Dear Colleagues,

This issue of Research Management Review is dedicated to the topic of leadership in research administration. In a knowledge-worker culture, there is often a disconnect between what makes a top performer and what can motivate others toward their own peak of performance. We see this all too often in the academic environment: Someone is an expert scholar in “somethingology.” They progress through the ranks amid praise, adoration, and high funding success. They become the chief of a division or chair of a department, but have never had any training in managing personnel, or a budget, or allocation of scarce resources between competing subordinate units. They are thrown into an on-the-job-training situation with very high stakes at risk. How often have you heard, “She’s a world class scientist, BUT….”

We are quick to notice those disconnects in the larger community we serve. We try to do damage control, smooth and soothe, as required, and act as servant leaders, trying to manage up the chain of command so that those down the chain have a better workplace experience. It often falls to us, in that hybrid area of seeking to serve the researcher, the institution, the funding agency, and the public weal, to be that visionary leader who must be able to see the prism from all sides.

Excellence in leadership can make the difference between a workplace that is exhilarating and one that is simply exhausting. This issue is an effort to compile essays, research articles, a case study, and book reviews that would turn our minds to leadership and its impact in research administration from some of the thought leaders of our profession.

It is with great pleasure that I introduce the offerings in this particular issue of Research Management Review. As this issue is being finalized, we are preparing for the back-to-back inaugural meeting of NCURA Region VIII (the international region) and the International Network of Research Management Societies (INORMS) conference being held in North America. NCURA is serving as one of the co-hosts of the INORMS conference which is being held in the Washington Hilton, the perennial venue for the NCURA Annual Meeting. In this issue, you will find articles by authors from Great Britain, Portugal, Australia, China, and the United States.

This issue opens with the inspiring Gabriel and Caines essay which provides an important perspective on the importance of the role of the research administrator in the culture of the research community. Trindade and Agostinho address the issues
surrounding the professional identity of research administrators with provocative thoughts about research administrators/managers residing in a “semi-academic field somewhere between the academic and non-academic domains.”

Dr. Janice Besch shares a case study of her experiences in managing change and setting priorities for research support through the use of online survey tools. The survey tool follows the case study article. Improving quality through thoughtful change management techniques is contrasted with the research article by Meng, He, and Luo, with the use of various forms of power and the level of satisfaction with supervision of research teams. This article is the segue to an essay from former RMR Editor, Robert Killoren, on the high cost of bullying in the workplace.

Three short essays are offered to highlight positive attributes of effective leaders. Campo addresses four key characteristics of an effective leader in research administration. Willenberg offers leadership advice from what she has learned working in the world of clinical trials administration. Retired NIH Grants Management Officer, David Mineo, who now coaches executives, organizations and teams throughout the world in the area of leadership, completes the short essays on leadership attributes with thoughts on the importance of credibility and trust in a leader.

Book reviews for this issue include The Martian’s Daughter: A Memoir, reviewed by Andre Walker, and Long Fuse, Big Bang, which is reviewed by Sue Kelch and Michelle Schoenecker. The Martian’s Daughter: A Memoir tells the true story of a woman who was a trailblazing pioneer, opening the research environment for women. Long Fuse, Big Bang describes a business model for increasing productivity and successful results in the face of conflicting demands.

Farewell Thoughts

The completion of this issue completes my three-year term as the Editor of Research Management Review. It has been one of the greatest honors of my career to serve as the Editor of RMR. I am very thankful for the experience in the practical sense of learning while doing as an editor. I have learned more things about research administration, new things about editing, and surprising things about the many things that go on behind the scenes in the world of publishing.

Enough cannot be said to thank the many volunteers who make RMR possible. The members of the editorial board are some of the smartest and busiest people of my acquaintance, yet they took time to read articles, make suggestions, write reviews, and meet deadlines, in addition to their usual professional commitments. The authors have continued to serve as thought leaders as they have worked diligently to
contribute to the growing body of knowledge for the profession of research administration and management. It has been a privilege to work with both the review board and authors.

My sincere thanks is extended to the RMR editorial staff. Ms. Lee Carpenter has served as the copy editor for RMR through the changing of the guard of many editors. She is the constant that has held RMR together. Bridgette Pfister led the charge in the achievement of our goal to become indexed in Google Scholar and ERIC. Beryline Temples has organized and implemented the effort to ensure authors retained open access copyrights while RMR secured a license for the publication of their articles. Marc Schiffman has assisted in getting each article posted to the developing issues and has been our liaison with the NCURA office and acts as the point of contact with ERIC. Dr. Christine Katsapis and Jeremy Miner accepted my invitation to serve as Associate Editors in order to complete this issue of RMR while I was in the midst of a job change and geographic move. I offer each you my heartfelt gratitude for your diligence and the level of excellence with which your duties were performed.

My father always told me to leave a place better than I found it. This has been my goal as RMR Editor. With the help of the many hands of the talented team mentioned above, I believe we have succeeded.

Jennifer Shambrook, Ph.D.
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