





















Adapting to COVID: Resources for Natural History Collections in a New Virtual World

Virtual Project Management (Tips and Tools)

October 27: 2:00 - 3:00 pm ET

David Jennings - iDigBio Project Manager

Diego Barroso - TORCH TCN Project Manager, BRIT

Jen Zaspel - TPT TCN PI, Milwaukee Public Museum































Project Management Basics



David Jennings
iDigBio Project Manager
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iDigBio is funded by grants from the National Science Foundation's Advancing Digitization of Biodiversity Collections Program [DBI-1115210 (2011-2018) and DBI-1547229 (2016-2021)]. Any opinions, findings, and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Science Foundation. © 2011-2020 iDigBio





A little about me to provide some framing...

- Master's degree in Industrial & Systems Engineering with a concentration in Engineering Management
- Managed projects of various sizes for the past 25 years
- Worked in the aerospace, medical device, cosmetics, public utility, and higher education sectors
- Combination of formal, informal, and on-the-job training
- Licensed Professional Engineer in Florida
- Held a variety of leadership positions
- Lots of remote work experience





































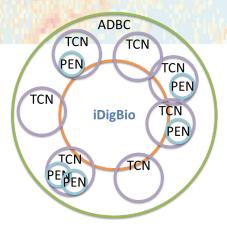
Advancing the Digitization of Biodiversity Collections iDigBio hub, Thematic Collection Networks, & Partners to Existing Networks



1,623 recordsets

124.9 million specimen records

39.7 million media records





Cyberinfrastructure

Data publishing for natural history collections
Data quality control review
Data access via user-friendly web portal interface
Data access programmatically via APIs

Research Use

Collaborative development of tools and products using iDigBio data Publications exemplifying and community training on best practices for data use

Digitization, Workforce Development, and Citizen Science

Workflows for digitizing historic specimens and for born-digital new specimens Trainings related to equipment, digitization skills, and data literacy Products and events to integrate citizen science in digitization workflows

Education, Outreach, Diversity, & Inclusion

K-16 course materials featuring specimens Mentoring for EODI activities organized by natural history collections Multi-pronged efforts to broaden representation in science

Community Coordination

Digital Data in Biodiversity Research Conference (annually in June) Biodiversity Summit (annually in September) Alignment with similar international initiatives, e.g. GBIF, DiSSCo, ALA

Long-term sustainability of digitization and data mobilization efforts

www.idigbio.org social media @idigbio





Why a session on Project Management?

- Challenges with scientific and research projects:
 - Scientists want to do research, not administration
 - Project management & administration can be time consuming
 - Administration distracts scientists from their main interests
 - Scientists often lack training or experience in project management
 - Funding agencies desire accurate cost estimates and predictable outcomes
- There must be a better way:
 - Educate emerging scientists in the basics of project management and administration
 - Transfer knowledge and lessons from experienced scientists to those in emerging projects







Let's start with a couple of definitions...

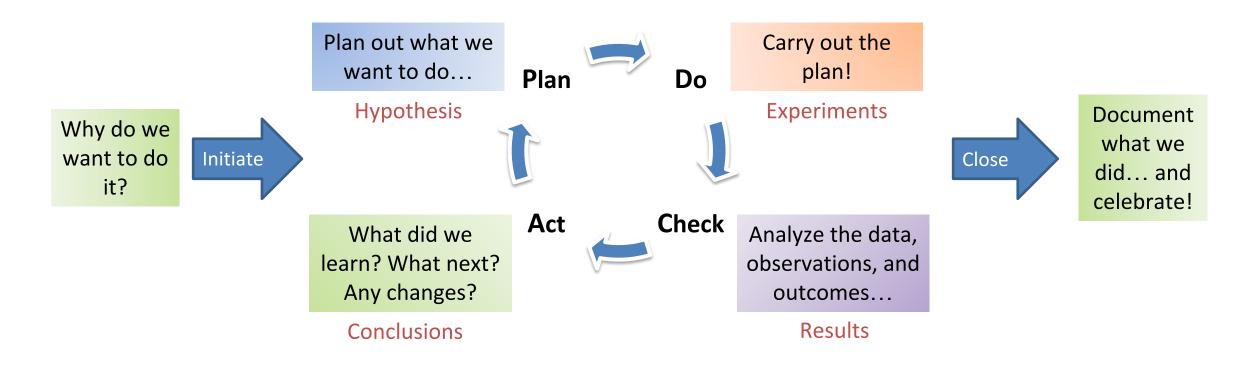
- What is a project?
 - "A project a temporary endeavor undertaken to create a unique product, service or result."
 - **temporary** = defined beginning and end in time, which is necessary to constrain scope and resources
 - **unique** = it is not a routine operation, but a specific set of operations designed to accomplish a singular goal
- What is project management?
 - "Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements."
 - Structure to maintain focus on goals and outcomes
 - Predictably meet project requirements within established constraints





Project Management is not as abstract as you think...

"Plan-do-check-act (PDCA) represents an intersection between the scientific method and everyday operations. Given an objective, whatever process is defined to achieve that objective can be—and often unknowingly is—subject to PDCA."







Project Management is intertwined with Leadership

- Management is about <u>coping with complexity</u> to bring order and predictability to a situation
- Leadership is about <u>coping with change</u> to survive or compete effectively in a new environment

Management			Leadership
Planning and budgeting	<u> </u>	\Rightarrow	Setting direction
Organizing and Staffing		\Rightarrow	Aligning people
Control and problem-solving	<u></u>	\Rightarrow	Motivation





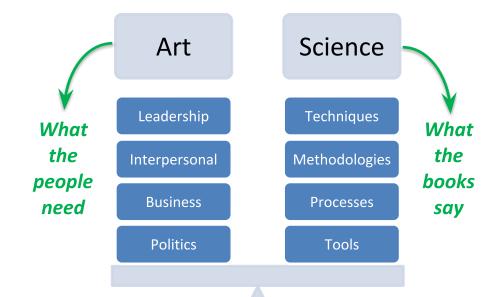
Project Management is always about balance...

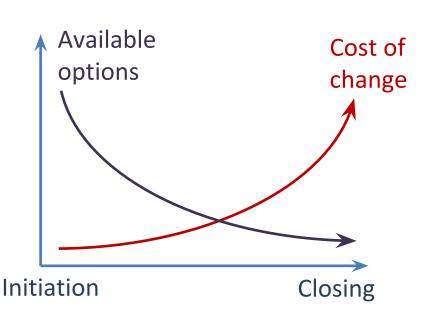






You can only control 2 out of 3



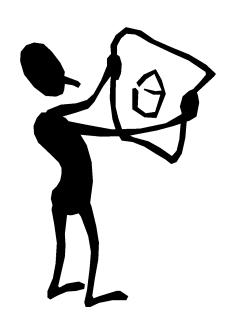






Project Management begins with a Workplan

- A workplan serves as a map and guide for your team:
 - **What** needs to be done?
 - **Who** is doing the work?
 - How much will the work cost (budget)?
 - When will the work be done (schedule)?
 - How the work will be done (workflows)?
 - How will you manage communications?
 - How will you manage risk?
 - How will you manage change?
 - What metrics will you use to track and measure progress, quality, and scope?
 - What are your internal and external dependencies?
- Remember that a workplan is a living document
- The planning process is vitally important for your team







Advice, tips, and lessons learned...

Part 1

- Manage your risks early and often
 - Risk management is a key component that is often met with the most resistance
 - Don't put all your senior officers in one shuttlecraft
 - Enemies, like Romulans, can be cloaked
- Plan for change because it is inevitable
 - Quantify the impacts, prioritize, and get endorsement
 - Having is not so pleasing a thing as wanting
- Avoid using "percent complete"
 - People guess (or lie) and tend to be overly optimistic
 - Keep your phaser set on stun
 Use binary completion: Is the work done? Yes/No
- Manage your time wisely
 - Work—and meetings—expand to fill available time
 - The last 20% of the work will take 80% of the time ("80/20 rule")







Advice, tips, and lessons learned...

Part 2

- Build relationships
 - Shoe mail is better than Zoom is better than Phone is better than Slack is better than **Email**
 - Cross-functional and diverse teams are the key to success □ avoid tunnel vision
 - Infinite Diversity in Infinite Combinations
- Don't guess!
 - The most valuable and least said word in a project manager's vocabulary is "No"
 - The most valuable and least said phrase in a project manager's vocabulary is "I don't know"
- See both the forest and the trees

 understand where things fit
- You can act on incomplete data □ be flexible
 - Insufficient data does not compute
 - When logic fails, trust a hunch







Advice, tips, and lessons learned...

Part 3

- Don't spend all your time tracking progress
 - Use just enough granularity but no more
 - Avoid cascading milestones and objectives
- Complexity of coordination increases exponentially with the number of people—or Pls—involved
 - The same goes for committees and advisory boards $\hfill\square$ keep them manageable
- Divide and conquer □ manage as a program vs. a project
 - Non-interference is the Prime Directive
- Keep your Pls and Program Officer happy
 - Live long and prosper





Thank you!

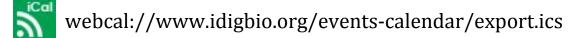
























Practical Tips for the Budding TCN Project Manager - or, "Things I've learned along the way"



Diego Barroso
TORCH TCN Project Manager
Fort Worth Botanic Garden / Botanical Research Institute of Texas

<dbarroso@brit.org>







Backstory:

- Training in Biochemistry & Neuroscience
- 2013 2014: Georeferencing Tech for @ Michigan
- 2014-2018: Proj. Mgr., Great Lakes Invasives TCN @ Michigan
- 2018-2020: Proj. Mgr., MyCoPortal TCN @ Illinois Natural History Survey (Lead)
- 2020-2023: Proj. Mgr., TORCH TCN @ BRIT (Lead)

Thank you! to:



Bill Fink, Doug Nelson, Diarmaid O'Fóighil (UMMZ) Rich Rabeler, Matthew Foltz, Pat Rogers (MICH)



Andy Miller, Phil Anders (INHS)



Peter Fritsch, Tiana Rehman, Jason Best, Clay Barrett

Ed Gilbert, Ben Brandt, Nelson Rios













Organization & Documentation - Part 1

• Create a single, **centralized**, **online repository** for your project's documentation (internal documents, which you will unexpectedly need when you are 3000 miles away.)

• Who's who? (at-a-glance): Create a project-wide directory of all participating institutions (with contacts at each, like P.I., digitizer, etc.), and keep it up-to-date.

Public Documentation / Tutorials (website): Saves you work and makes others' lives
easier. Helps you publicize your project, gain new collaborators (translate it!), and create
your brand.

• It helps to have **boiler-plate emails** for communicating things to new participants (**efficiency, standardization**), or **recurring** events (Quarterly, Annual reports).





Organization & Documentation - Part 2

 Keep painstaking records; don't throw out emails. Build your personal Knowledgebase / Archive; also helps with Accountability.

• Create **reports as-you-go**: as soon as something "reportable" happens, **add it to the format!** When reporting time comes around, the report will be practically **done**, and with **better data**.

Provide personalized attention whenever necessary -- especially when the TCN is just starting
out, or for any newcomers. Do online/Zoom demos; record them -- and publicize them -- if
possible.

• "Under-promise and over-deliver." (Assume people will wait until the last minute to send you whatever it is you are requesting.)





Day-to-Day operations (production environment) - Part 1

• You are responsible for turning in **deliverables**, **on time** and within **budget**.

 Pretend you are running a factory; take ownership. Learn the workflow; it is your job to keep the gears turning (tech support). Anticipate possible problems (listen to your staff) and try to resolve them before they impact the project.

Make processes/tutorials as simple as possible; never assume people are tech-savvy.

• Mix it up! After 4 hours of any given task, productivity goes down.

• Keep your staff **engaged**. **Build the relationship** so they return (helps avoid having to train new employees every term!)





Day-to-Day operations (production environment) - Part 2

• Always image the specimen first, and create a backlog. (COVID settled this debate).

• Automate as much as possible: image post-processing, OCR for transcription, GeoLocate.

• Keep **costs** in mind (e.g., parking can easily amount to 10-20% of hourly wage). Remember, the project manager is one of the largest expenditures on the project (*the Foltz principle*).

• **Prioritize** tasks. In addition to "Importance & Urgency," I like: 1) time it will take + 2) "CPU Cycles". This way, I always have something to do. **Don't waste valuable "long stretches** of time" doing a string of quick and easy tasks.





Metrics & Reporting Practices

Suggestion: "Daily email report." Provides auto-feedback to staff, and makes it easy to calculate numbers for report. Avoid blatant micro-managing; use Symbiota queries if needed.
 "DigiLedger" (Joe Lippert, at BRIT).

Good idea to keep: Weekly, Monthly, Quarterly, Annual summaries; good for projections.
 Will we deliver, if we keep going at this rate? Make adjustments accordingly. Share the data with project stakeholders.

• Keep **up to date.** You should be able to **produce numbers within the hour** (assume you will be asked for stats at the drop of a hat, because you *will* be).





Relationships & Communication with stakeholders & workforce (1)

 For important things, prefer email. It creates a permanent record, makes communication more thought-out, and allows you to answer at your convenience (fewer interruptions).

• **Be prompt** when responding. Better to **acknowledge quickly** and reply at length later, than to not answer until done. **Keep people apprised** of where their "ticket" is, and **keep your word**.

• Each institution is unique; learn the individual quirks (e.g., data, internal conflicts), yet be discreet. Know people by name, and who works with whom. Be empathetic.

• For every institution and for every dataset, there is a "gatekeeper"; respect that, and learn to navigate these relationships. Remember: you may suggest and try to persuade, but they have ultimate say.





Relationships & Communication with stakeholders & workforce (2)

 A P.M. is both a "supervisory" and a "public servant" role, often to the same people ("constituents"). Scrum's "Servant Leadership": my goal is to help them meet theirs.

A P.M. represents the project and is its public face. Always maintain the highest standards. Be fair to everyone.

- Accept that there's only so much you can do; pick your battles wisely. "Herding cats" is a big part of the job. Know your crowd, and don't burn bridges.
- We have **monthly meetings** with the P.I.'s.; helpful **input from everyone**, "keeps everyone **accountable**." Keep (collaborative) **minutes**, including the list of attendees, and make it available within 24 hours (as a matter of **Public Record**).
- Suggestion: Monthly or Quarterly newsletter?





Miscellaneous - Part 1

• Don't be afraid to **ask for help.** People are nicer than you expect! Better to ask for help than to miss your mark.

• I don't know everything, but I know someone I can ask (Newton: "shoulders of giants"; "I got a guy for that."). Don't forget to be someone else's "guy" when they need it.

Know what you know, and what you don't know. If you don't know, turn it over to someone who
does.

 Occasionally, you will be dragged into things you'd rather not do. Learn from every experience, and build relationships. But also, know when -- and how -- to say NO.





Miscellaneous - Part 2

Stay up-to-date and on your toes. Be nimble and keep a can-do attitude (Laura Maihofer; "3 Morelos"). (Diego: lightbulb, ballast, LED retrofitting, bash vs. Excel, csv vs. tsv, PC vs. Mac BOM, Symbiota code for Cyrillic characters, geocoding, reverse geo-coding, XML)

• On innovation: invent, develop, but remember -- no need to reinvent the wheel. (Also, avoid "N.I.H. Syndrome"). "Explore AND Exploit".

"Expect the unexpected" (COVID-19, anyone?). BACKUPS, BACKUPS, BACKUPS. Make a transition plan (aka, "if I get hit by a bus").

Give credit where credit is due. Stick up for your employees. Reward good work. Enjoy it!









Jennifer M. Zaspel **Associate Curator and Head of Zoology Milwaukee Public Museum**

- **Project Title:** Collaborative Research: Digitization TCN: Digitizing collections to trace parasite-host associations and predict the spread of vector-borne disease
- **Project Start Date:** September 1st 2019
- **Project Period:** 3 years
- **Participating Institutions: 28**
- Co-Pls/Leads on Subs: 34
- **Participants:** 110+













Parasite

Data

Data

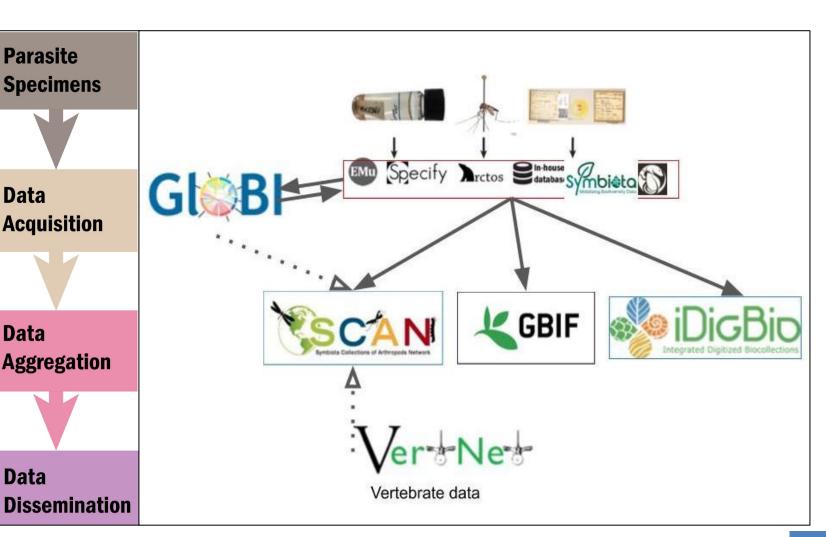
Data





Digitization Objectives

Transcribe and georeference label data from **1.2+** million arthropod parasite specimens from 22 collections across North America (U.S. and territories) including ~55,000 specimens from biotic-association collections









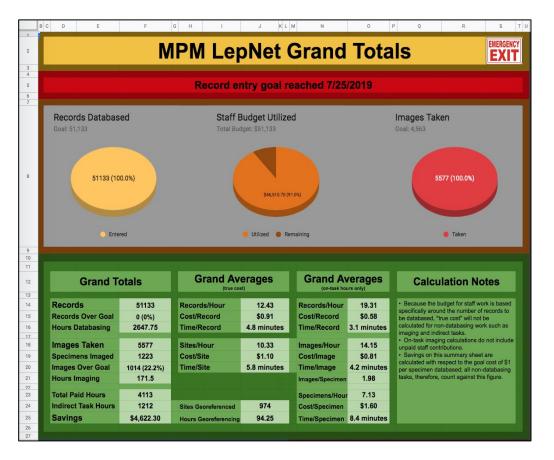






Pre-submission Planning and Timeline









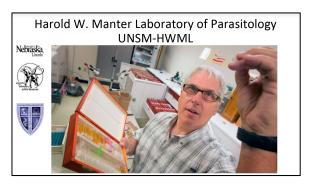










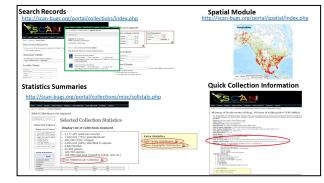


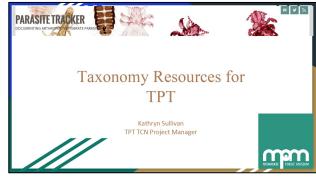




Project Kick-off Meeting

- Introductions to collections and collaborators
- Review expectations
- Discuss any changes in scope or IT updates
- Share resources
- **Project planning**













Digitization Project Planning Form Natural History

To be completed by Digitization Manager during project planning meeting.

Person In Charge/Collection Manager (PIC) Digitization Manager (DM) Collection Informatics (CI) EMu Systems Administrator (SA) Digitization Core Committee (DCC)

Department: Collection: Project Supervisor Person-in-Charge of Collection (if different) Grant funded? ☑ Yes ☑ No Project Name Est. # Specimens: Basis for estimate: Timeline: ☑ Start End

☑ Ongoing ☑ Other_

Project Development Meetings

Schedule as needed.

- Planning Meeting (complete form below)
- ☑ EMu Data Map (PIC, DM, SA)
- ☑ Image requirements (PIC, DM)
- ☑ Data Transcription & Cleaning Plan (PIC, DM, others as needed)
- ☑ File Naming (if new conventions need to be established) (PIC, DCC)
- 図 Project workflow (PIC, DM, SA)
- ☑ Data deployment plan (PIC, SA, & CI)

Other

Digitization Plan

☑ Yes ☑ No

Who will be digitizing? (note # of each)

☑ MPM Staff ☑ Volunteer ☑ Intern ☑ Project assistant/tech. Hire date: _ Details:

Training requested? 図 Data entry 図 Photography 図 No training needed

Who will supervise adherence to data quality standards?

図 Project Lead /Curator 図 Project assistant/tech. 図 Other_

How many workstations are needed? Station equipment supplied/funded? ত MPM ত Funded ত No What equipment is available?

Has IES been contacted about server space, software, and other equipment requirements? ☑ Yes ☑ No Reports:

Will this project require a Crystal Report & data export Preferred data capture interface (s): (for iDigBio or another aggregator)?

☑ EMu (streamlined)

☑ Sapphire/RDE

☑ Crowdsource transcription

DigiVol

Project Planning: Who is doing what?

- Creating job descriptions & hiring staff
- Developing imaging & data entry procedures
- Overseeing specimen handling
- Training staff in handling and digitization procedures
- Tracking production
- Quality control of images
- Quality control of data
- Archiving & deploying images & data













2020 TPT Personnel Organizational Chart

Research Advisory Board

Julie Allen Jen Zaspel Jessica Light Rob Guralnick Nate Lemoine Anna Monfils Sarah Bush Jason Weckstein Others TBD

Bioinformatics Teams

Data Integration



Jorrit Poelen Katja Seltmann Jen Zaspel

Image/Label Data Aggregation



Katja Seltmann Neil Cobb

Broader

Impacts

Anna Monfils Jen Zaspel

Julie Allen Emily Graslie Rob Guralnick Katja Seltmann

> Machine Learning Species Identification

Project Manager Kat Sullivan

Project communications, goals, and tracking

Taxonomy



Project Leads

Jen Zaspel

Stephen Cameron

TaxonWorks-Matt Yoder Management, curation, and file formatting

Kat Sullivan Jen Zaspel Taxonomy file aggregation

David Bloom Vertebrate taxonomy

VertNet

Data **Providers**

PU-Stephen Cameron/Jen Zaspel TAMU-Jessica Light/Karen Wright **UH-Dan Rubinoff UM-Barry OConnor/Erika Tucker** UMSP-Robin Thomson **UNL-Scott Gardner UNH-Istvan Miko UU-Sarah Bush** UNM-Mariel Campbell/Joe Cook UWM-Dan Young/ Craig Brabant UWSP-Sarah Orlofske

Scanning

Kat Sullivan Trays Julia Colby mem Slides and vials; barcodes Jen Zaspel



Inselect-Julia Colby, Kat Sullivan Jen Zaspel

ANSP-Jason Weckstein BPBM-Jim Boone BYU-Mike Whiting CAS-Chris Grinter CU-Michael Caterino FMNH-Petra Sierwald/Maureen Turcatel **INHS-Dmitry Dmitriev** MSU-Anthony Cognato MPM-Julia Colby/Jen Zaspel OSU-Hans Klompen PSU-Andy Deans

Digitization

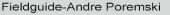
Mark Smith Pinned and slides Alyssa Caywood Pinned







Julie Allen Michael Denslow Rob Guralnick







Pinned Specimen & Label

Terrestrial Parasite Tracker

Photography



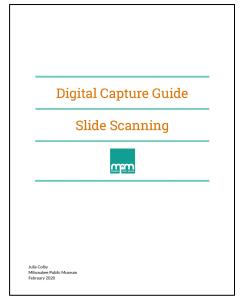




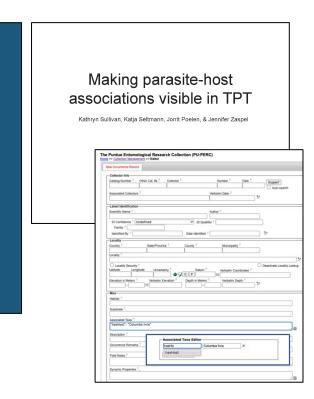
Hands-on Training and Continued Sharing of Resources



TPT Workshop I Field Museum of Natural History, February 2020



Workflow Development





















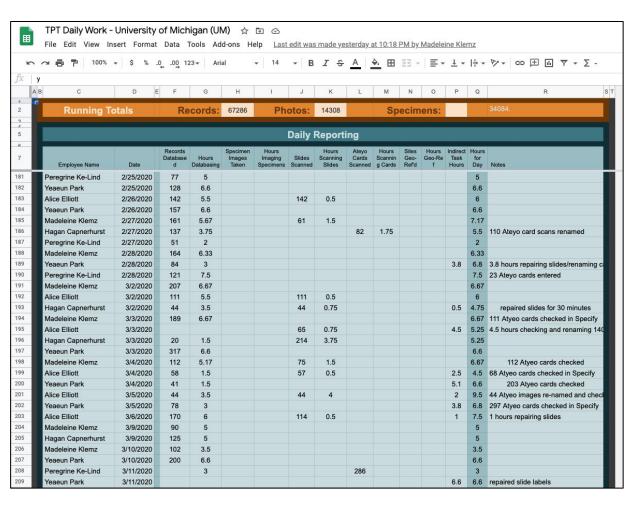


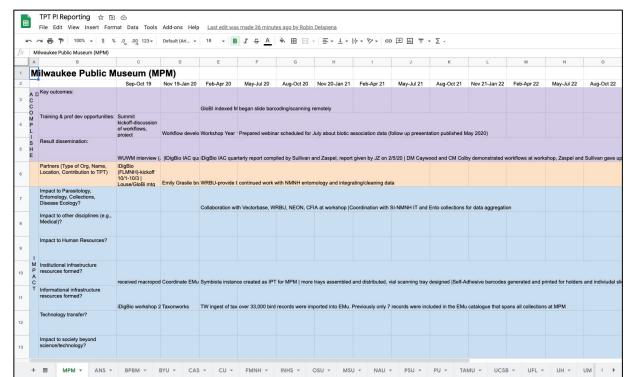






Project Tracking and Reporting





Webinars, Newsletters, and Managing Correspondence



April 17, 2020

Dear TPT Network

Welcome Dr. Vijay Barve!

Vijay Barve will be one of the new postoctoral researchers to join the TPT Network. In the coming weeks, Vijay will be providing members of our network with taxonomy for terrestrial vertebrate hosts. The next phase of his project will be focused on developing a comprehensive list of names for the taxa we are cliptizing for TPT. Vijay has a master's degree in Computer science from India where he developed an interest in Biodiversity informatics. His doctoral



research at the University of Kansas focused on harvesting biodiversity information from social networking sites. Upon completion of his PhD, he joined the Florida Museum of Natural History as a post-doctoral researcher where he continues his work on Biodiversity informatics. His main role is to integrate heterogeneous biodiversity data sources to create data products to be consumed by researchers and projects like ButterflyNet and Map of Life and also building data handling tools. His recent research has dealt with Citten Science in Biodiversity and he has several research publications in that area. Vijay is the recipient of the GBIF Young Researcher award and has also received two GBIF Ebbe Nielsen awards. He has trained staff and students from several countries in Africa, Asia and the Americas in Biodiversity informatics and mentored students through Google Summer of Code projects.

Crowdsourcing and Notes from Nature

The community transcription event <u>WebligBioLite</u> is happening now April 18-19! We have two expeditions up from TP: The Lousy Expedition III and See No See Ums: Hawaii from BPBM. This is a great opportunity to get a lot of data transcribed as there are many people online helping with these kinds of projects. If you have a set of images ready please email Julie Allen (<u>allen239um.redu</u>).

In Progre

- Diptera families
- · Vertebrate host list--mammals and reptiles

BioScience Publications and Podcast

A recent press release highlights publications and a podcast in BioScience about leveraging biodiversity science infrastructure in the COVID-19 era. Congrats to several of our TPT PIs and collaborators! https://www.eurekalert.org/pub_releases/2020-06/alob-bio062320.php

Remote Digitization Highlights

Digital Data Presentation from University of New Hampshire on June 1, 2020
Developing the digitization practices of parasitic arthropod specimens from a university collection
Legna O'dal University of New Hampshire: Hank

Jenna O'del, University of New Hampshire; Isaca A. Bergfalk, University of New Hampshire; Holly A. Hoag, University of New Hampshire; István Mikó, University of New Hampshire; Holly A.



Watch the undergraduates in István Mikó's lab outline their TPT digitization workflows!
<u>Presentation</u>
Abstract

UWSP article

Sarah Orlofske was featured in this recent article for integrating digital specimens into her undergraduate lab course at the University of Wisconsin-Stevens Point. https://wausaupilotandreview.com/2020/05/20/usys-ste

Please continue to send us updates you would like to share in the future. We will continue sending out monthly newsletters throughout the summer.

Hope you are all safe and healthy!

Remote Digitization Highlight

FridayWightLice!!! Data transcription of louse specimens is in full swing at the Frost Entomological Museum (PennState). So far they have transcribed data from >500 slides, scanned >15k slides, and imaged over >600 vials. Check out this awesome Walrus louse specimen, complete with label data, of course!



Walrus louse - Antarctophthirus callorhini (Osborn, 1899) (Phthiraptera: Echinophthiriidae) Collecting event: Ex. Callorhinus ursinus (Carnivora: Otariidae)

Ex. Callorhinus ursinus (Carnivora: Otariidae) St. Paul Island, Alaska 9. VII.1969

Staff at the Frost also discovered a batch of vials of ticks from Africa, collected off of various exotic animals. The image on the right is of ticks from a cheetah!!!

"This TPT funding has enabled us to retrieve samples from the darkest corners of our museum and to bring them into the realm of science. We had no idea what were in these vials..." Andy Deans, Professor and Director of the Frost Entomological Museum



Stay tuned for biweekly newsletters and *Please* send us updates you would like to share in the future.

Hope you are all safe and healthy!

Jen, Kat, and Julie

using his iPad as a second monitor. With a small clip, we were able to maintain work at about 75% capacity. However, with the shutdown lastings olong, the data entry was running out. River went to campus to take home a cabinet of slides to continue prepping and imaging slides. And just this week, one student who is interested in working full time through the summer was approved on the 'esential personnel' list. He is working no rampus in a room by himself prepping and imaging more alcohol specimens. As needed, I will go in periodically to organize more ethanol specimens to be processed. Without these two employees, the remote work would soon run out. Summer plans include encouraging students to continue working remotely through the summer and repopulating the workplace as slowly as possible."





We plan to switch to a monthly newsletter model beginning in June. *Please* send us updates you would like to share in the future.

Hope you are all safe and healthy!

Jen, Kat, and Julie











Thank You!



Portable, High Performance Imaging and Microscopy Systems



iDigBio











Know the vector, know the threat



BIODIVERSITY

NETWORK



