By: Hendrik Drachsler, Maren Scheffel

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This document summarises communication mechanisms for the effective and efficient management of the LACE project. It also defines management procedures and necessary internal reporting templates.
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Introduction
This document reports about the established communication mechanisms for the management of the LACE project. It defines management procedures and necessary internal reporting templates. In the following section we will shortly present the project management tool and its document archive in Google.

Initialisation of the project

The cooperation among the LACE partners is very committed so far. Partners are actively involved in the WPs that have met the objectives set at the project proposal as well as have produced first community events. As the Project Coordinator, we have worked to act efficiently as the intermediary between the PO and the consortium. To this end, we have been responsible for chairing the kickoff meeting, the periodic online meetings, and taking all actions to enable proper decision-making.

During the kickoff meeting in Brussels, the details of the project work plan have been specified, a detailed project plan and time schedule has been created and each partner nominated one person who is responsible for the lead of the WP. All partners signed a contract/bilateral agreement in which the duties and responsibilities for each partner are described in detail.

As coordinator we regularly set up online meetings with the partners and especially the WP leaders in order to monitor and review the various on going parts and tasks of the project. To further optimise the collaborative working environment and provide a shared workspace for dissemination of project-related information and collection of deliverables/administrative documents (e.g. timesheets), we use the online project management tool Basecamp (http://www.basecamp.com). The use of the Basecamp project communication tool by all participants is an essential step towards sustaining operational consistency within the project. This ensures the smooth operation of the
project and guarantees that all efforts are focused on ensuring that partners submit all required progress reports, deliverables, financial statements etc. Initially we planned to use the Atlassian Confluence wiki environment and JIRA (task and issue tracker) but as the work with basecamp is much more convenient, we have decided to use this tool for the project management and the internal communications within the project.

The project management tool basecamp
This section gives an overview of the basecamp instance for the LACE project.

![Screenshot of the LACE basecamp instance.](image)

**Figure 1: Screenshot of the LACE basecamp instance.**

Members
All employees of the LACE consortium have been invited to the basecamp instance. In addition, the contact details (phone, mobile, Google account, mail account) of each employee have been added to the basecamp tool in order to guarantee fast communication.
Basecamp enables all partners to allocate tasks with specific deadlines to partners within the consortium. This is very effective for collaboration within WPs as it goes beyond institutional borders. All communication is tracked within the system and can be viewed by all partners. In that way everybody can look into an on going task and check the latest communication about it. This allows a very transparent way of project management that is well documented and reduces confusing email communication.

**Document storage via Google drive**

Basecamp is a very efficient tool to track tasks and progress within the project but it is less suited for collaborative document management. However, it does provide the opportunity to add Google docs to any comment or tasks within the system. Therefore, we created a shared Google drive folder that stores all written documents and spreadsheets of the project. The Google drive folder allows a very efficient collaboration opportunity as the documents can be edited by multiple project partners at once. Google also provides an activity stream and a version history for each document (see Figure 2 right side).

Figure 2 shows a screenshot of the Google drive folder that is used for the document management in the LACE project.

![Screenshot of the shared Google drive folder for the document management of the LACE project.](image-url)
Online Meetings
The partner HIAO contributed an Adobe connect instance for the online meetings within the LACE project. The Adobe Connect instance is reserved for periodic WP meetings and the monthly consortium call. In addition, any partner can use the instance whenever it is needed to have a high quality online meeting with stakeholder groups or bilateral working meetings.

![Figure 3: Screenshot of the Adobe connect instance](image)

Management procedures

**Deliverable procedure**

In order to guarantee high quality deliverables, the LACE consortium committed to the following deliverable procedure guidelines during the kickoff meeting.

All deliverables have to be submitted quality controlled and in time. All deliverables have to be submitted **internally 1 month before the official submission deadline**. Coordination, production and assurance of timeliness of deliverables are in the responsibility of each WP leader. Each WP leader should suggest possible reviewers for the WP deliverables. The assigned internal reviewer then has one week for the review. Two weeks remain for the final changes; the scientific and technical management committee has to decide that the quality of the deliverable is sufficient and ready for submission.
T0 is the last day of the month in which the deliverable is due.

1. (T0 - 3 weeks): Deliverable submitted for review on basecamp
2. (T0 - 2 weeks): First reviews available on basecamp
3. (T0 - 4 days): End of cycle of corrections and further reviews (if necessary)
4. (T0 - 2 days): Final version uploaded on basecamp - WP leader does final quality check
5. T0: Deliverable submitted to the Commission

Naming

1. For the draft phase please use: ‘LACE_Dx_x_DRAFT_Vx_x.doc’
2. For the review phase please use: ‘LACE_Dx_x_REVIEW_Vx_x.doc’
3. For the final version, we will use: ‘LACE_Dx_x.pdf’

Prototype deliverables are to be internally released 4 weeks ahead of the deadline. LACE deliverable template & review form available in the shared Google drive folder.

**Financial Reporting procedures**

**Internal** (due to the coordinator every six months)
Every six months, all partners report the research-work they carried out during the period. OUNL collects the information, merges all contributions from the partners, and sends the merged version to the WP leaders for double check. The templates for the financial report are shared in the Google folder.

**Official** (due to the EU)
Periodic Progress Report (Annual Report): Research progress toward objectives, deliverables and milestones achieved, any deviation from the work plan. Due within 60 days after the end of each reporting period.

Periodic Management Report (Annual Report): justification of resources and claimed costs, financial statement called Form C per partner. Due within 60 days after the end of each reporting period.
About ...

Version History

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<thead>
<tr>
<th>Date</th>
<th>Notes</th>
<th>Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-04-14</td>
<td>Basic document structure set up in the template. Incorporated initial sections.</td>
<td>Hendrik Drachsler, OUNL</td>
</tr>
<tr>
<td>2014-04-30</td>
<td>Update of the final draft and sign-off by coordinator.</td>
<td>Maren Scheffel, OUNL</td>
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About this document

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About LACE

The LACE project brings together existing key European players in the field of learning analytics & educational data mining who are committed to build communities of practice and share emerging best practice in order to make progress towards four objectives.

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<th>Objective 1 – Promote knowledge creation and exchange</th>
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<td>Objective 3 – Contribute to the definition of future directions</td>
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<td>Objective 4 – Build consensus on interoperability and data sharing</td>
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