



DIA Communities

Recommendations and Best Practices for a
Successful Community



DIA Mission

DIA fosters innovation to improve health and well-being worldwide by:

- providing invaluable forums to exchange vital information and discuss current issues related to health products, technologies, and services;
- delivering customized learning experiences;
- building, maintaining, and facilitating trusted relationships with and among individuals and organizations that drive and share DIA values and mandates; and
- offering a multidisciplinary neutral environment, respected globally for integrity and relevancy.

DIA Vision

DIA is the global forum for knowledge exchange that fosters innovation to raise the level of health and well-being worldwide.

Volunteer Code of Conduct

Volunteers shall at all times abide by and conform to the following Code of Conduct in their capacity as a DIA volunteer.

General Expectations

1. Volunteers shall make decisions in the best interests of the organization.
2. Volunteers shall contribute to a collegial, inclusive, professional, positive, and respectful work environment for fellow volunteers, stakeholders, and staff, and shall model the best in volunteer behavior.
3. Volunteers shall know, understand, and support DIA's mission, vision, core values, purpose and goals and become familiar with and follow DIA policies, procedures, guidelines, and the Volunteer Code of Conduct while acting on behalf of DIA.
4. Volunteers shall not discriminate and shall be respectful of ethnic, national, and cultural differences.
5. Volunteers shall use DIA's marks, insignia, name, logos, and trade dress (collectively, "DIA Marks") in compliance with guidelines issued by DIA from time to time.
6. Volunteers shall at all times obey all applicable laws and regulations of the relevant government authorities, including all laws and provisions that govern appropriate conduct in the work place while acting on behalf of DIA.



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Purpose of this Document

“DIA Communities: Recommendations and Best Practices for a Successful Community” provides guidelines for building and operating a DIA community that will be successful in meeting the needs of its members and in contributing to fulfillment of the DIA mission.

What is a Community?

A DIA community is a self-enabling group of DIA members who share a mutual area of professional interest. A DIA community provides a global forum where members can connect with others in their field, share common experiences and knowledge, and collaborate on projects of mutual interest that benefit the organization and the profession. Membership is open to any DIA member.

Another type of group within the DIA community structure is the Scientific Working Group (SWG), a self-enabling community of DIA members with mutual interest in addressing one or more important issues or problems within the life cycle of medical product development. A SWG is a cross-disciplinary group of individuals who bring relevant expertise to advance the science related to the stated issue(s) or problem(s).

DIA communities are required to operate under the guidelines of their DIA charter. The charters allows for a certain level of flexibility in developing the community structure to best meet the needs of community members and of DIA, considering such factors as size, regional practices and issues, need for specific scientific expertise, and others.

New communities are created through an application process. The Community Leadership Council (CLC) is charged with the review of applications for proposed communities and assessing the need for the proposed community in meeting DIA member needs. The CLC recommends approval, disapproval, or alternatives such as creating subgroups of an established community to the Member and Volunteer Engagement (MVE) Committee of the DIA Board of Directors, which makes the final decision.

A [list of current communities and community chairpersons](#) can be found on the DIA website.

DIA Communities within the DIA Governance Structure

Community Leadership Council

The Community Leadership Council (CLC) is charged with community oversight, guidance, and support. The CLC serves as a liaison between the communities and the DIA Board of Directors through its direct reporting relationship to the Member and Volunteer Engagement (MVE) Committee. (Figure 1)

The CLC, MVE, and the DIA Board of Directors are committed to supporting the establishment and growth of vibrant, active global communities, which are vital to the achievement of the DIA mission through their contributions to thought leadership and member value.

Global and Regional Communities: Basic Community Structure

A newly created community is a global community by default and is open to DIA members globally. The global community chair, core committee, and members can reside anywhere in the world as long as they can meet the needs of the community members and foster appropriate growth.

To support regional interests and unique member needs, such as time zone requirements, language, and region-specific regulations and business practices, a regional community may be formed. Regional communities are aligned with the established DIA regions: Americas, China, EMEA, India, and Japan. The regional community has its own chair and core committee but is an integrated subgroup and maintains communication with the global community.

Regardless of global or regional status, the responsibilities of the community are to develop and sustain DIA membership, thought leadership, collaboration, and information sharing for a discipline-specific community of members. Regional communities should communicate their objectives and accomplishments to the global community to ensure alignment and information sharing. The global community will communicate this information to the CLC annually.

Roles and Responsibilities within Global and Regional Communities

The DIA community Charter requires a community to have only two basic structural elements: a global community chairperson or chairpersons and a core committee. If a global community includes one or more regional communities, each regional community must also have a regional community chair and a core committee. (Figure 2)

Communities vary in size and complexity, so positions and groups in addition to the community chairperson(s) and core committee may be needed to meet community needs. For example, a mature, active global community with multiple regions may include positions with specific roles to assure that community activities are proceeding smoothly and that goals and objectives are being met.

Regional communities are encouraged to work with their regional CLC member and the regional DIA staff to understand the needs of their local membership and to develop initiatives and programs to meet these needs. Regional communities should work and communicate locally as often as needed to develop their communities. In addition, it is important that the regional community chairperson has a formal connection to the global community, and for this reason the regional community chairperson is a member of the global community's core committee. This ensures sharing within the discipline and optimizes the opportunities for DIA members and the industry.

DIA's largest, most active communities often have the following leadership positions:

- Global Community Chairperson(s) - *required*
- Regional Community Chairperson(s) - if regional community desired – *required per each active region*
- Global Core Committee Members – *required*
- Regional Core Committee Members – *required per each active region*
- Communications Coordinator – *recommended*
- Liaison(s) to other Communities – *recommended*



- Community Working Group - *optional*
- Community Education Committee – *optional*
- Community Programming Committee – *optional*
- Membership and Social Committee – *optional*

DIA Community Chairperson or Co-Chairperson (Required Position)

The global community chairperson or co-chairpersons are responsible for leading the community, per the community charter. Individuals in these positions may serve a three-year term with the option of a second three-year term, if nominated, for a maximum of six years. If the global community has one or more regional communities, regional chairpersons are selected and serve following the same requirements.

The community chairperson(s) are responsible for setting the annual goals and objectives for the community, for appointing and guiding the community leadership to implement goal-specific activities, and for communicating with DIA.

Core Committee (Required Group)

The global community core committee is responsible for facilitating the work of the global community. The core committee, appointed by the community chairperson, must include suitable representation from the regions, including the regional community chairs, to engage both global and regional membership. Members may serve a three-year term and at the discretion of the chairperson may be invited to serve additional terms. Regional communities must also form their own core committees.

The core committee members are responsible for working with the chairperson(s) to develop and implement community goals and to engage the community membership in community efforts.

Communications Coordinator (Recommended Position)

The Communications Coordinator is responsible for facilitating community communications and for ensuring the community ConneX site is meeting members' needs. This role has been found helpful in meeting communications needs for complex or growing communities. A smaller or more streamlined community could assign these responsibilities to the chairperson(s) or to core committee members.

Community Liaison (Recommended Position)

A community Liaison is a position that has been found helpful for facilitating connections with other communities for information sharing or collaborations. Liaison activities can be long term or transient, depending upon community needs, and a community may have multiple Liaisons to connect with other communities.

Community Working Group (Optional Group)

A community (or regional community) working group is a group of members within a community who are interested in a specific subtopic within the community focus. For example, the Medical Writing community has a Working Group for Nonclinical Regulatory Communications. Working Groups are open to all members of the community with interest in the topic area and can range widely in size.

An individual community Working Group can function with just a chair and the group members. If the Working Group grows in size and creates multiple objectives, its operational structure can be developed



to meet its needs. In some cases, the community Working Group may become large, complex, and sufficiently different in focus from the original community to become a community in its own right. For example, the Clinical Trial Disclosure Working Group, once a subgroup of the Good Clinical Practices (GCP) Community, became a new, separate community with the growing focus on clinical trial disclosure and transparency.

A community Working Group is responsible for developing goals and objectives to define the activities and expected output of the group and for coordinating and communicating with the community leadership and members.

Community Education Committee (Optional Group)

A community Education Committee is an operational group responsible for learning activities within the community, consistent with the community goal of addressing educational and professional development needs through information exchange and other learning activities. A community that wishes to create a robust agenda of such activities may benefit from appointing an Education Committee.

(This Committee is different from a community Programming Committee, described in the next section, which may be formed at the request of DIA staff to assist with the development of DIA-sponsored educational events.)

Community Programming Committee (Optional Group)

A community Programming Committee may be helpful in providing input for DIA-sponsored programming at the request of DIA staff. This is different from internal community education efforts (see Education Committee). For example, when requested, a programming committee may identify specific topics and learning objectives for meetings, webinars or articles; recommend members or serve on meeting program committees; identify or serve as speakers for educational events; or share their subject matter expertise in other ways to benefit the quality of the educational content.

Membership and Social Committee (Optional Group)

A membership and social committee is a community group responsible for engagement of the community membership.

Regional Community Chairperson

The person with responsibility for leading a regional community. Responsibilities mirror those of the community chair but are specific to the given regional community.

Recommendations and Best Practices for DIA Communities

To remain viable within DIA, all communities must satisfy the basic requirements outlined by the community charter. The community Leadership Council (CLC) is responsible for overseeing the communities and annually assessing the need for each community, taking activity level into consideration. The importance to DIA of vibrant, active communities cannot be over-emphasized as being part of a productive community is one of the best values of membership in DIA and DIA membership growth is dependent upon attracting and retaining new members to DIA and its communities.



While there is not a specific definition of a “minimally active” community, a community should have the minimum goal of engaging its membership at least quarterly for information exchange. The most successful communities are those that provide a global platform for their members to actively share knowledge, grow within their professional discipline, and contribute to thought leadership that furthers the DIA mission and strategic objectives.

Attaining this level of achievement requires commitment from community leadership and members and is enabled by practices that facilitate meaningful activity and communication. The effective or “best” practices for all aspects of community development and operation, shared in the following pages, are not requirements but recommendations for maximizing the value that members derive from community participation.

DIA Community Goals and Objectives

The core purpose of a DIA community is to bring together DIA members with similar interests in the lifecycle of pharmaceutical and medical products and enable them to interact in a neutral forum. Members from around the world, representing industry, vendor services, academia, regulatory agencies, payers, health care providers, and patient groups, join DIA communities to develop themselves, advance the profession, and contribute to the DIA mission.

BP: Create a mission statement to drive the community. To help assure member needs will be met through the work of the community, it is important to have community leaders agree and document the focus of the community through a mission statement. A mission statement will help to attract members who identify with the community mission, so post it prominently on the community’s ConneX site.

BP: Create annual goals and objectives for the community. Annual goals and objectives help to assure that efforts and activities are consistent with the community mission and that member time is invested for productive purposes. Having and communicating clear goals and objectives for the community helps sustain interest in the community and empowers all members to contribute ideas and participate.

BP: Take steps to become the community’s primary forum for discussion and information sharing of topics and issues related to the profession. Use various tools like conference calls, Shared Learning Presentations, and the community’s ConneX site to engage the community and encourage participation.

Community Leaders – Setting Expectations and Accountability

Community goals and objectives are best achieved when members are engaged and contributing. It is important to set the expectation of follow through to avoid negatively affecting the work of others and to ensure a quality experience for the volunteer. Volunteers should be encouraged to consider a realistic balance between existing commitments and potential volunteer roles before offering their services to the community.

BP: The community chair and core committee should agree upon and set expectations for each community role and committee. Setting expectations and defining roles and responsibilities enables the community leadership to organize member work efforts and helps volunteers understand what they are committing to.

BP: Expectations and role definitions must be transparent for all community colleagues.

Transparency helps avoid duplication of efforts and assures that the time and effort of community members go toward the agreed-upon goals of the community. Similarly, proactive and clear communication about any disruption of contributions or changes in positions allows the community to engage new volunteers or adjust its objectives.

Leadership Development and Succession Planning

Leadership is an extremely important aspect of a successful community. Community chairs and core committee members make a three-year commitment to serve in their leadership roles, and it is important to identify and develop qualified future leaders to provide continuity of leadership for the community.

Developing community members to take on leadership roles engages and provides a valuable member benefit to individuals who are interested in this professional development path. It also brings fresh ideas and energy to the community and allows those in leadership roles to put a timeframe on their commitment. Succession planning for leadership positions is a valuable tool.

BP: The community chair and core committee members should develop and implement a succession plan to sustain the community and ensure appropriate leadership transition.

The three-year period of service for community chairs and core committee members allows for:

- one year learning the role from the previous chair or core committee member
- one year filling the role without oversight
- one year teaching the incoming volunteer leader

Appointments to specific roles within each community should include parallel, overlapping terms to ensure that the community meets member needs regionally and globally and that there is continuity of experienced leadership and ample time for mentoring.

Based on community needs, chairperson(s), core committee, and other positions may be elected or appointed:

- When a nomination process is chosen, allow members to self-nominate
- When the appointment process is chosen, start well in advance of the transition time to attract and assess potential appointees
- Ideal candidates will have topic knowledge and experience, leadership skills, networking abilities, desire, and time to meet the commitments of the role.

BP: Develop and prepare community members for leadership roles:

- Engaging community members in community activities and delegating tasks sets a standard of involvement in achieving community goals. It also provides opportunities for potential candidates to demonstrate knowledge, skills, abilities, commitment, and desire to volunteer
- Transparency around the succession process and timeframes encourages potential candidates to thoughtfully consider involvement and self-preparation.



Orienting New Community Members to DIA Volunteer Practices

DIA is a neutral, non-profit, education-oriented membership association acting globally. As a not-for-profit (categorized as a 501(c)(3) organization) and an approved provider of several types of continuing education credit, DIA operates under policies adopted to meet organization-specific requirements. A professional staff is responsible for the management and operation of DIA, as well as for educational activities and membership support. Volunteers are vital to the DIA organization and have defined roles and responsibilities under DIA policies. Helping new volunteers learn this context will facilitate their productive involvement within the community and the overall organization.

BP: Individual communities should provide welcome or “get-involved” communications to new community members. DIA welcomes all new community members by email, but it is important that the community leadership establish procedures for follow-up to help new members become engaged from the start. New members can be tracked using the “members” tab on the community collaboration site, sorting by newest members.

BP: Community leaders should become familiar with current DIA policies and guidelines and guide new community members in becoming familiar as well. The core purpose of DIA communities and appropriate professional conduct of members are explained in the community Charter and the [DIA Volunteer Code of Conduct](#), respectively. Though DIA communicates important policy and guideline changes to the membership, it is a best practice for community leaders to reference these documents and to review them while planning a new project or activity.

BP: Community leaders should become familiar with the key DIA staff and CLC members in their regions. DIA regional staff are responsible for designing and delivering annual needs-based educational portfolios. Reaching out to the DIA staff to provide input through the DIA portfolio development process helps to meet educational needs of the community, the wider membership, and the profession. [Contact information](#) for key regional staff is provided on the DIA website.

BP: Orient new community members to the use of the community collaboration and communication space on ConneX. Information sharing and communication are critical to engaging the community’s members and DIA provides communities with their own ConneX sites to help engage their membership. ConneX is an important tool used by members in DIA regions around the world, and as more members utilize the community space, it becomes a richer source of information and encourages greater member communication and engagement. Each ConneX site should contain community-specific information, such as mission statement, goals and accomplishments, a list of committees and leaders, links to relevant resources, member discussions, shared learnings, and an event calendar.

BP: Encourage all community leaders to utilize ConneX as their primary means of information sharing with community members. The most active and successful communities use ConneX regularly and reinforce with the entire community the importance of using the tool.

Best Practices for Operating a Global Community

Global communities with multiple regions span a wide range of time zones, languages, business concerns, and cultural practices. These differences add to the rewards of global collaboration but also present logistical challenges. Members must work together to come to agreement on what works best for the group. Here are some approaches being used successfully by global community leaders:

BP: Be sensitive to global time zones when scheduling conference calls. Some tips include:

- Have meetings at different times of the day to incorporate reasonable work periods for each regional time zone. (7:30 am to 9:00 pm local is generally acceptable). If the community's membership includes many regions, it may be impossible to book a time that is reasonable for all time zones. In this case, rotate the meeting time so that each group can attend one or two of every three scheduled meetings.
- Those regions not attending can provide input prior to the meeting and catch up after via meeting minutes. The meeting organizer can arrange to record the meeting to be accessed subsequently on ConneX.

BP: Utilize the DIA ConneX site calendar, announcements, and pulse. Ask members to accept DIA communications from ConneX in their preferences to ensure these communications are not being blocked by their firewalls or spam filters.

BP: Community leaders should gain insight into regional cultural differences that are important in regard to running a successful global community. Ask the chairs of regional communities, DIA regional staff, and community membership for input and discuss how to best operate while being sensitive to cultural norms across regions. A key to ensuring global participation in community activities is to hold open discussions and to be genuine in efforts to meet everyone's needs in a way that works across regions.

BP: Create face-to-face time for community members to come together for education and networking.

- At DIA meetings, DIA may provide meeting space for individual community face-to-face activities.
- DIA also plans community activities at DIA meetings and events.
- Organize social events and networking activities for the community at DIA meetings (e.g., self-pay get-together or dinner at a local restaurant before, during, or after the meeting).
- Use teleconference and web conference technology when budget constraints make it difficult for members to attend such events.
- Plan local community events in geographic areas with large concentrations of members.

DIA Community Activities

A successful community plans activities that are consistent with its goals and objectives. These activities make the community relevant, visible, and most importantly, valuable in fulfilling the needs of its members.

BP: The community chair and core committee should create an annual plan of key activities based on the goals and objectives of the community. Creating a plan provides a more realistic view of what can be accomplished by community members and helps set priorities. Working from a plan provides a framework to assure that activities will be scheduled and completed within the space of the year.

BP: Get community member input and buy-in on the plan of activities. Obtaining input and buy-in from community members helps to assure that they will engage to help organize and implement the activities and to encourage their member colleagues to participate.

BP: Document community activities on the community collaboration space (ConneX), in publications where possible, and in community notes and archives. The community leaders have an important role in promoting the value of community activities to current and potential new members. Documentation and publicity of these activities is an important way to engage current members, and attract new, active-minded members by:

- showcasing the community as a vibrant, active community
- providing value and recognition to community members
- demonstrating the value of the community to DIA
- providing data for subsequent annual planning

Communities are also required to submit an annual report of their activities to the CLC as noted in the community charter.

BP: Share activity plans with other DIA communities, both directly and through the community Leadership Council (CLC). Documenting activities provides opportunities for joint community activities or projects that may be valuable to a wider group of DIA's members. This unique opportunity is made possible by the multi-disciplinary nature of the DIA membership and is often not feasible through other associations or within members' employing organizations. Contact information for regional CLC representatives can be found on ConneX.

BP: Share information about the educational needs of community members with DIA regional staff. Community members derive special value for themselves and others by providing input that allows DIA to develop the specific content that is most needed to further work within their respective fields. The development of educational content through DIA facilitates its dissemination to a wider audience and benefits the industry as a whole. A good understanding of current and evolving educational needs makes DIA offerings more relevant and can provide more visibility for DIA, and the community, to attract new members.

Best Practices for Specific Community Activities

Though it is beyond the scope of this document to describe every type of activity that communities can undertake to contribute to thought leadership and professional development, successful DIA communities organize activities to:

- Identify topics of interest for programs and events and provide input to the DIA regional content strategy and development staff for educational portfolio consideration*
- Assist DIA in identifying professional development needs for members*
- Provide input, ideas, or authorship for DIA publications (*Global Forum, Therapeutic Innovation & Regulatory Science [TIRS]*)
- Share content online, including discussion boards, FAQs, links to information of interest, Podcasts, contact information volunteered by subject matter experts, guidance or best practice documents
- Volunteer to speak at educational events, work as a session chair, or serve on a DIA Program Committee
- Organize face-to-face networking events for community members in conjunction with DIA meetings and educational events
- Facilitate discussions on hot topics, current issues, best practices, functional and project approaches

- Conduct community “Shared Learning Presentations,” via teleconference (See Best Practice recommendation below)
- Organize Journal Club discussions
- Develop and share thought leadership through white papers or consensus statements (See Best Practice recommendation below)

* Note: DIA encourages and appreciates all recommendations and suggestions from communities on topics and areas of content development but cannot guarantee that these will translate into DIA products. Ideas will be considered through the regional content review processes to determine the best way to utilize them within the regional educational portfolio.

Best Practices for “Shared Learning Presentations” (“Community Topics” or “All Member” Calls)

“Shared Learning Presentations” are one of many tools used by community leaders for disseminating information to members in a regional and global community. These calls are an effective means of engaging all community members for discussion on discipline-specific or hot topics and issues. Slides can be shared through DIA’s “share my desktop” tool or uploaded to the community ConneX site to allow members to access the information.

The following guidelines are designed to minimize the volunteer time associated with organizing these calls while engaging community members in exchanging information:

- Consider having at least two to four “Community Topics” or “All-Member” calls annually.
- Focus each call on the discussion of a hot topic, concentrating on questions and answers. Prepare questions in advance to stimulate conversation if necessary.
- Consider recruiting new volunteers as guest speakers to present a topic and lead a discussion.
- For presentations, have the presenter create a short slide deck to be shared with the call participants, leaving ample time for questions, answers, and discussion.
- Have the community chair (or designee) introduce the speaker and facilitate the session
- A variation is to develop shared learning topics around a journal article, creating a “Journal Club” session. The article reference is shared in advance with community members so that they can read the article before the call. A presenter summarizes the journal article in a slide deck, and the presenter or a designated member then facilitates a group discussion on the content. Articles from DIA’s journal *Therapeutic Innovation and Regulatory Science* (or previous issues of the *Drug Information Journal*) are good choices. DIA membership includes access to these publications.
- Shared Learning presentations are a DIA community member benefit. Participants must be DIA members. The community should not open Shared Learning presentations to non-DIA members.
- Shared Learning Presentations and the community dialogue that ensues can identify topics or issues that DIA might want to develop for a wider audience as a meeting, session, or webinar. Share ideas with your DIA regional content staff.

Best Practices for Developing and Sharing Thought Leadership

One of the most influential activities a community can undertake is the development and sharing of thought leadership in their area(s) of expertise. Communities may produce white papers or consensus statements on scientific topics important to life science professionals that include the breadth and depth of experience represented by the community. This type of work is a great way to give back to the community and the related profession.

DIA provides a unique opportunity because of the multidisciplinary nature of its membership, and members from around the world can work together to advance thought leadership and identify and solve problems. The potential power of a community can help move projects, issue resolution, and idea development forward. In this way, the community and its members can contribute thought leadership, issue resolution, and/or decision-making content that helps advance the industry.

It is important to remember that DIA is a neutral forum and as an organization cannot create opinion pieces. Though DIA cannot sponsor or support any one opinion, its mission is to provide the forum for professionals to examine topics and express opinions or positions. DIA can also help to disseminate white papers and consensus material through its publications, website, and other communication channels as long as the opportunity for fair balance is provided.

BP: Community development of a white paper or consensus document:

- Develop a project task force with a chair named to handle development of the document
- Write and manage the document per processes developed by the Task Force members
- Store and work on the document using the community ConneX site
- Include a contributors section that lists all authors and their affiliations
- Disseminate white paper to drug development professionals (e.g., through publication, meeting presentations, professional networking)

Cross-Community Activity

DIA is home to communities that cover a broad range of disciplines within the medical product life cycle, thus providing access to multi-disciplinary expertise to address projects and issues. Communities are encouraged to think about their projects from a cross-disciplinary perspective, and as appropriate, reach out to other communities to discuss cross-community activities. (Figure 3) Consider the following:

- Would the involvement of other disciplines or communities enhance this project by making it more comprehensive or applicable to a wider group of professionals?
- Is there potential synergy in working with other disciplines or communities?
- Would working with another community make a stronger impact, eliminate redundancy, or prevent conflicting recommendations?

The Community Leadership Council (CLC) has developed a cross-community project list that is housed on DIA ConneX. It contains community chairpersons input on community activities and helps connect different communities for those projects with a cross-functional basis. Community chairs can examine, update, and use the list to seek out cross-community collaborations.

BP: Community leadership should proactively provide input and updates to the cross-community project list. This is an easy process, and awareness of the activities of related communities can stimulate ideas for important cross-community activities.



BP: Carefully consider the communities and the DIA regions that will be invited to come together for a cross-community activity. Ensure that the topic and associated project are looked at from a global perspective. Engage multiple regions and multiple communities as applicable.

BP: Clearly define the purpose and goal, then create a plan for a cross-community activity or project. The level of detail in the plan will be based on the complexity of the activity. Proposed projects should be deliverable-based with goals, defined deliverables, and timelines. A deliverable may be a DIA Shared Learning Presentation or development of a meeting proposal to address a cross-functional industry issue. A “product” e.g., a report, a set of slides, a written procedure, should be produced. When possible, split large cross-community projects into more manageable sub-projects.

BP: Cross-community partners should look at the work process strategically to identify in advance how best to work together to meet project objectives. Some projects can be driven within a community or a community Working Group with liaison activity to other communities. Or, a community Task Force can be formed with liaisons from the participating communities. DIA facilitates this kind of participation on the DIA member website:

- Members can join multiple communities with a click to manage their communities in “My DIA”.
- A folder in ConneX can be created on one of the community sites that all project members can access.

BP: Get input from the members of participating communities. Ensure the end product (e.g., information slide deck) gets robust input from stakeholders. Engage community members in all affected regions, not only for deliverable creation but also for distribution of the deliverable. Ask questions such as “Can the slides be translated into other languages?” and “Can the slides be adapted for multiple regional programs?”

BP: Leadership of the participating communities should provide oversight during the project and see the project to closure. Community leaders should hold the owners of the individual project plan accountable and responsible for activity implementation and completion but should check at planned intervals on the progress of the work.

BP: Share the outcomes and deliverables of the cross-community activity or project with the CLC, the DIA communities, and others who may find these useful. Deliverables that can be used by the wider professional community are valuable outputs of the community and of DIA. Sharing the information also provides recognition to those who worked on the project as well as stimulates more ideas for productive cross-community projects.

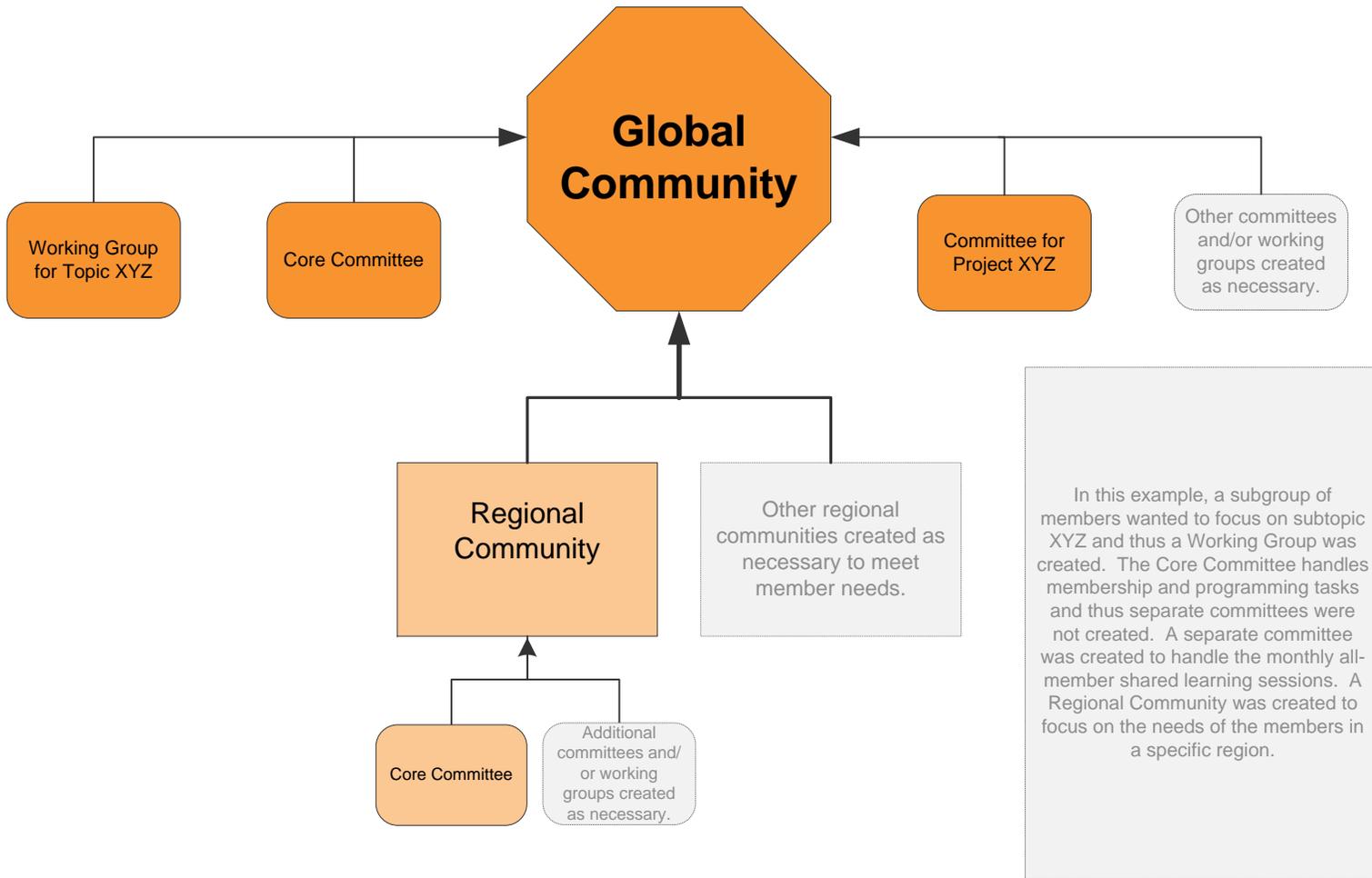


Figure 2: Example Community structure and relationship between Communities, Working Groups, and Committees

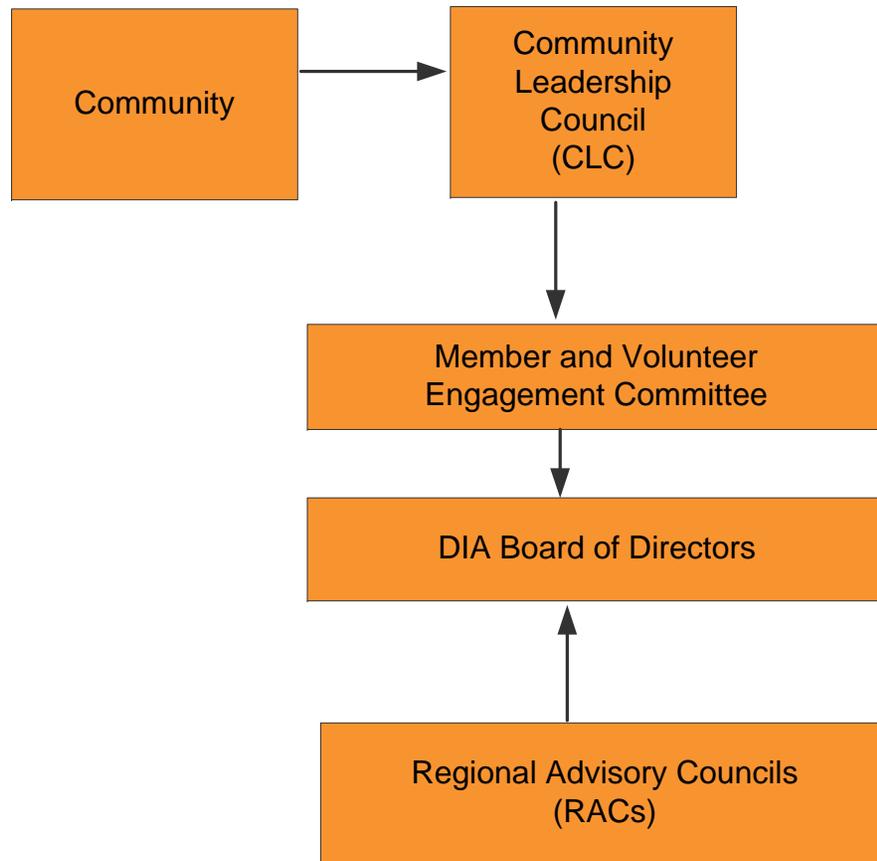


Figure 1: Relationship between DIA Board, RACs, Communities, CLC and MVE

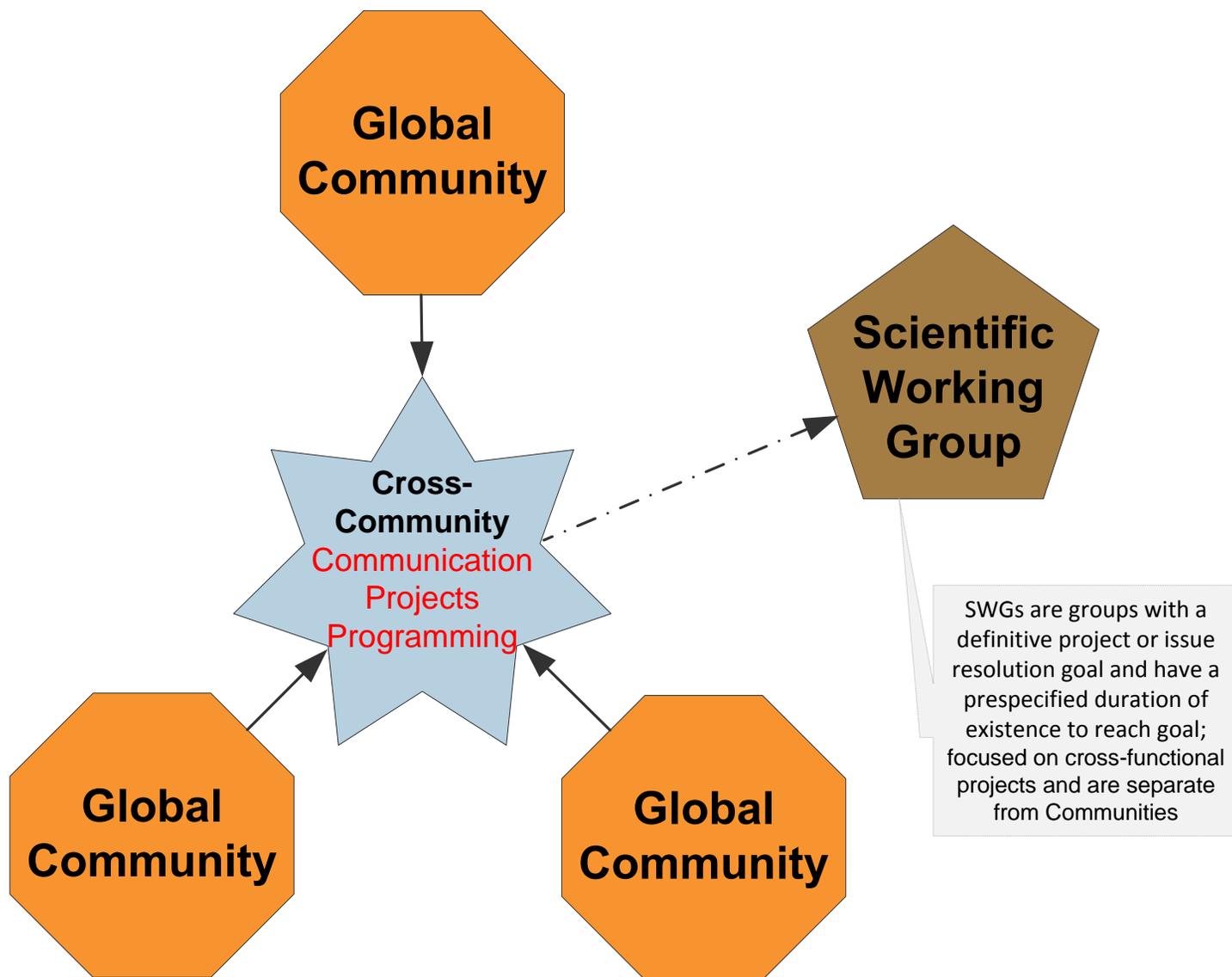


Figure 3: Cross-Community Interactions