Guidelines for Collaboration
(*updated December 2021*)

Workgroup: *A group of CPCRN members from two or more Centers who collaborate on tasks/projects to meet goals around a common theme, for which a shared Workgroup charter has been developed and approved by the Steering Committee. Workgroup charters are developed collaboratively and summarize Workgroup goals, planned products, timelines, leadership, meeting frequency, and resources needed/committed for the work. Workgroups are required to report activities and performance to the Coordinating Center during the annual progress reporting season and to update their Workgroup charters annually. Collaborating Centers are expected to contribute at least 50% of their funds to support personnel and resources for collaborative Workgroup purposes.*

Interest group: *A group of CPCRN members who share an affinity/interest in a topic or research idea and meet to exchange ideas and opportunities for collaboration, but who have not necessarily defined common goals/tasks. Interest groups may evolve into Workgroups, or they may operationalize as sub-committees under an existing Workgroup. Alternatively, they may continue to meet more informally.*

For the purpose of this document, we focus on expectations and guidelines for collaboration pertinent to CPCRN Workgroup members, but these principles are also helpful for Interest group members.

CPCRN Workgroups operate under an "opt in" model. That is, CPCRN Centers or Affiliates are not required to participate in all Workgroup activities or any specific Workgroup activities. However, all CPCRN Centers and Affiliates are expected to engage in self-selected cross-Center Workgroup activities. Participation in individual Workgroups is voluntary, but involvement with any CPCRN Workgroup requires a minimum level of engagement. This minimum level of engagement is intended to: (1) ensure consistency and continuity in participation; (2) facilitate shared ownership of Workgroup products; (3) ensure fairness in Workgroup members' contributions and recognition for those contributions; and (4) facilitate timely progress toward Workgroup goals. With these goals in mind, CPCRN teams and individual members have adopted the following suggested guidance for collaboration:

Setting Expectations

- All Workgroups must have a current, collaboratively developed charter document governing their plans, activities, and functions. This charter is brought before the CPCRN Steering Committee for approval. Workgroup charters should be updated annually at the start of each new funding year. The updated charter will be submitted to the Coordinating Center with the Workgroup progress report by December 15th of each year.
- Workgroup member roles and responsibilities should be defined in Workgroup charters. Where possible, Workgroup member names should be attached to specific roles and research activities.
- Workgroup norms should be specified in the Workgroup charter.
    - Workgroup Chairs/Co-Chairs will set expectations and norms for Workgroup meeting attendance.
    - Workgroup members should discuss and agree upon team norms that will facilitate collaboration.
- Workgroup members understand that annual progress reporting and charter updating requires input and participation to ensure a complete and accurate reflection of current collaborative work.
- The length, frequency, and content of Workgroup meetings is expected to vary across Workgroups depending on the Workgroup structure.

Contribution/Engagement

Workgroup Members:

- Members may be Collaborating Center investigators, Project Directors, CPCRN Scholars, staff, trainees, Affiliates from other sites, and/or Federal Agency Partners interested in contributing to the work.
- In order to meet the minimum level of engagement for a Workgroup, individuals must lead or become meaningfully involved with Workgroup or sub-committee activities including:
    - Development and management of IRB applications
    - Research design, recruitment, qualitative/quantitative data collection/analysis
    - Contacting and engaging partner organizations
    - Drafting, reviewing, revising, and submitting abstracts, presentations, and manuscripts
    - Developing grant proposals
    - Leading, hosting, coordinating, or attending trainings/workshops
    - Leading intervention development and evaluation
    - Facilitating research and networking opportunities for trainees and CPCRN Scholars
- **Meeting attendance alone is not sufficient to be considered a Workgroup member.** Workgroup members are expected to be continuously engaged in Workgroup research activities and help move the research forward outside of meeting times.
- When considering which Workgroups to participate in, it is preferable to contribute meaningfully to 1-2 Workgroups rather than contributing minimally to 4-5 Workgroups.
- Workgroup members are expected to attend Workgroup meetings as regularly as possible and to communicate with Workgroup leadership and Project Directors when they are unable to attend. When members only sporadically attend meetings or provide input occasionally, it can be disruptive to Workgroup progress. If scheduling conflicts arise, Workgroup members should continue to be engaged with the Workgroup's efforts through email or other communication methods (e.g., Slack, Teams, etc.)
- Timely and thorough feedback on all Workgroup-related matters is expected.
- Publication and abstract authorship is not guaranteed for all members of Workgroups.
- Authors must ensure that those who qualify for authorship are included. Criteria for authorship in CPCRN follows best practice guidance set forth by the ICMJE. (http://www.icmje.org/recommendations/browse/roles-and-responsibilities/defining-the-role-of-authors-and-contributors.html)
- To utilize CPCRN expertise and to further develop CPCRN collaboration, CPCRN investigators sometimes recommend network members for external committees, panels, and other collaborative products, such as reports, but these are not necessarily considered Workgroup activities, if outside the scope of the Workgroup charter. Nonetheless, these activities may be noteworthy and impactful extensions of the network and therefore can be reported in the Collaborating Centers' progress reports.

Workgroup Chairs/Co-Chairs:

- Workgroup Chairs/Co-Chairs take on significant responsibility to organize and advance Workgroup activities. As such, they have autonomy to manage Workgroup processes, conflicts, and member involvement.
- If Workgroup Chairs/Co-Chairs identify members who are not actively engaged in the Workgroup, they will solicit additional involvement from the members and/or reach out to inactive members to clarify whether the person would like to remain engaged or not.
    - Workgroup Chairs/Co-Chairs will determine the length, frequency, and content of Workgroup meetings.
    - Workgroup Chairs/Co-Chairs provide members with multiple and varied opportunities for involvement.
    - Chairs/Co-Chairs or their representatives (e.g., Project Directors) should engage members in scheduling meetings at a time that is mutually convenient for as many members as possible to attend.

    - Chairs/Co-Chairs or their representatives (e.g., Project Directors) will ensure that meeting agendas and minutes are maintained and distributed to all Workgroup members.
    - When appropriate, Chairs/Co-Chairs initiate smaller-scale, sub-committee meetings to encourage progress on activities best accomplished in smaller group settings.
- During the early planning phases of Workgroup products, Chairs or first authors should notify all Workgroup members (by email and during meetings) about the product and provide an opportunity for engaged members to participate, including Federal Agency Partners, Project Directors, CPCRN Scholars, Coordinating Center contributors, and Affiliates. A good time to plan and seek engagement for such products is during the annual charter review.
- Workgroup Chairs/Co-Chairs are responsible for submitting a Workgroup progress report to the Coordinating Center annually by December 15th until the group's work is complete.
- Chairs/Co-Chairs should give members sufficient time to provide feedback on products including but not limited to abstracts, manuscripts, posters, data collection instruments, infographics, and data briefs, typically 1-3 weeks depending on the complexity of the request.
- As outside roles and responsibilities change, Workgroup leaders may wish to step down and seek new Workgroup leaders. If no other volunteers are available to lead the group, Workgroup chairs may opt to sunset the Workgroup.

Project Directors:

- Project Directors may serve two roles within Workgroups.
    1) Each Workgroup will include one or more Project Directors who coordinates Workgroup activities and provides project management support. The Workgroup charter will clearly identify the Project Director(s) in this role. This role includes:
        - Scheduling meetings at a time that is mutually convenient for as many members as possible to attend.
        - Maintaining and distribute meeting agendas and minutes to facilitate inclusion of those members who cannot attend a meeting.
        - Managing project timelines.
        - Communicating regularly with Workgroup members regarding Workgroup activities and progress.
        - Strategizing with Workgroup co-chairs about Workgroup priorities and direction.
        - Drafting the Workgroup progress report in coordination with Workgroup co-chairs.
    2) Project Directors may join a Workgroup solely as a scientific contributor without project management responsibilities. Project Directors should be included as authors on products where they have contributed.

CPCRN Scholars:

- As part of the training experience, CPCRN Scholars are expected to work on a cancer control and/or D&I focused project. This may be a local project with mentors at their local organization/area, a local CPCRN project related to a current CPCRN Center, and/or a project with a national CPCRN Workgroup.
- Projects should be small and negotiated with their mentor(s) so that the Scholar can finish their piece within the program timeframe.
- Each Scholar will have a Mentor who serves as lead facilitator of the Scholar's project. Mentors will facilitate access to expertise and resources and review progress. It is the responsibility of the scholar to communicate and set meetings with mentors.
- For Scholars pursing a Workgroup project, within the first month of being in the program, Scholars should establish contact with the Project Director associated with Workgroup. By the third month in the program, the project should be in place and a CPCRN mentor from that Workgroup should be selected to provide guidance for the project. More than one Scholar may be involved with a CPCRN Workgroup project.

- Scholars may choose to remain involved in CPCRN and Workgroup activities after the completion of their Scholars training. Scholars alumni who are not connected to a funded CPCRN Center will be asked to complete an Affiliate member application and their membership will need to be approved by the CPCRN Steering Committee for continued engagement.
- The same principles for collaboration included on this guidelines document will apply to Scholars regarding authorship on papers and presentations.

Network Collaborating Centers:

- Collaborating Centers are expected to contribute at least 50% of their funds to support personnel and resources for collaborative Workgroup purposes.
- Collaborating Centers are expected to have at least one member serving as Chair/Co-Chair for a Workgroup and to contribute project management support to at least one Workgroup.
- Collaborating Centers are expected to contribute resources towards Workgroup expenses such as participant incentives, transcription, publication fees, etc.
- Collaborating Centers are expected to contribute funds to send members to national conferences, stakeholder meetings, and other public venues to present CPCRN work.

Federal Agency Partners:

- Federal Agency Partners will participate in Workgroup activities in a variety of ways including listening in on calls, consulting on projects, contributing scientifically, and authoring Workgroup products.
- Federal Agency Partners who participate in a Workgroup should be asked if they are interested in contributing as an author on Workgroup products.
- Sometimes Federal Agency Partners may decline to participate in a product due to conflicts of interest or clearance process limitations.
- Lead authors must build time for the clearance process into the Workgroup's writing timeline.

CPCRN Coordinating Center:

- All Workgroups will have a Coordinating Center liaison who attends Workgroup meetings and provides guidance.
- A limited amount of Coordinating Center funds is also available to further support Workgroup activities. A process for requesting Coordinating Center funds is described in detail elsewhere.
- Coordinating Center team members should be invited as authors on Workgroup products where they have contributed scientifically.
- The Coordinating Center team will:
    - Host Workgroup calls on Zoom as needed.
    - Maintain an email list of Workgroup members.
    - List Workgroup meetings on the CPCRN calendar.
    - Program surveys and provide other technical support as needed.
    - Maintain Workgroup Google Drive folders.
    - Disseminate Workgroup products through the CPCRN newsletter and social media.

<u>Meeting Attendance and Conduct</u>

- Regular and timely attendance at relevant Workgroup meetings is encouraged. If possible, members should notify the Chairs of an anticipated absence as early as possible and then take the initiative to obtain missed information. Meeting minutes and/or audio recordings are available from the Chairs/Co-Chairs, Workgroup Project Director or Coordinating Center.
- Workgroup Chairs/Co-Chairs should work with Workgroup members to establish expectations for meeting attendance.
- Meetings have a defined purpose and are efficient to make the best possible use of everyone's time. Meetings that can be completed in 30 minutes are preferred over full hour meetings.
- Workgroups are not required to have monthly (or any other frequency) full-Workgroup meetings. Workgroups should collaboratively establish the most efficient meeting schedule and email/other

asynchronous communication plans to productively advance the work without being too burdensome. For example, sub-committees/smaller group meetings and use of collaborative technology (e.g., Slack, Teams, etc.) are excellent ways to make more efficient progress towards network goals.
- Meetings may be canceled or end early when agendas are unclear or discussion has concluded.
- Workgroup members may establish norms for communication and decision-making during meetings including:
    - How decisions get made in the Workgroup (e.g., by consensus, majority rule, voting, etc.).
    - How conflict between members is resolved
    - How differing levels of power are balanced to ensure that all members feel comfortable speaking up
    - Norms around expected participation during meetings (e.g., knowing when to step back if you've talked a lot, expectations to step up when you haven't contributed to discussion)
- Whenever possible, updates may be provided in a consent agenda or via email so meeting time is spent making decisions or working.

Research Ethics

- Anyone requesting to use data from a Workgroup must notify all members in writing of their plans.
- Data cannot be shared with individuals or organizations beyond those clearly stated in the original IRB application. With appropriate IRB approval, shared data must be de-identified and all efforts made to ensure that identities cannot be uncovered from other data provided. Further, data sharing must be consistent and compliant with any applicable data use agreements and/or data management plans.
- Exercise ethical behavior in all areas of the research process. Research misconduct is not permitted in any capacity.

Authorship

- As a collaborative Network, authentic inclusivity is expected. This means including all members where they have contributed and always erring on the side of inclusion.
- Lead authors, in conjunction with Workgroup Chairs/Co-Chairs, are expected to notify Workgroup members (by email and during meetings) about Workgroup and sub-committee products when those products are in the early planning phases and invite participation from engaged Workgroup members.
- If the number of authors needs to be condensed, at least one person from each participating Center actively involved in a Workgroup or sub-committee project ideally should be invited to serve as an author on research products (assuming they meet ICMJE authorship criteria, see below).
- Federal Agency Partners, Coordinating Center contributors, Project Directors, CPCRN Scholars, and Affiliates who have been meaningfully engaged in Workgroup efforts should be invited if they are interested in contributing as an author.
- For secondary analyses and ancillary papers, lead authors should reach out to the Workgroup Chairs/Co-Chairs and their Collaborating Center's PI to discuss authorship.
- Authors should meet **all four** criteria from the International Committee of Medical Journal Editors (ICMJE):
    - Substantial contributions to the conception or design of the work; or the acquisition, analysis, or interpretation of data for the work; AND
    - Drafting the work or revising it critically for important intellectual content; AND
    - Final approval of the version to be published; AND
    - Agreement to be accountable for all aspects of the work in ensuring that questions related to the accuracy or integrity of any part of the work are appropriately investigated and resolved.
- Contributors who meet fewer than all four criteria for authorship should not be listed as authors. They may be included in the acknowledgements (with their permission). Lead authors should be generous in their acknowledgement of Workgroup members who contributed to conceptualization and data gathering efforts.

Conflict Resolution

- If a conflict occurs within or across Workgroups, individual(s) involved will transparently discuss the conflict within the Workgroup.
- If the conflict cannot be resolved within the Workgroup, the Steering Committee Co-Chairs and Coordinating Center are consulted.
- For conflicts that remain unresolved, the conflict will be discussed during a full Steering Committee meeting. All individuals involved in the dispute will have the opportunity to present to the Steering Committee, which will discuss and ultimately arbitrate the dispute. Given that the Steering Committee felt that such disputes would be rare, they opted for this approach over establishing a formal *Publications and Presentations Committee*.

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Acknowledgment

a. If there are multiple CPCRN Centers involved in the research product, the cooperative agreement number for each member Center should be listed.
b. Furthermore, the main title slide of all CPCRN presentations and homepage of all CPCRN websites must include the above statement AND must include the PRC logo.
c. For research products from CPCRN4 or earlier, NCI must also be included in the statement above.

Cooperative Agreement Numbers (2019-2024)

CPCRN Center	Cooperative Agreement #
Colorado School of Public Health	U48 DP006399
Emory University	U48 DP006377
New York University School of Medicine - CUNY	U48 DP006396
University of Arizona	U48 DP006413
University of Iowa	U48 DP006389
University of North Carolina at Chapel Hill	U48 DP006400
University of South Carolina	U48 DP006401
University of Washington	U48 DP006398

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DEPARTMENT OF HEALTH & HUMAN SERVICES Public Health Service

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Atlanta, GA 30341-3724

Date: December 19, 2019
To: Co-authors who work with CDC authors
From: Associate Director for Science Office,
National Center for Chronic Disease Prevention and Health Promotion,
Centers for Disease Control and Prevention
Subject: Information to non-CDC coauthors about CDC clearance

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