

2026-27 CABRINI FOUNDATION RESEARCH GRANT APPLICATION GUIDELINES

PART A – GENERAL INFORMATION

1. DEADLINES

Type	Description	Date/Time
Applications open:	Application forms and information will be accessible via Cabrini Cabinet and on the Cabrini Research webpage.	Week commencing Monday 2 March 2026
Applications close:	Completed application (with all approvals secured) and supporting documentation lodged. <i>No further rework permitted</i> unless instructed by grants@cabrini.com.au	Noon, Thursday 16 April 2026 Late applications will not be accepted

2. LODGING YOUR APPLICATION

Submit your completed application to: grants@cabrini.com.au

If you do not receive an email acknowledgment of receipt within one business day, contact Cabrini Research via: grants@cabrini.com.au OR call 03 9508 3451.

3. GRANTS PROGRAM BACKGROUND AND OBJECTIVES

Cabrini Research introduced an annual grant funding round in 2015 with the support of Cabrini Foundation and our generous donors. Each year, two funding streams are made available to Cabrini researchers through the Auric Innovation Grant and the Cabrini Foundation Clinical Research & Quality Improvement Grants. These are administered through a centralised evaluation process.

Cabrini Foundation Clinical Research & Quality Improvement Grants

The aim of the internal Cabrini Foundation Grants is to provide a single, centralised mechanism for accessing funding for research and quality improvement projects from uncommitted research reserves within the Foundation.

Cabrini Research supports innovative projects and collaborative studies that align with the [Cabrini Australia](#) and/or [Cabrini Research Strategic Plan](#), fostering the sharing of skills and expertise. We are committed to enabling prospective research and quality improvement activities that advance the strategic and operational objectives outlined in these plans.

Key objectives include:

- Promoting a high-quality research culture across the organisation.
- Encouraging multidisciplinary research.
- Building research partnerships with external organisations.
- Contributing to quality and safety in healthcare.

The funding categories in 2026-27 include:

- Oncology Research Project (one grant of up to \$70,000)
- Cardiology Research Project (one grant of up to \$50,000)
- General Research/Quality Improvement Projects (two grants of up to \$50,000 each)
- Young Clinician Fellowship (one grant of up to \$40,000)
- Research Travel Grants (three grants of up to \$5,000)

Auric Innovation Grant

For more than a decade, Lee and Brian Johnstone OAM have championed medical innovation at Cabrini through the creation of the Auric Innovation Grant. Their vision was to ensure Cabrini continues to grow, evolve, and deliver exceptional care into the future. Following Brian's passing in 2025, their son Evan Johnstone has committed to continuing this legacy by funding the Auric Innovation Grant on an ongoing basis.

Projects should ideally adopt a team-based, multidisciplinary approach and leverage networks to maximise impact. Budgets of up to \$200,000 will be considered. Additional financial contributions from other parties are encouraged, as is engagement with health consumers and the broader community during project planning.

Proposals may include:

- Implementation of new services
- Enhancement of existing services
- Quality improvement initiatives
- Research projects
- Knowledge-seeking travel

4. WHO IS ELIGIBLE

Cabrini Foundation Grants: Cabrini employees working in disciplines that impact clinical outcomes, as well as Visiting Medical Officers (VMOs), are eligible.

The Young Clinician Fellowship is available to early-career clinicians (in their first five years of professional practice), undertaking research projects in any clinical field (e.g., medicine, nursing, allied health). The researcher must be a Cabrini employee or VMO.

Auric Innovation Grant: Cabrini staff and VMOs working within the medical environment (not limited to clinicians) are eligible. While recipients are often recognised as leaders, innovators, planners, or developers in their field, applications from individuals at any career stage are welcome.

5. ABOUT CABRINI FOUNDATION

The Cabrini Foundation raises funds to support the strategic priorities of Cabrini Health. The Foundation is supported by the generosity of hundreds of donors, and donated funds are used to support major building projects, purchase of equipment for diagnostic and treatment purposes, medical and health services research, quality improvement, and health promotion/illness prevention. Cabrini Foundation is governed by the Cabrini Foundation Board, a sub-committee of the Cabrini Health Board.

6. ABOUT CABRINI RESEARCH

Cabrini Research supports a wide range of clinical research activities across the organisation. Current research programs focus on cancer, cardiology, critical care medicine, emergency medicine, mental health, nursing, surgery, and urology but we are open to other areas of investigation.

The [Cabrine Research Strategy 2026-30](#) outlines our mission to 'transform patient lives through clinically impactful research' and is underpinned by:

- Clinical Research (improving standards of clinical care through research)
- Translational Research (translating research findings into clinically meaningful outcomes)
- Research Capacity (enabling capacity for community aligned research)
- Research Sustainability (to support a strong research culture for current and future patients)

PART B – THE APPLICATION

1. KEY PERSONNEL

The Principal Investigator/lead applicant must be a Cabrini employee or VMO.

Applicants must ensure members of the project team can commit the required time to the project if successful. The applicant's Group Director, Clinical Lead or Academic Head of Department will be asked to confirm their support for team members to participate in this project, and written approval must be included with applications.

The applicant must detail the level of expertise of each team member, relative to opportunity, to undertake the proposed research. We encourage novice researchers to apply and recommend they seek mentoring to achieve optimal outcomes.

Cabrini Health and Cabrini Research are not responsible for providing any administrative support or resourcing e.g., providing access to medical records, organising of catering, etc. The applicant must include all stakeholder contributions in the budget, whether monetary or in-kind.

2. PROJECT PROTOCOL

All research and quality improvement applications must include a project protocol as a separate attachment. Applicants may use the Cabrini [Lower Risk Research Protocol Template](#) or another template.

Applications must include a protocol, or a business case for non-research Auric Innovation Grant submissions, to be considered.

3. CONSUMER ENGAGEMENT

Engagement with health consumers is expected to ensure real-world relevance and impact. Researchers should clearly outline the role consumers play in the project team, and the contributions they will make to project design, delivery, and dissemination.

Co-design of the research protocol with health consumers will significantly strengthen applications. Researchers are strongly encouraged to engage consumers early (ideally before the protocol and study design phase, even before the grant round commences) to allow time for team building and meaningful co-design.

Tip: Refer to [Consumer involvement in research design tool: Questions & prompts for protocol and study design](#) and [Cabrini Guideline for Partnering with Consumers in Research](#)

Examples of Consumer Engagement

- Involving consumers in identifying research priorities.
- Co-developing study protocols and participant materials.
- Reviewing consent forms for clarity and accessibility.
- Participating in advisory groups or steering committees.
- Assisting with dissemination strategies to ensure findings reach relevant communities.

Recommended Do's and Don'ts of Consumer Engagement

Do:

- Engage consumers early and maintain ongoing communication.
- Provide clear, jargon-free information about the research.
- Respect consumer perspectives and incorporate their feedback.
- Offer appropriate support and reimbursement for time and expertise.

Don't:

- Treat consumer involvement as a token gesture.
- Limit engagement to late stages of the project.
- Overlook diversity - ensure representation from relevant populations.
- Assume consumers understand technical research language without explanation.

Upcoming Changes

Beginning from the 2027-28 grant round, consumer involvement will carry greater significance in grant applications:

- Decisions on awarding grants will include consumer input alongside scientific review.
- 20% of the total grant score will be weighted for consumer engagement.
- The 20% weighted score will be determined by a Consumer Grant Review Panel.

Researchers should begin planning now to embed meaningful consumer engagement into their projects.

4. BUDGET

Applicants must provide an accurate and detailed budget that reflects all anticipated expenses over the grant period. If the total project cost is expected to exceed the value of the grant, applicants must clearly outline how the additional costs will be funded.

All project expenses must be itemised, including but not limited to:

- Salaries and on-costs (add 28.1% on-costs for Cabrini employees, and 42.2% for fixed-term or ongoing Monash employees and an additional 25% for casuals on top of loaded rate).
- Travel for data collection across multiple sites.
- Patient resources required for project delivery.
- Software development costs and/or subscription fees.
- Organisational data access e.g., business intelligence or clinical governance units.
- Expert advice, e.g., Cabrini biostatistician at \$120/hour.
- Economic evaluations.
- Pathology services, imaging, pharmacy etc.
- Data transcription.
- Journal publication fees.
- Conference registration and travel (subject to approval).
- It is recommended that consumer involvement is remunerated. Refer to [Safer Care Victoria Guide to consumer remuneration](#) for contemporary rates.

Important considerations:

- All internal and external contributors must be consulted to ensure accurate rates are applied. Applicants may be asked to provide supporting documentation.
- Catering, where essential to project execution, must not exceed:
 - \$20 per person for lunch
 - \$15 per person for morning or afternoon tea
 - \$30 per person for dinner
- Ineligible expenses include (but are not limited to):
 - Equipment or infrastructure that is not unique to the project or essential for its delivery
 - Operational costs
 - Alcohol
 - Salary costs for Principal Investigators (PIs) and Associate Investigators (AIs)

Note: Project-specific staffing costs, such as Research Assistants or administrative support engaged specifically for the project, are permitted.

- Applicants should apply in advance to carry over funds for journal publication, conference presentation, or community engagement activities. Retrospective requests may not be approved.
- Journal publication fees should not exceed \$5,000. Where possible, applicants are encouraged to publish in free, peer-reviewed journals to maximise funding impact. Cabrini Research recognises the unpredictability of journal acceptance and will apply reasonable flexibility.
- Travel caps:
 - International conference travel: up to \$5,000
 - Domestic conference travel: up to \$2,000
(Exceptions may be considered for unusually high registration fees. Only economy class flights will be reimbursed.)
- All funding provided by Cabrini must be used to achieve the outcomes outlined in the approved project protocol. Funds must not be used to pursue additional grants or for activities not previously specified.

Note: Funding will be released in accordance with the project's approved timeline and budget schedule.

Refer to **PART D – GRANT RECIPIENT INFORMATION - Funding Agreement** for important information about the funding conditions you must adhere to if successful.

5. TIMELINE

Although the recommended funding period is 12 months, Cabrini Research will consider 24-month applications if the project schedule and protocol accurately reflect a legitimate need for the extended duration.

Applicants must complete the timeline / milestone table in the application form to track project deliverables. The timeline must record key project delivery dates e.g., ethics submission, recruitment, data collection, analysis, publications, abstract submission/conference attendance etc. For each six-month period, applicants must list at least two milestones connected to the study aims that can be used to evidence progress.

6. ETHICS AND GOVERNANCE

If ethics is required, it is recommended that applications are made early, to avoid delays in project commencement and ensure milestones can be met. The ethics approval timeframe should be factored into the project schedule. Projects may not commence, and funding will not be accessible until ethics and research governance approval are granted. Visit our [Research Ethics and Governance](#) page to determine the ethics requirements for your proposed project. Utilise the [Governance Pathways for Quality Assurance, Quality Improvement and Research Projects](#) to determine the type of governance approval (and ethical review where applicable) your project requires. For low-risk projects, follow the prompts on our [Research Ethics and Governance](#) page to complete the requirements.

Any enquiries can be directed to: researchgovernance@cabrini.com.au or call the Cabrini Research Governance Office on Tel: 9508 3412

Applications for higher-risk or multisite ethics approval must be obtained through an NHMRC-certified HREC such as Monash Health HREC or Alfred Health HREC.

Monash Health

<https://monashhealth.org/research>

Contact: Monash Health Research Support Services

Email: research@monashhealth.org

Alfred Health HREC

<https://www.alfredhealth.org.au/research/ethics-research-governance>

Contact: The Office of Ethics and Research Governance

Email: research@alfred.org.au

7. ALIGNMENT WITH CABRINI'S STRATEGIC PRIORITIES

Funding proposals will only be considered from teams who have the capacity to deliver completed projects that align with the [Cabrini Australia](#) and/or [Cabrini Research Strategic Plan](#).

Innovation is a central tenet of Cabrini Research, and the application should address if the project is identifying innovative treatments and models of care for patients.

8. MISSION, VISION, AND VALUES

Applicants must demonstrate how their project fosters Cabrini's mission and values – the promise Cabrini employees make to their patients and residents, their families, and colleagues. View the mission and our values in the 'Our promise' booklet which can be found on the [Our mission and heritage](#) webpage.

9. COLLABORATION

Multidisciplinary projects are encouraged. This includes collaboration:

- between departments;
- between clinical/business units; and
- With external organisations such as hospitals, universities, and research institutes.

Applicants should first consider the relevant clinical, business, and research expertise within Cabrini when establishing their project team. A significant goal of this program is to nurture multidisciplinary collaboration and to break down work silos. Applicants are encouraged to demonstrate how this is being achieved in their proposed projects. **In all instances, the Principal Investigator must be a Cabrini employee or VMO.**

10. CABRINI SUPPORT – GROUP DIRECTOR, CLINICAL LEAD, AND/OR ACADEMIC HEAD OF DEPARTMENT

Before submitting an application, applicants must obtain project support from their relevant Group Director (GD), Clinical Lead, and/or Academic Head of Department (AHOD).

Support must be secured by noon on **16 April 2026**. To ensure adequate time for discussion, feedback, and approval, applicants are strongly encouraged to contact the appropriate approver **well in advance**. If an approver is unavailable, it is the applicant's responsibility to notify Cabrini Research so that alternative arrangements can be made.

In cases of potential conflict of interest, such as when the approver is directly involved in the project (e.g. as a PI or AI), or if the designated approver is unavailable during the grant period, applicants must seek guidance from Cabrini Research to arrange alternative endorsement prior to the closure date.

The endorsement from an approver is required to:

- Confirm the project's merit, relevance, and alignment with Cabrini's strategic priorities;
- Approve the feasibility of conducting the project in the proposed locations (wards and campuses), including the use of associated resources (e.g., time, equipment, consumables);
- Offer guidance and support throughout the project as needed;
- Endorse the scientific integrity of the protocol and its capacity to address the research question;
- Authorise the application to proceed to panel review.

Please note that GD/AHOD/Clinical Lead approval does not imply preferential support for the project.

If an applicant believes their project does not fall under a specific academic department or directorate, they may seek advice from Cabrini Research.

Once approval is granted, the application must be submitted in its current form. No further edits or changes are permitted unless additional information is specifically requested by Cabrini Research.

PART C – REVIEW AND NOTIFICATION

1. REVIEW OF APPLICATION

Submitted applications will undergo preliminary administrative assessment to ensure that:

- All questions have been answered fully, and required supporting documentation is attached.
- Correct directorate and research support has been obtained, as has participation approval from each investigator.
- The project is broadly aligned to Cabrini's strategic priorities.

Following this, CRGO will undertake a preliminary ethical and governance assessment of the application and protocol for all research and quality improvement projects. IT may also be asked to conduct a preliminary review if the project involves the use of artificial intelligence or unauthorised third-party software platforms.

Applications meeting the minimum criteria will progress to the Scientific Review Panel (SRP), comprised of the following people:

1. Group Director, Cabrini Research
2. Group Director, Medical Services and Clinical Governance
3. Director of Research Operations
4. Director of Medical Research
5. Data Governance and Registries Manager
6. Biostatistician
7. Rotating discipline relevant VMO representatives (minimum of two (2))
8. External representatives (minimum of two (2))
9. A non-voting observer/advisor

Scientific Review Panellists will score applications based on key assessment criteria (Appendix 1 & 2 – pages 9-11).

If a panellist is named as a Principal Investigator (PI) or Associate Investigator (AI) on a project, they are required to recuse themselves from all discussions and scoring related to that grant to ensure impartiality.

Applications meeting the minimum level will be ranked for final review by an Executive Review Panel (ERP) meeting. The composition of the executive panel will be:

1. Chair, Cabrini Foundation Board & Cabrini Board
2. Chief Executive
3. Chair of Cabrini Research Committee
4. Director, Cabrini Foundation (or delegated representative)
5. Director of Research Operations (administrative support)

It is the prerogative of the ERP to award an alternate grant that they deem more appropriate to the one selected by the SRP.

2. ASSESSMENT CRITERIA

The 2026-27 Research & Quality Improvement Grant Assessment Criteria are provided in Appendix 1 (pages 9-10). The Auric Innovation Grant Assessment Criteria are provided in Appendix 2 (page 11).

3. NOTIFICATION

All applicants will be notified of the outcome of their application in June.

4. FEEDBACK

Unsuccessful applicants can contact Cabrine Research for feedback via grants@cabrine.com.au.

PART D – GRANT RECIPIENT INFORMATION

1. FUNDING AGREEMENT

- a) The funding period begins on 1 July and concludes on 30 June, spanning a minimum of 12 months and up to 24 months, depending on the agreed project timeline. Extensions beyond this period may be granted if formally approved.
- b) Projects that require ethics and governance approval will only receive funding once both approvals have been obtained through one of Cabrine's review pathways. Depending on the project's risk profile, ethical review may be required from a Human Research Ethics Committee (HREC) or non-HREC review via CRGO. Ethics and governance approval is mandatory for all research and quality improvement projects.
- c) Each recipient will receive a dedicated cost centre and must ensure this is used for all grant-related expenses.
- d) Recipients are expected to monitor and maintain records of their own budget and expenses. Exceeding the allocated budget is not permitted under any circumstances.
- e) Projects must follow the approved budget and timeline, with extensions or changes in budget requiring formal approval.
- f) Expenses must match the approved budget items; significant deviations will not be reimbursed.
- g) Funding applies only to prospective work.
- h) Funds may not be used for projects that were not specified in the grant application.
- i) If reporting requirements are not met, any unspent funds may be returned to Foundation.
- j) Any funds not spent within the agreed project timeline may be returned to Foundation unless a formal extension application is approved.

2. REPORTING AND KNOWLEDGE DISSEMINATION

Applicants should note that if successful, some details of their activity/ies (including an activity outline, the applicant's name and the amount of funding awarded) will be made public and posted on the Cabrine Foundation and/or Cabrine Research website and within relevant Annual Reports.

Grant recipients are obligated to:

- Submit progress reports that specifically address the milestones outlined in the original grant application:
 - Interim Progress Report: Due at the halfway point of the agreed funding period.
 - Final Report and Grant Acquittal: Due at the end of the funding period.
 - For seed-funded projects that continue beyond the funding period, recipients must report on milestone completion and ensure all funds are spent by the end of the funding period to allow for proper acquittal.
- Submit reports to the reviewing HREC and CRGO (as required);
- Present project outcomes to the organisation and/or project donors through an agreed forum if requested by the Cabrine Foundation or Cabrine Research;

Publications should be provided to Cabrine Research to share with Cabrine Foundation and relevant donors.

3. CONTACT

For all enquiries, contact: Gayle Pettigrew - Administration Assistant - Research Operations
Cabrine Research - Level 1, 154 Wattleree Rd, MALVERN VIC 3144

T: 03 9508 3451 E: grants@cabrine.com.au

APPENDIX 1 ASSESSMENT CRITERIA - RESEARCH & QUALITY IMPROVEMENT GRANT ROUND

CRITERIA	CONSIDERATIONS FOR REVIEW PANEL
Category 1 - Scientific Rigour - 7pts (Must achieve at least 4/7 to be shortlisted.)	<ul style="list-style-type: none"> • Is the project clearly articulated and easy to understand? • Does the protocol represent research of the highest quality? • Has the applicant followed an appropriate methodology study design checklist? • Does the proposal comprehensively address the stated objectives and ensure delivery of all desired outcomes? • Are the research objectives highly coherent and strongly developed? • Is the overall study design exemplary and well-structured? • Does the project use best-practice scientific methods, including robust measures for monitoring, evaluating outcomes, or generating long-term economic efficiencies? • Are there clearly defined milestones and effective performance indicators included in the application?
Category 2 - Innovation, Translation, Impact / Significance - 7pts (Must achieve at least 4/7 to be shortlisted.)	<ul style="list-style-type: none"> • Is the research project ambitious, creative, and innovative? Will it break new ground in the field? • How does the project fit within the current state of knowledge and other ongoing research in this field? Does it complement existing work? • Is the research transformative, leading to significant advancements in knowledge with major impact in this research area? • Will the project advocate for its area of health and is it relevant to Australian healthcare practice, policy, and/or health outcomes? Could it influence policymakers? • Have clear pathways to impact and knowledge dissemination been identified? • Does the proposal include an innovative and robust plan for research translation that will fundamentally advance the field? • Will the research translate rapidly into outcomes that significantly influence policy and/or practice? • Is the project likely to produce outcomes that will be featured in invited plenary presentations at national and/or international meetings? • Does the project involve highly effective engagement with the delivery sector to ensure strong uptake and integration of research outcomes?
Category 3 – Feasibility - 7pts (Must achieve at least 4/7 to be shortlisted.)	<ul style="list-style-type: none"> • Has adequate detail been provided for each expense item? • Will the proposed budget cover the entire cost of the project? If not, how will any shortfall be addressed? • If the project is not completed within the grant period, is it sustainable beyond the lifetime of the grant? • If this is an application for seed funding, will the pilot study have potential to attract larger future funding opportunities? • Does the project represent good value for money? • Is there a clear and achievable project management plan, including milestones and timelines? • Does the timeline account for ethics submission/approval and knowledge dissemination activities? • Have risks been identified, and are mitigation strategies in place? • Does the team have the right skills, experience, and availability to deliver the project successfully? • Have the team engaged the necessary services, collaborators, and clinical systems to ensure success? • Does the project align with strategic and operational objectives articulated in the Cabrini Australia and/or Cabrini Research Strategic Plan? • Does the project align with Cabrini's mission, vision, and values?

	<ul style="list-style-type: none"> • Does the project address any of the National Safety and Quality Health Service Standards administered by the Australian Commission on Safety and Quality in Health Care?
<p>Category 4 - Team Capability and Diversity - 7pts total (Must achieve at least 4/7 to be shortlisted.)</p>	<ul style="list-style-type: none"> • Does the team demonstrate strong leadership capacity and an effective management strategy? • Has a clear and capable leader been identified to drive the project forward and maintain focus on the overall vision? • Does the team collectively have the appropriate skill set and expertise to deliver the project successfully? • Relative to opportunity, does the team have high-level expertise in all aspects of the research? • Does the team have a combined record of research achievement that is outstanding by national and/or international standards, commensurate with their field? • Is research quality evident in the publications of each Chief Investigator (CI)? • Is research productivity demonstrated through the team's total outputs? • Has the team contributed significantly to research activities and translation? <p>Consumer involvement as part of the applicant's team:</p> <ul style="list-style-type: none"> • Has the team engaged health consumers in the design and delivery of the project? • Does the project include appropriate consumer, community, or end-user involvement throughout all stages of the research? <p>Collaborators:</p> <ul style="list-style-type: none"> • Do the named collaborators bring a complimentary skill set/experience to the project that will ensure its success? • Does the collaboration demonstrate excellent team integration, cohesiveness, and outstanding future promise?
<p>TOTAL SCORE = _____ / 28 points</p>	

APPENDIX 2 – ASSESSMENT CRITERIA – AURIC INNOVATION GRANT

CRITERIA	CONSIDERATIONS FOR REVIEW PANEL
Innovation BIG IDEA 50pts	<ul style="list-style-type: none"> • Is the project ambitious, creative, and original, rather than an attempt to cover operational costs through grant funding? • Does it push boundaries or introduce a new approach? • How does the project compare with other current work in this field? • Does it align with and uphold Cabrini’s Mission and Values?
Impact & Significance 30pts	<ul style="list-style-type: none"> • Will the project be transformative? • Does it meaningfully advance knowledge, care delivery, operations or outcomes in its area of health? • Does it advocate for or strengthen its health field? • Is it relevant to Australian healthcare practice, policy, and/or outcomes? • Is there potential to influence policy or decision-makers? • Is the project sustainable beyond the grant period? • How will success and impact be measured? • Are the pathways for sharing and disseminating findings clearly identified?
Feasibility 10pts	<ul style="list-style-type: none"> • Is the project clearly described and well-structured? • Does the project design demonstrate methodological rigour? • Is the project management plan robust? • Is the budget comprehensive and realistic? • Will the design support achievement of the expected outcomes? <p>For research projects only:</p> <ul style="list-style-type: none"> • Does the study protocol demonstrate high scientific quality and rigour? • Is the chosen methodology or study design appropriate? • Has ethics submission and approval been incorporated into the project timeline?
Collaboration 10pts	<p>Internal and External Collaboration:</p> <ul style="list-style-type: none"> • Does the project promote cross-service or interdisciplinary collaboration within Cabrini? • Have relevant internal experts and stakeholders been meaningfully engaged? • For multicentre projects: How will collaboration strengthen Cabrini’s profile, brand, and reputation? <p>Consumer involvement as part of the applicant’s team:</p> <ul style="list-style-type: none"> • Has the team engaged health consumers in the design and delivery of the project? • Does the project include appropriate consumer, community, or end-user involvement throughout all stages of the research? <p>Collaborators:</p> <ul style="list-style-type: none"> • Do the named collaborators bring a complimentary skill set/experience to the project that will ensure its success? • Does the collaboration demonstrate excellent team integration, cohesiveness, and outstanding future promise?