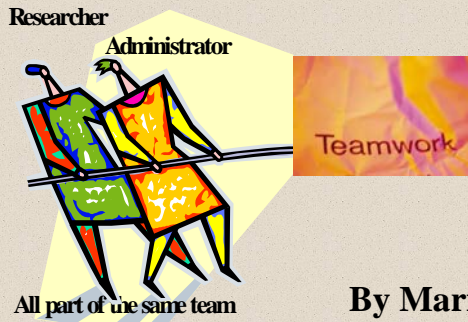


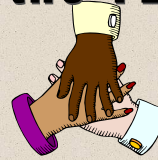
Making the TEAM Work



Understanding the Ecosystems that Support Life



All part of the same team



Being Part of a Collaborative Venture

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CHARACTERISTICS DESIRABLE FOR A SUCCESSFUL TEAM MEMBER

1. Ability to trust and be trustworthy (trust);
2. Abundant common (good) sense;
3. Creativity and willingness to share with the team;
4. Willingness to give time to the team;
5. Personality –
 - a. Listens
 - b. Enjoys working with others
 - c. Curiosity and interest
 - d. Open to new ideas and approaches
6. Serendipity – Kismet and Karma
7. Respect
8. Truthfulness (Likens 1998, 2001)

Collaborations do not stop with the researchers involved in the project; they include the institutional administrators that manage for them.



It is important that all the parts fit together smoothly



The job of the Research Administrator is management *for* research not *of* research. Research should have as its goal the advancement of knowledge, and those institutions concerned with the “advancement of knowledge” need to have a truly nourishing climate for research. The institutional officers who are Research Administrators need to believe strongly in research and to argue for its existence. To do this, they must understand the process by which research is done (Woodrow, 1978).



WHAT CAN A RESEARCH ADMINISTRATOR DO?

- 1) Be a Facilitator - do not impede the process,
- 2) Be Reasonable - contract negotiations is not a contest. It is not a win/lose situation. It should be a win/win situation that protects the rights of all parties, including the funding agency.
- 3) Be flexible and have good sense of humor.
- 4) Use common sense - Construct a good agreement.
- 5) Make sure the statement of work received in the proposal stage is clear and agreed to by all parties,
 - a) Expedite paperwork as quickly as possible,
 - b) Maintain a cordial relationship with collaborating institutions,
 - c) Establish voice contact. Do not rely exclusively on e-mail when trying to negotiate a subcontract.
- 6) Be Empathetic - Get to know your researchers and their work. Let them get to know you and understand your role.

Collaborations among people can be done without institutional involvement. All that is needed is the desire, the need and the trust. However, when a transfer of money is involved, especially federal money, an *institutional framework* is necessary because institutions have multiple responsibilities. The challenge is to provide a helpful and supportive framework that does not impede progress or insert unnecessary burdens. A good Research Administrator rises to this challenge and accepts it as a routine part of the job!

TEAM BUILDING STRATEGIES

- Train team leader
- Mentoring by experienced team leaders
- Face to face communication to outline expectations, priorities and responsibilities
- Develop effective & efficient time management strategies
- Clear understanding of roles and authorship order (Likens 2001)

According to the U.S. Department of Energy National Collaboratories, “One does not *deploy* a collaboratory, one *builds* a collaboratory,” and in the process can build a better working relationship and mutual understanding that will serve the institution, the faculty and sponsored projects staff well.

The need to understand the intricacies of the collaborative mechanism is an important component of research administration because it will enable the administrator to structure agreements that facilitate rather than hamper these relationship by not overshadowing the function it is designed to accommodate (Smith, 2004).

