REACCH Qualitative Survey Report, Year 3
February 27, 2014

During January 2014, all REACCH Primary/Co-Investigators, other faculty, Graduate Students and Post Docs, and Professional and Administrative Staff were asked to complete the yearly project survey. The survey yielded 69 responses from the 78 people (88%) invited to respond, compared to 39 responses from 47 invited last year (83%).

This qualitative report summarizes the responses from four open-ended questions that were included in the survey. We hope having the opportunity to review and reflect on the input from your fellow members across REACCH will provide insight into key concerns about the REACCH project, as well as a basis for improving project operations and management in in the coming year.

Differences in the survey this year:

- **Graduate students:** The survey pool included all REACCH graduate students (and 24 responded, in addition to 5 responses from post docs!)

- **Collaboration**: In addition to the recurring three open-ended questions related to the REACCH project that we have been asking each year, we asked an open-ended question specifically related to improving collaboration

We also asked questions about the Data Library, however responses to those questions are not included in this report.

Highlights of some differences in responses this year: (for more details, see page 5)

- New themes appeared, including Outcomes & Impacts (7), Products (5), Morale (3), and Wrap-up activities (2)

- Some themes were more prominent; notably Publications (7 mentions this year compared to 2 last year)

- A few themes were less prominent:

  - Central Desktop and Stakeholders were each only mentioned once (compared with 5 and 4, last year), and have been grouped into other themes this year— Communication Technology, and Communication about the Project (External)

  - Graduate Students were only explicitly mentioned twice (compared to 9 times), although the Graduate Student Retreat was mentioned 3 times

Specific comments are organized into two main sections in the remainder of this report:

- REACCH Member Input on Collaboration, on page 2

- REACCH Member Input on Broader Questions Across the Project, on page 5

Note: Throughout this report, all mentions of specific people and teams have been removed from the comments. Brackets [ ] indicate when edits have been made to preserve anonymity. ***If you have comments to make to individuals, it is recommended that you do so in person.***

Questions about this report? Contact David Meyer, the REACCH Project Evaluator at David.Meyer.email@gmail.com – or - 208 344 1954

REACCH Member Input on Collaboration

This year, we asked REACCH members to respond to this question:

- What questions, concerns or recommendations do you have to strengthen REACCH collaborative efforts over the next two years? (Please indicate if your recommendations are primarily for your objective team or the REACCH team overall.)

We coded the responses by theme, and have separated them into those that apply to Objective Teams, and those that apply to REACCH overall.

Collaboration Comments for Objective Teams

Theme	Response	Concern/ Constraint	Recommend	Question
Face-to-Face	For the REACCH team overall and for my objective team, I think more face-to-face meetings would lead to stronger cooperation and collaboration.		Recommend	
Leadership	Objective [[X]] is not meeting as a team nor is it integrating all of its efforts with each other or with the overall project. The leadership for this objective needs to be changed before any more time is wasted.	Concern		
Obj Team meetings	Primary objective team: collaboration might be enhanced if we did better preparation for meetings and created specific follow-up responsibilities.		Recommend	
	Primary objective team: go one day early to the annual meeting for an objective-area-only summit meeting.		Recommend	
Participation	Intermittent involvement of some faculty in team meetings, don't know how to address this.	Concern		
Publications	Obj. team: Publications		Recommend	
	The objective team should begin to develop collaborative outputs, primarily publications.		Recommend	
	keep pushing to have a capstone paper combining all aspects of our objective team		Recommend	
Publications + Time	In my objective team we are at the point where we can start merging data sets to answer some intersting questions and produce publications so it will be critical to begin to working closer together on writing and setting internal deadlines.		Recommend	
Time & priorities	Objective team collaboration seems fragmented - people are very busy and their priorities seem to make REACCH efforts somewhat low.	Concern		
Time for integrative work	Major challenge still is how we find time for the integration needs that individuals obviously care about, but aren't alleviated from other duties in order to pull it all off. Pertains project wide at some level, but definitely our objective group.	Constraint		

Collaboration Comments for REACCH Overall

Theme	Response	Concern/ Constraint	Recommend	Question
All working fine	Nil. its working fine	Comment		
Acknowledge & facilitate known problems	I am aware of a few trouble spots where there is either conflict, disagreement, or avoidance. I am sure others are aware of them. I think they deserve to be acknowledged directly, with someone facilitating a conversation to help people find common ground, or at least acknowledge the issues, and determine how to move forward in a way that minimizes obstacles and maximizes productive collaboration.	Concern		
Communication of research & work	In addition to more face to face time, which would be nice but can be very hard to coordinate in practice, it would be nice to have some way of visually taking in information about what different teams are working on and where there are opportunities to get information or resources from another team or share expertise--maybe short updates or somewhere we could easily see meeting minutes from all the working groups? (Maybe this already exists and I just don't know where to see it in one place-- REACCH is not the primary project that I work on so I haven't invested a lot of time so far in understanding who is doing what and how it fits together... but this is interesting to me		Recommend	
Data management	For the REACCH team overall, I am excited to see how using the REACCH data portal spurs new collaborations and galvanizes existing ones. I know that this is a big goal going forward (although I missed the Change Management meeting).		Recommend	
	Overall I think other researchers need to do a better job of adapting to our data management structure. If more people uploaded their data to our portal, we would be able to utilize that data in all kinds of cool analysis tools.		Recommend	
Face-to-Face	For the REACCH team overall and for my objective team, I think more face-to-face meetings would lead to stronger cooperation and collaboration.		Recommend	
	I don't know how to solve this problem, but while running a busy schedule I let the people who I do not have face to face time with slip. This is often REACCH researchers on other objectives and projects extraneous to my immediate needs. Perhaps this is simply a personal problem, but I feel as though it may be more broad.	Concern		
Incentive for collaboration: integrative projects that live on	REACCH Team Overall: Collaboration might be enhanced if all participants (including grad students) had an active role in specific cross-project research publications, courses, or other REACCH projects that will endure past our funding.		Recommend	
Individual Responsiveness	Response to information requests has a wide range- sometimes excellent, other times (and with some predictable) and often late. I think we need to tighten up on meeting deadlines.	Concern		

Theme	Response	Concern/ Constraint	Recommend	Question
	Not the same communcation method works for everyone (email, outlook calendar reminders, CD announcements, PL notes, front page CD reminders).	Concern		
	I would hope we could get a better commitment to at least review the front of page of CD more regularly as important items are there is several places.			
Expectations	This is difficult due to distance and the overcommitted schedules. REACCH has made possible new collaborations and while I suspect things could be better, we are often too harsh on ourselves. There are strong pockets of collaboration, and weaker aspects, but no one is supported 100% on REACCH; 25% time is more than most folks have so we cannot expect the same outcomes one would get with higher funded commitments.	Constraint		
Integration meetings	Perhaps we could look at structuring more integration topics into the Thursday calls.		Recommend	
	Maybe use email to get feedback on the topics to be discussed before the meetings take place.		Recommend	
Outcomes	Overall, what are the stories and conclusions coming out of this project? What have we learned that is applicable beyond REACCH?			Question
Participation	Increased participation		Recommend	
	People who do participate in calls/meetings are attentive, helpful and collaborative - these are the same people who are always available. Team members who never participate in calls/meetings are also very unlikely to respond to individual requests for meetings or information.	Concern		
Publications	Are we going to try to produce a document/publication adressing the complexity of climate change in the PNW? Sort of a interdisciplinary synthesis of all the work done in the project?			Question
Products for stakeholders (integrated)	REACCH team: Further discussion of integration products; products for stakeholders		Recommend	
Size & diffusion of project	The size and diffusion of this project makes it challenging to effectively capitalize on all the strengths of the individuals.	Constraint		
Time	For the REACCH team overall- it's not so much the quantity of time, but the time spent trying to figure out what results coming from different objective teams mean together, which I feel is still needed within REACCH.		Recommend	
	I think we need more time to work and think together. Good science takes time and so does good integrating science. I appreciate all the efforts to facilitate this type of interaction, but I feel we could profit from more.		Recommend	

REACCH Member Input on Broader Questions Across the Project

The following three open-ended questions have been asked in each yearly survey:

- What REACCH Project management and operational practices should be definitely be continued during the next year? ("**Working**")

- What REACCH Project management and operational practices should be changed or improved during the next year? ("**Change**")

- As we move into Year Four, what other questions/suggestions/comments about the REACCH Project would you like to share? ("**Other**")

As in previous years, we used a qualitative data analysis strategy that identified key themes within all comments collected. This strategy allowed us to code the ideas and recommendations contained in a single response into separate themes when necessary. We then gathered related themes into broad categories. Categories this year include:

- Meetings and Other Events (page 6)
- Project Communication and Communication Technology (page 8)
- Integration, Collaboration, Communication (page 9)
- Research, Publications (page 11)
- Project Management/Leadership, Data Management (page 12)
- Outcomes/Impacts and Beyond REACCH (page 13)

The table below shows a list of the categories and themes, and a count of how many responses there were for each. Detailed responses follow for each category and theme.

Categories and Themes in 2013 Survey	Working	Change	Other
Meetings and Other Events (page 6)	**30**	**10**	**1**
Annual meeting	4		
Integration meetings	14	3	
Objective team meetings	4	2	
Graduate student retreat	3		
Water cooler		3	
Other events (1/2 day workshops, extension workshop, social activities)	4	2	
Other things about meetings	1		1
Project Communication and Communication Technology (page 8)	1	8	1
Communication methods (including CD)	1	4	1
Communications about Project tasks & details		3	
Communication About the Project (External)		1	
Integration, Collaboration, Communication of Research (page 9)	**2**	**8**	**6**
Integration across project	1	2	1
Collaboration		3	1
Communication (about research)	1	3	1
Morale			3

Categories and Themes in 2013 Survey	Working	Change	Other
Research, Publications, and Products (page 11)	**3**	**2**	**12**
Research	2	1	2
Publications			7
Products	1	1	3
Project Management/Leadership, Data Management, Miscellaneous (page 12)	**13**	**5**	**5**
Project management & Leadership	2	3	1
Reporting: Annual Report & Other	1		2
Data Management	4	2	
Miscellaneous	6		3
Outcomes and Impacts, Products, and Beyond REACCH (13)	**2**	**1**	**8**
Outcomes & Impacts	1	1	5
Wrap-up activities	1		1
Beyond REACCH			2
Total	**51**	**34**	**34**

Meetings and Other Events

This category organizes the following themes:

- Annual Meeting
- Integration Meetings
- Objective Team Meetings
- Graduate Student Retreat
- Water Coolers
- Other Events
- Other Things About Meetings

Annual Meeting: What's Working?
• Annual meeting
• Annual meeting
• The annual meeting is beneficial for all.
• The speed-science concept we used in 2013 annual meeting was a great communication venue. It forces us to be focused.
Integration Meetings: What's Working?
• Integration meetings are useful and important for making/keeping connections, sharing information, and extending learning. It would be great if more people attended and contributed.
• Integration meetings across objective teams.
• I really think the bimonthly meetings are important for research updates etc.

- Regular integration meetings.

- Integration meetings

- Integration calls

- Integration meetings

- Thursday Integration calls, however we need more input from objective teams in defining integration topics. Maybe we need to reinstate occasional round robin updates.

- Integration meetings are essential for getting the word out, however, they are not always effective at getting that word to everyone.

- Bi-weekly teleconferences

- The weekly phone calls should continue even if everyone cannot make them work all the time.

- The integration call

- Integration meetings

- I like the integration meetings. There have been some excellent presentations and interaction.

Integration Meetings: What could be changed or improved?

- Integration meetings: Ask what would encourage more people to attend.

- Send reminder emails about integration meetings and describe what will be covered-- if I'm available I'm more likely to attend if I know specifically what's on the agenda

- I could [not] make the integration meetings this semester because of my teaching schedule so I felt out of the loop. I will need to be more vocal to make sure the meetings are scheduled at a time when I am available.

Objective Team Meetings: What's Working

- Team meetings

- Objective meetings

- Objective meetings

- Objective meetings are crucial

Objective Meetings: What could be changed or improved?

- Not all teams are meeting regularly. This should be improved in year 4. AEZ and LCA team should meet

- [Our Objective] should actually meet. We have no leadership yet the current leader does not want to give up [the] position. The overall leadership team should force [the leader] to step down. [The leader] has no credibility with me. We have not had a meeting […] since year 1.

Graduate Student Retreat: What's working?

- I also really enjoy the graduate student retreats.

- Graduate student retreat

• Despite the amount of complaining that occurs I think that the graduate retreat is a good thing. I think it is especially good for giving graduate students a chance to mingle with faculty from different objectives.
Water Cooler Meeting: What could be changed or improved??
• Improved use of watercoolers: attendance seems very light.
• Water coolers: Ask what would make them more productive.
• Water coolers seem to be floundering.
Other Events: What's Working
• 1/2 day workshops (3 in year 4 please)
• The Extension workshop was helpful.
• Social activities
• I would like to have some informal get together time again, like the dinner we had over the holidays. Maybe we could have a quarterly potluck.
Other Events: What could be changed or improved?
• We need to have more retreats.
• We also need an internal seminar series.
Other Things About Meetings and Events: What's Working
• Periodic phone meetings & web meetings, as needed
Other Things About Meetings and Events: General Comments ("Other")
• More scientific activities to be included in the annual meeting & graduate student retreat

Project Communication and Communication Technology

This category organizes the following themes:

- Communication Methods and Technology (including CD)
- Communication About Project Tasks and Details
- Communication About the Project (External)

Communication Methods and Technology: What's Working?
• Keep the website current
Communication Methods and Technology: What could be changed or improved?
• Are there ways to make CD easier? Learning how to use Central Desktop is still kind of overwhelming to me as someone who doesn't spend the majority of my research time doing things for REACCH (I would say it's 1/10 my academic workload)
• As a REACCH listserv has been created, I wouldn't mind having a bi-weekly email newletter that reminds us of REACCH deadlines, activities, and operations being done by other objective teams.

• More face-to-face communication should be encouraged.
• A one-stop calendar that shows what's going on in REACCH either on Central Desktop (if there, all grad students need access) or on the REACCHpna portal (calendar not working right now on my browser)
• More face-to-face communication

Communication Methods and Technology: General Comments ("Other")

• Sometimes we get notices of upcoming REACCH events that include a link to put it in our calendars -- thank you! We are busy people, so we need emails regarding upcoming obligations. Most of us don't go searching on CD to see what's up.

Communication about Project Tasks and Details: What could be changed or improved?

• Better communication about tasks. [[Name]] often assumes we are all checking Central Desktop frequently and that's often NOT the case. Communication about the annual report was very poor.
• Communication still needs some addressing. For example, when submitting articles for the annual report, we received no confirmation that our email had arrived, or any followup indication of how the process would progress.
• My objective team on the whole is a little fractured, so I would prefer if communications came to all of us and not just our objective lead.

Communication About the Project (External): What could be changed or improved?

• Would like to see better advertisement of the summer teacher's workshop in OR and WA, to get more teachers from these areas to attend.

Integration, Collaboration, Communication of Research

This category organizes these themes:
- Integration Across Project
- Collaboration
- Communication of Research
- Morale

Integration Across Project: What's working?

• We need to continue to force integrative projects - in hindsight we should have had post-docs working across objectives to ensure that there was integration.

Integration Across Project: What could be changed or improved?

• The current "meeting strategy" seems to be insufficient to convey the richness of work going on in the different objectives necessary to facilitate formative cross-objective discussions. For instance, speed science is useful for getting an idea of what a team is working on, but doesn't create enough space for interaction to get at the depth.
• Better integration of graduate students into cross-project efforts

Integration Across Project: General comments ("Other")
• I believe that, given the priorities and responsibilities of researchers, that integration efforts as it relates to REACCH are low on the overall scale of prioritization. This is a very complicated issue, yet success of the project hinges on this engagement issue.
Collaboration: What could be changed or improved?
• More collabaration among teams.
• I think we are on the cusp of doing some great work and integration will really be the key in the last two years as we merge modeling, surveying and measured data to producing impactful results
• My overall perspective, from a confidential outlook - is that the diverse nature of this project is causing difficulties in integration and cohesiveness. There seems to be a lack of overall project coordination that would glue the efforts together.
Collaboration: General Comments ("Other")
• REACCH efforts could have been strengthened by working with the Direct Seed Association
Communication of Research: What's working?
• Poster sessions/presentations that help us understand the various REACCH components.
Communication of Research: What could be changed or improved?
• Continue more speed science types of opportunities.
• Presentation/summaries of research findings at integration meetings (or periodically throughout the year).
• To have more fun/ short/ visually interesting updates on what teams are doing?
Communication of Research: General Comments ("Other")
• It's hard for me to know what progress is being made. I wish there were more frequent ""report outs"" or discussions about progress toward goals by each objective team, and by researchers who are collaborating across objective teams.
Morale: General Comments ("Other")
• How is the over all moral of the project. It can get discouraging being in my own little corner.
• This year outside of objective team meetings and the grad retreat I feel very disconnected from REACCH.
• Just need more time and no one can create that. I'm not sour on the project, so hope my comments aren't taken as negative. Just frank reality & feeling that I'm not getting the job done.

Research, Publications, and Products

This category organizes these themes:
- Research
- Publications
- Products

Research: What's Working?
• All current research
• I would like to see us continue the REACCH summer undergraduate research component but I do not know if that is possible.

Research: What could be changed or improved?
• Obtaining feedback from the whole project or within objective teams should become more intensive to help avoid errors in data analysis and improve interpretation of the results

Research: General Comments ("Other")
• Provide support for productive research projects that have demonstrated that they are on the cutting edge and are making excellent progress towards useful publications.
• If we haven't collected enough baseline information, 2014 will be the year to get it.

Publications: General Comments ("Other")
• Seems like we are very good at working as a group when we have an important deadline (spin-off proposals, reports, etc.). Maybe we should look for more opportunities for publication (journal articles, book chapters, integrative research//methodology, etc).
• Need to start planning publications and last year meetings
• Let's be sure that we can get some good publications to show for the work
• Provide support for productive research projects that have demonstrated that they are on the cutting edge and are making excellent progress towards useful publications.
• We need to put more emphasis on primary results papers and then on synthesis papers that build on the primary papers.
• Use email to collect feedback and encourage people to submit their feedback to the authors throughout the process of data/papers preparation.
• We need to publish like hell and really work on production of outreach products. It seems a lot of people are still working on basic research.

Products: What's working?
• More focus on products

Products: What could be changed or improved?
• We should emphasize the products--research, extension, education to make sure we are thinking individually and collectively on what these are.

Products: General Comments ("Other")
• More focus on products
• It's a crucial year to really emphasize the products and push toward getting them done.
• More focus on products

Project Management/Leadership, Data Management, Miscellaneous

This category organizes these themes:

- Project management & Leadership
- Reporting: Annual Report & Other
- Data Management
- Miscellaneous

Project Management & Leadership: What's Working?
• Project lead trying to join as many objective team meetings as possible
• I think that all REACCH Objectives and Synthesis products need to be fully supported.
Project Management & Leadership: What could be changed or improved?
• [Our Objective] should actually meet. We have no leadership yet the current leader does not want to give up [the] position. The overall leadership team should force [the leader] to step down. [The leader] has no credibility with me. We have not had a meeting […] since year 1.
• More rigorous project management accountability. Metrics on objective team expenditures. More formal project management output.
• Some objectives don't have leadership functioning to coordinate.
Project Management & Leadership: General Comments ("Other")
• Several grad students will be finishing towards the end of year 4. I think we need an assessment of manpower to finish our milestones as our ranks decrease into year 5. I think we may need more inter-institution (budget) cooperation to make sure we get our highest priority work accomplished by the end of the project. I think we may need a more focused/structured review of where we are before we enter year 5, so the entire team knows where we are on track, behind, etc.
Reporting (Annual Report & Other): What's Working?
• The magazine style annual report is a big improvement.
Reporting (Annual Report & Other): ("Other")
• Better lay-out of tasks for reporting etc. for the year ahead
• Currently our RFA reports and annual report are the only reporting mechanisms and they are submitted from within the silos of each team, not with an integrative look across the project.

Data Management: What's working?
•   Devise data storage practices and protocols
•   Continue pushing ahead the faculty to upload data. I need the motivation!
•   We definetely need to continue to encourage people to utilize our data portal. I think our data management strategy really puts us a notch above a lot of other projects.
•   The data inventory that the change management team is working on sounds valuable.

Data Management: What could be changed or improved?
•   A better understanding of how uploading data to our portal can benefit teams would encourage people to post their data.
•   Would like to know more about what types of data are being generated and shared

Miscellaneous: What's Working?
•   All of them
•   I think it's a unique approach to a complex problem. It will be worth to continue all at present.
•   Stay the course
•   I feel things are running smoothly.
•   All seem to be fine
•   I think things are going well and look forward to further interactions.

Miscellaneous: General Comments ("Other")
•   We seem to be having some drop off of participation by some folks which is unfortunate.
•   Also, thank you for asking our opinions.
•   It is an exciting time for REACCH

Outcomes and Impacts, and Beyond REACCH

This category contains these themes:

- Outcomes and Impacts
- Wrap-up Activites
- Beyond REACCH

Outcomes and Impacts: What's working?
•   We are just completing the third year so we are just beginning to have a sense of what the project is delivering.

Outcomes and Impacts: What could be changed or improved?
•   Climate change mitigation efforts appear weak

Outcomes and Impacts: General Comments ("Other")
• We also need to keep highlighting our future impacts. We are on the right path with increased stakeholder involvement, and might need to start a focus on policy as we near the end of the project.
• I would like to know more about what the final goals of the project are. Is there any plan for what is going to happen with all the work we have done after the funding for the project ends?"
• During these last two years I hope we all can get a clear idea of REACCH's long term outcomes and impacts develop compelling mechanisms to communicate these outcomes/impacts to stakeholders.
• To think about what have been the 3 or 4 really fundamental contributions that REACCH has made possible -- not 10 or 12. The longer list should be in the back of our minds but I always like a shorter version that speaks to the soul of the project. And how do we spend the next 24 months strengthening those three or four areas that are really fundamental contributions that REACCH has made possible
• I hope we take the time to share all the success various REACCH participants are having-- sometimes it's easy to forget how good things are going when our heads are down "fire fighting"
Wrap-up Activities: What could be changed or improved?
• Start developing a project close out media plan.
Wrap-up Activities: General Comments ("Other")
• Need to start planning publications and last year meetings
Beyond REACCH: General Comments ("Other")
• We need more concrete discussion on what's next after REACCH
• Also, having lead PI, objective leads or the research office try to organize smaller groups to work on proposals for continuation would be beneficial.