

TABLE OF CONTENTS

ABSTRACT.....	ix
CHAPTER I.....	1
Introduction.....	1
Statement of the Problem.....	3
Purpose of the Study	4
Significance of the Study	4
CHAPTER II.....	5
Review of the Literature	5
Defining “Collaborative Writing”	8
Overview of the Collaborative Grant Writing Process	8
Characteristics Unique to the Collaborative Grant Writing Context.....	10
Processes Parallel to Proposal Writing	10
Theories of Small Group Decision Making.....	12
Pre-Collaborative Tasks.....	15
Phase 1: Orientation.....	15
Role Assignment.....	16
Creation of a Work Plan & Timeline.....	17
Selection of the Mode for Document Management.....	17
Communication Plan.....	18
Phases 2 and 3: Conflict and Emergence.....	18
Phase 4: Reinforcement	20
Conclusion	20
CHAPTER III	21
Methodology	21
Research Design.....	21
Institutional Review Board Procedures	21
Scope.....	22
Sampling Methods	22
Data Collection	24

Confidentiality	25
Interview Protocol.....	26
Data Coding Procedures	29
Analysis of the Data.....	35
Assumptions.....	37
Limitations	37
Delimitations.....	39
Operationalization of the Relevant Variables	40
Operationalization of Demographic Categories.....	41
Operationalization of Group Phases	41
Summary	42
CHAPTER IV	43
Analysis and Findings.....	43
Findings.....	43
Part I: Interview Participant Demographics.....	44
Participant Characteristics	44
Organizational Characteristics	45
Part II: Substantive Interview Questions	45
Pre-Collaboration	46
Internal Strategizing.....	47
Assess Internal Resources.....	48
Appraising the Political Landscape	48
Choosing Partners	48
Existing Relationship	49
Empowered to Make Decisions	50
Complimentary Resources	50
Connecting as a Newbie.....	50
Phase 1: Orientation.....	51
Role Assignment.....	51
Qualities of an Effective Leader	52
Social/Emotional Intelligence	53

Focused Guidance	54
Managing the Work Process	54
Communication Plan.....	55
Action Plans	56
Document Management	57
Phases 2 & 3: Conflict and Emergence.....	58
Causes of Conflict.....	60
Budget Negotiation	60
Other Issues.....	60
Conflict Resolution Strategies	60
Face-to-Face Conversation (Group)	60
Face-to-Face Conversation (One-on-One).....	60
Artificial Resolution.....	61
Unresolved Conflict	61
Breakdown in Communication	61
Phase 4: Reinforcement	61
Standard Protocols	62
Lack of Debriefing.....	63
Participant Reflection.....	63
Defining Success: New Opportunities	63
Summary of Findings.....	64
CHAPTER V	72
Discussion	72
Purpose of the Study	72
Significance of the Study	72
Review of Methods.....	72
Limitations	73
Overview of Findings	74
Discussion of Findings.....	75
Outside Factors	75
Internal Preparation.....	76

Project Management Strategies.....	77
Interpersonal Interactions.....	77
Best Practice Strategies for Managing Collaborative Projects	78
Pre-Collaboration Strategies	78
Internal Preparation.....	79
Choosing Partners	79
Orientation Strategies.....	81
Assigning Roles	82
Work Plans.....	83
Document Management	84
Communication Plan.....	84
Phases 2 and 3: Conflict and Emergence	85
Phase 4: Reinforcement	87
Professional Development Implications	88
Future Research Agenda	89
REFERENCES	92
APPENDICES	98
Appendix A: Interview Consent Form.....	99
Appendix B: Interview Script	101