



## GUIDANCE DOCUMENT FOR COLLABORATION & INCLUSION DYNAMICS

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***UREx SRN success in collaboration and inclusion will make our work more meaningful, help us better learn how cities can adapt, and result in more useful and relevant outcomes***

***The EDWG's role is to ensure all WGs infuse inclusivity and trust-based collaboration in every endeavor.***

*Collaboration is a process that allows organizations to work toward a goal they cannot reach alone. It requires long-term commitment and an understanding that there will be shared risks, responsibilities, and rewards. Successful collaboration is based on mutual respect, a valuing of differences, trust, a plan, patience, determination to adopt new attitudes and a sense of common purpose.*

### **Summary**

The goal of the UREx SRN Collaboration and Inclusion Guidelines is to foster and support an operating climate that maximizes collaboration, trust and inclusivity throughout the network and acts as a mechanism by which information, ideas and concerns can be voiced, shared and transmitted to the Executive Team and appreciated across the network. Collaboration promotes flexibility and opens up new ways of thinking, while also requiring commitment and mutual participation.

### **General Guideline Goals**

- Meeting Structure/Ground Rule Criteria:
  - Simple, brief and clear guidelines
  - Address problems that arise in meetings
  - Minimize confusion, disruptions and conflicts
  - Improve team efficiency
  - Revise as needed
- Diverse group outreach
- Prevent intergroup biases
- Foster maximum collaboration
- Build trust

### **Working Together as a Team**

- Agreement on initial set of ground rules for:
  - Defining behavioral expectations
  - Ensuring Participation
  - Running Meetings
  - Resolving Conflicts
  - Understanding and agreeing upon standards and expectations



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### 1. Collaboration Guidelines for our Diverse, Cross-Cultural & Cross-Disciplinary Team

- Participatory discussions
- Cooperative, respectful communication
- Share information and acknowledge the source
- Find a common language and assure definitions are understood by everyone
- Trust and respect are key - work on building relationships with others in your group, between cities, and researchers and in the network
- Identify common goals and objectives and share them amongst members
- Respect and celebrate the diversity of perspectives, ideas, cultures, backgrounds and opinions
- Avoid disciplinary chauvinism
- Be mindful of and embrace cultural and language differences
- Keep an open mind
- Listen actively with respect and make sure everyone has a chance to speak - two ears, one mouth
- Look for opportunities and synergies
- Show enthusiasm for the ideas of others
- Value contrarian opinions and empathize with other perspectives
- Do not assume
- Listen and ensure all have a chance to speak
- Learn deeply about the way other disciplines think and operate
- Take ownership - Working Group members are team players
- Discuss benefits and risks of collaboration regularly
- Develop research questions together
- When working together, don't assume that compromise is the only way to get along. Rather, seek to find benefit in the other's viewpoint
- Give concrete examples to increase the possibility of others understanding better your idea
- Build on ideas of others
- Across disciplines: ask for clarification before dismissing a concept from outside your discipline
- Make all feel welcomed into a group and a part of it
- Refrain from using colloquial jargon, abbreviations/acronyms, and expressions that other members may not understand
- Do not assume common understanding and knowledge of unwritten rules of culture/profession
- Learn from generalizations, but do not stereotype
- There is not one right way to communicate - keep questioning your assumptions about the "right way" to communicate (for example, body language/postures can indicate receptivity in one culture and aggressiveness in another)
- Be prepared for a discussion of the past and use it as an opportunity to develop an understanding from another's point of view
- Be open to learning more about cultural differences
- Be aware of current power imbalances and be open to hearing each other's perceptions of those imbalances
- Cultural norms may not apply to the behavior of an individual because we are all shaped by many factors (ethnicity, education, family, personalities, profession...). We are more complicated than any cultural norm could suggest so always check our interpretations
- Whenever possible, search for commonalities and collective frames of reference to help integrate thinking



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### 2. Meeting Guidelines

- **Meeting Preparation**
  - Distribute a Doodle Poll with variable date/time options, if applicable
  - Clearly state date/time in meeting invitation once determined
  - Reply to invitation
  - Co-develop clear agenda in advance, giving all participants opportunity for input
  - Includes discussion goals, estimated times, and responsible parties in agendas
  - Distribute agenda/handouts in advance
  - Read prior material - take ownership
  - Notify meeting coordinator if attendance is not possible, and identify someone to replace you
  - Identify key meeting tasks (can be rotating): Meeting chair, facilitator, note taker, time keeper, and possibly rapporteur (if reporting back to larger UREx group)
  - Have clear objectives for meetings and define goals clearly from start
  
- **Meeting Protocol**
  - If possible, arrive a few minutes early for “small talk” with other attendees to help build our collective network relationships (especially important with a geographically dispersed/virtual team)
  - Recognize all participants
  - Review clear meeting goals/objectives/action items at the start of every meeting
  - Follow agenda as closely as possible
  - Relate meetings to the goals, objectives, and strategies of the project, i.e., be a network
  - Begin with a round robin of report out “lightening rounds” of quick results to check progress of every participant
  - Create Queue List for new input and a second queue for later follow-up (that will be followed-up)  
*The Queue List is a place to capture ideas the team doesn't want to lose but are not appropriate to the discussion at hand. It will be reviewed before the close of the meeting and applicable topics discussed. Issues slated to be revisited at a follow-up meeting/later discussion will be noted. This helps keep the meeting on track while honoring ideas and recognizing individual contributions to help team members know what they say/think matters.*
  - Meeting facilitators assure that everyone gets a chance to speak
  - Allot time to brainstorm
  - Meeting timekeepers help keep participants from wandering off-topic and to be concise
  - Reiterate goals and practitioner tasks assigned during and at the end of meetings – and by writing
  - One person speaks at a time
  - Refrain from side conversations
  - Respond to previous point before you build on the idea; especially contradictions
  - Announce when you change topic
  - Accept others' feedback and be open to alternative courses of action
  - Phrase all feedback in a constructive manner
  - Begin a question with the name of the person to whom it is directed
  - Anyone can call a “time out” if they need clarification or feel the discussion is off track
  - Cite specifics (page, paragraph) when referring to handouts/screen-shared files
  - Vidyo meetings are 50 min
  - Concise and precise to allow others to speak (= brevity)
  - Provide translation services at meetings in Latin America
  - Be aware that language differences and vernacular exist and be sensitive
  - Make sure that blue-sky ideas have a place at the table



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- **Meeting Adjournment**
  - Provide discussion space for comments and meeting evaluation
  - Summarize results and agreements
  - Decide how meeting notes will be distributed
  - Outline outcomes and next steps at close of meeting
  - Create List of Participants
  
- **On-Screen Etiquette**
  - Use headset/speaker
  - Mute microphone when not speaking to minimize background noises and feedback
  - Identify yourself before speaking if video camera is turned off
  - Say/repeat your name when you talk
  - Speak slowly, loud and clear for everyone AND for those of us whose native language is not English
  - Try to focus as if it were in person
  - Use the chat box in the Vidyo desktop version to “raise your hand”
  
- **Call-In Phone Etiquette**
  - Announce your presence when you enter and when you exit the meeting
  - Identify yourself before speaking
  - Mute the phone when not speaking to minimize background noises

### 3. Information Exchange

- Provide a short summary and key points when sharing a resource/paper
- Publish all Management Team and Working Group meeting minutes
- Share resources (e.g. analysis, model, methods, papers) with group members
- Share tools or visual models with others (e.g. illustrated examples)
- Share all group presentations to all UREx SRN members
- Good ideas on either research or accessing data should be shared
- Develop a repository for data across all cities

### 4. Students

- Use students as liaisons with cities
- Provide students an abundance of opportunities to work/collaborate with practitioners
- Produce clear network map of postdoc division of labor
- Have postdoc/grad students provide quarterly updates to Working Groups
- Create student groups
- Support and actively recruit underrepresented student/postdoc in hiring and engagement
- Grad students and postdocs should be central to the development of SRN ideas
- Get students and postdocs engaged early on and have them meet independently and regularly
- Value and support contributions of junior colleagues



### **5. Potential Blocks to Active Participation/Collaboration**

- Overwork or attending too many meetings may tire people
- Confusion about the topic
- Insecurities or cynicism about speaking up
- Talkative members may shut down quieter people
- Reluctance to speak up in front of team leads or other senior members
- Lack of trust, feeling of safety and openness in the group
- Not feeling the group will support ideas
- Feeling you won't be understood because your native language is not English

### **6. Group Participation Survey (to be utilized on a quarterly basis for each Working Group)**

*Rating (1 to 5) how the group manages participation, collaboration and inclusion. Results will be tabulated and fed back to the group for assessment.*

- At our meetings people feel free to express any idea regardless of who's present
- Group members are always clear about the purpose of our discussions
- Members listen to and respect each other's views
- Everyone is valued for his or her specific skills
- Members recognize and accept individual differences.

### **7. Conflict Resolution Guidelines**

- Mechanism to convey potential problems/concerns
  - All team members may convey concerns or potential unease to anyone on the Executive Team or EDWG. Individual concerns will be kept confidential and methods initiated for a collective resolution.