Definition

Teamwork is a collection of behaviors exhibited by individuals and processes enacted by a team. Individual behaviors consist of effort put into team tasks, the manner of interacting with others on team, and the quantity and quality of contributions made to team discussions and processes.

Framing Language

The nature of teamwork varies by discipline, setting and scope and the work may vary based on the characteristics of membership. Due to the contextual nature of teamwork, it is assumed that a collection of works will be provided to demonstrate individual and team competencies. As mentioned, there are individual and team competencies. The rubric is designed to assess individual student behaviors such that a student may receive a low rating while at the same time the team receives a high rating. The rubric is designed to assess the quality of the process of teamwork, not the quality of the result. To accomplish these intentions, evidence is needed for both individual behaviors related to the team and interactions amongst team members. The final product may be an aspect of such evidence but is not sufficient for complete assessment.

Sample Assessments

It is recommended that work samples or collections of work for this outcome come from one (or more) of the following three sources: (1) students' own reflections about their contribution to a team's functioning; (2) evaluation or feedback from fellow team members about students' contribution to the team's functioning; or (3) the evaluation of an outside observer regarding students' contributions to a team's functioning. These three sources differ considerably in the resource demands they place on an institution. It is recommended that institutions using this rubric consider carefully the resources they are able to allocate to the assessment of teamwork and choose a means of compiling work samples or collections of work that best suits their priorities, needs, and abilities.

<table>
<thead>
<tr>
<th>4.b.1</th>
<th>4 - Exemplary</th>
<th>3 - Good</th>
<th>2 - Developing</th>
<th>1 - Unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contributes to Team Meetings</strong></td>
<td>Helps the team move forward by articulating the merits of alternative ideas or proposals.</td>
<td>Offers alternative solutions or courses of action that build on the ideas of others.</td>
<td>Offers alternative solutions or courses of action that minimally advance the work.</td>
<td>Shares ideas but does not advance the work of the group.</td>
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<tr>
<td><strong>Facilitates the Contributions of Team Members</strong></td>
<td>Engages team members in ways that facilitate their contributions to meetings by both constructively building upon or synthesizing the contributions of others as well as noticing when someone is not participating and inviting them to engage.</td>
<td>Engages team members in ways that facilitate their contributions to meetings by constructively building upon or synthesizing the contributions of others.</td>
<td>Engages team members in ways that facilitate their contributions to meetings.</td>
<td>Engages team members by taking turns and listening to others without interrupting.</td>
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<tr>
<td><strong>Individual Contributions Outside of Team Meetings</strong></td>
<td>Completes assigned tasks by deadline; work accomplished is thorough, comprehensive, and advances the project. Proactively helps other team members complete their assigned tasks to a similar level of excellence.</td>
<td>Completes all assigned tasks by deadline; work accomplished is thorough, comprehensive, and advances the project.</td>
<td>Completes all assigned tasks by deadline; work accomplished is thorough, comprehensive, and minimally advances the project.</td>
<td>Does not complete assigned tasks by deadline and/or tasks are not thorough/complete.</td>
</tr>
</tbody>
</table>
| **Fosters Constructive Team Climate** | Supports a constructive team climate by doing **all** of the following:  
- Treats team members respectfully by being polite and constructive in communication.  
- Uses positive vocal or written tone, facial expressions, and/or body language to convey a positive attitude about the team and its work.  
- Motivates teammates by expressing confidence about the importance of the task and the team’s ability to accomplish it.  
- Provides assistance and/or encouragement to team members. | Supports a constructive team climate by doing any **three** of the following:  
- Treats team members respectfully by being polite and constructive in communication.  
- Uses positive vocal or written tone, facial expressions, and/or body language to convey a positive attitude about the team and its work.  
- Motivates teammates by expressing confidence about the importance of the task and the team’s ability to accomplish it.  
- Provides assistance and/or encouragement to team members. | Supports a constructive team climate by doing any **two** of the following:  
- Treats team members respectfully by being polite and constructive in communication.  
- Uses positive vocal or written tone, facial expressions, and/or body language to convey a positive attitude about the team and its work.  
- Motivates teammates by expressing confidence about the importance of the task and the team’s ability to accomplish it.  
- Provides assistance and/or encouragement to team members. | Supports a constructive team climate by doing any **one** of the following:  
- Uses positive vocal or written tone, facial expressions, and/or body language to convey a positive attitude about the team and its work.  
- Motivates teammates by expressing confidence about the importance of the task and the team’s ability to accomplish it.  
- Provides assistance and/or encouragement to team members. |
| **Responds to Conflict** | Addresses destructive conflict directly and constructively, helping to manage/resolve it in a way that strengthens overall team cohesiveness and future effectiveness. | Identifies and acknowledges conflict and stays engaged with it. | Identifies and acknowledges conflict and but has little engagement with it. | Passively accepts alternate viewpoints/ideas/opinions. |