are your thoughts/suggestions for PINEMAP (i.e., what should we continue, what isn’t working)?</p>
<p>I think such structured tasks are needed, provided that they are kept short, and are not too frequent.</p>
<p>Monthly meetings good. Perhaps too many progress reports, however. The glossy report is nice, but the research stories took a lot of time for those involved and were then followed by normal updates to progress reports a week or so later. That was a bit painful.</p>
<p>Meetings are <u>important</u> (face to face discussions)</p>
<p>I think they are all important to moving the project forward, especially monthly conference calls as a communication mechanism.</p>
<p>It is important for people to share contributions, findings, etc. esp. if they have something to share</p>
<p>I think project/team management is critical and have so far been very impressed with how this is handled, especially given the diversity of activities and people.</p>
<p>It depends on the overlap. Sitting in an hour phone call that doesn’t hit on any direct connection to my job, it’s a waste of time.</p>
<p>I like monthly Aim meetings.</p>
<p>I like the forced participation. Everyone seems to like integration but I’m not sure it will happen organically so structure is necessary.</p>
<p>Necessary to get things done.</p>
<p>It seems like much of the work is being done by postdocs and grad students. Perhaps providing funds and direction for bi-monthly meeting of that group would be effective to coalesce the details necessary for effective Aim integration.</p>
<p>The emphasis on “nomenclature” of integration (inter, multi, trans) was overdone in my opinion. The network analysis was useful and interesting and the value of integration is crucial, but focusing on the functions/outcomes would be more useful to me.</p>
<p>You can’t herd cats, but incentives and gentle guidance (and fish flavored treats) go a long way</p>
<p>Revolve around the team members (delegate responsibilities-would not be boring or time consuming for me personally)</p>
<p>Continue and use conference calls for addressing important issues and tasks—less reliance on e-mail.</p>
<p>Though this was my first, I greatly appreciated the opportunity to finally attach names to faces.</p>
<p>I think these reports and meetings are essential. I would <u>never</u> see many collaborators or initiate communication if there were no meetings.</p>
<p>Communication is key (in whatever form). The lack of communication = failure</p>
<p>Monthly executive meetings should be more focused...perhaps take a big picture issue and work on it.</p>
<p>We should bring back regular web conferencing that is structured the way originally intended to inspire discussion/solutions and make it required</p>
<p>Such a large group <u>requires</u> this kind of project management. If not forced, it wouldn’t happen.</p>
<p>I like how this meeting went and would continue in this way</p>

<p>Some people reject the idea of “forced” participation in project management (i.e., attending monthly meetings, contributing to progress reports, etc.), but others consider structured tasks such as these to be an important part of team management.</p> <p>What are your thoughts/suggestions for PINEMAP (i.e., what should we continue, what isn’t working)?</p>
<p>The webinars are very useful for communicating information between Aims. We must continue progress reports to stay on target.</p>
<p>Annual report and meeting</p>
<p>Contributing is good. Not sure about the “forced.” Luckily I don’t need to do this.</p>
<p>Continue regular Aim meetings and look for additional opportunities to engage cross-Aim communication</p>
<p>I benefit from the online class. I think PINEMAP should keep on with this.</p>
<p>I think more should occur regarding graduate communication, outside of the grad course. I think monthly or quarterly grad seminars or meetings to catch up or discuss work projects and potential communication.</p>
<p>Definitely need “forced” structure-it keeps everyone honest-deadlines are good.</p>
<p>Absolutely needed. We’re all busy and will just have to be a little more busy. Without Aim 1 conference calls I would have a lot of unanswered questions. Calling/e-mailing individuals is not powerful when the message needs to reach all of Aim 1 and put us all on the same page.</p>
<p>Why not teach us the whole PINEMAP project, how to communicate better—clearer. Perhaps create a set of definitions to be used across all Aims.</p> <p>Bring stakeholders here-build bridges. Consider both directions science—stakeholders. Also stakeholders to science. Promote respect across disciplines.</p>
<p>“Forced participation” may be inconvenient for some—but it is the best way to plan goals/objectives with a diverse group like this.</p>
<p>Membership on multiple committees is efficient in integration but it is a serious time commitment.</p>
<p>The annual PINEMAP meeting is very beneficial! However, I don’t know if consuming 2 hours of time with integration prior to integration breakout, rather than after, was beneficial.</p>
<p>I think forced is a strong word, but would think “highly suggested” participation is a good thing.</p>
<p>Necessary and fine</p>
<p>I think it depends on the Aim. For Aim 5, we work well together and don’t really need “forced” participation. Everyone should contribute to progress reports so we can keep track within Aims and through project management on progress toward goals.</p>
<p>Aim 4 is struggling with communication/cohesiveness</p> <p>This meeting helped a lot.</p>
<p>Integration work does not work well.</p> <p>Continue poster sessions.</p>
<p>I feel that PINEMAP is doing a very good job of developing a framework for participation/integration. In the end it comes down to the individual to take ownership.</p>
<p>I think structure is important. Integration won’t happen without it.</p>
<p>I think everything of PINEMAP are good for me.</p>
<p>Every member has a duty to contribute where appropriate. There should be a certain amount of pressure to get the synthesis activities on track.</p>
<p>OK—need more internal communication.</p>

Some people reject the idea of “forced” participation in project management (i.e., attending monthly meetings, contributing to progress reports, etc.), but others consider structured tasks such as these to be an important part of team management.

What are your thoughts/suggestions for PINEMAP (i.e., what should we continue, what isn’t working)?

I like having the meetings and think they are very valuable. However, more time on the science and results of all Aims would be more beneficial to me. I think we had too much time on the "how do you feel about this..." when everyone was tired and just needed a break. Also, need more breaks. Folks were tired towards the end of the days and not very productive.

Each PINEMAP collaborator receiving funding has an obligation to promote participation. "Forced" participation might be needed if individual or groups do not meet reasonable expectations of participation.

I think we should use both approaches. Given the size of the project and the large number of participants, completely voluntary participation won't be effective (there are many demands for our time). Neither will an over-structured approach be. For instance, we can still plan for monthly meetings, yet some of these meetings cannot be cancelled if there is no need.

You are not being forced this is a requirement of your participation in the project. You must contribute to progress reports this is also a good and necessary way to integrate.

These things are a necessary evil. We're all busy, but they are productive and keep us focused. I would minimize the allocation of time to the analysis of how we function as a group and keep our eye on our outcomes (unless this is one and I'm simply unaware).

Participation in meetings, preparing reports, etc. is part of the job when one joins an effort such as PINEMAP.