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Education:

BBus (Hons) (*Queensland Agricultural College*)
LLB (Hons) BCom (*Griffith University*)
LLM (*The University of Queensland*)

1. Give us a snapshot of your professional career and how you ended up doing project management work on the OAK Law Project/Legal Framework for e-Research Project. What is the most rewarding aspect of your position?

I completed my Articles of Clerkship with Blake Dawson Waldron Lawyers and was admitted as a Solicitor (Attorney) in 2001, after working in the Insurance, Projects, Intellectual Property and Communications and Corporate Advisory practice groups. I then travelled to Silicon Valley, California USA and upon my return, I commenced work in the Litigation practice group of McInnes Wilson Lawyers, concentrating on the defence of professional indemnity claims. In 2004, I joined the Commercial Litigation practice group of Home Wilkinson Lowry Lawyers which provided broader litigation

experience in project management contracting, retailing, construction, manufacturing and franchising.

In an effort to progress a career in intellectual property law, I commenced work with Colavitti Lillas Lawyers before becoming Project Manager of The OAK (Open Access to Knowledge) Law Project. In September 2006, I also became the Project Manager of the Legal Framework for e-Research Project and have been involved in the development of online surveys and an international conference. In December 2007, I was awarded a Master of Laws specializing in intellectual property law from The University of Queensland.

2. What are your project manager responsibilities, both on a daily and “as needed” basis.

My responsibilities are ever-expanding but include:

- Liaising with university, industry and government representatives;
- Developing strategies with the Project Leader to accomplish the desired research outcomes;
- Maintaining networks to facilitate collaboration; and
- Providing resources and support for researchers.

3. What are the key qualities required for your position?

The key qualities include the ability to:

- Change existing plans to focus in a new direction;
- Embrace and respect the ideas of others;
- Empower those with whom I work;
- Trust that others are doing what they said they would;
- Understand and respect the formal procedures but to have the willingness to use informal networks to accomplish desired outcomes; and
- Communicate the project goals so that the team remains focused on obtaining the desired outcomes.

4. Do you have any recommendations for research managers/administrators starting out in their careers?

- The work you do will be very similar in every organization, but it will be the people you work with who will make the difference. Choose carefully;
- Maintain confidence in yourself and others;
- Be true to yourself; and
- Read and implement Stephen Covey’s *7 Habits of Highly Effective People* (See <http://www.whitedovebooks.co.uk/7-habits/7-habits.htm>, <http://www.franklincovey.com/fc/index.jsp> and <http://www.stephencovey.com/>).

5. What do you see are the key challenges in administering research?

There are many challenges including staffing, resources and time constraints but the key challenges include:

- Maintaining good financial governance;
- Shifting timelines that ignore deadlines; and
- Shifting perspectives that lead the project off its primary focus.

6. What are the key issues facing Australian research managers/administrators at the present time?

These include:

- The changes being introduced by the new Federal Government, including the establishment of new Departments;
- The changes that might flow from the review of the *Privacy Act* 1988 currently being conducted by the Australian Law Reform Commission;
- The disputes that arise with proposed commercialization of project outcomes; and
- The legal uncertainty about the use of patents for research.

7. Is it advantageous for institutions to recruit academics into senior managerial roles?

Yes, I believe it is, because the senior managers will then have an intimate understanding of the motivations and capabilities of those they are leading. At the same time, the institutions should provide support and training to make the transition successful and ensure the Peter Principle is not perpetuated (For the definition of the Peter Principle see <http://www.answers.com/topic/peter-principle?cat=biz-fin>). A mentoring program might also be beneficial to ensure senior managers excel.

8. What are the main areas of research management/administration that require your greatest involvement?

There are many but the main ones are:

- Organizing meetings, workshops and teleconferences to enable meeting-of-the-minds;
- Provide timelines to keep researchers focused on providing outcomes;
- Resolving resource, administrative and personnel challenges; and
- Providing encouragement to all team members.

9. What are your interactions with the QUT Office of Research? What does the Office of Research do best that you want international colleagues to know about?

I liaise with Michael McArdle, Director of the QUT Office of Research, in relation to formal communication with our sponsors, the provision of financial reports and the development, distribution and support of online surveys.

The Office of Research DOES NOT require the projects to provide it with endless amounts of useless information, reports or meeting time which would infringe on the valuable time needed to produce research outcomes. For this I am very grateful.

10. In your position as a project manager, what do you see are the near term new issues that you will be facing over the next few years?

Our projects are in tune with, and are in support of, greater access to knowledge. As sponsors of research move towards encouraging, and indeed mandating, the release of project outcomes to the world through open access repositories, project managers will need to be more aware of the ways in which the outcomes can be shared. The Open Access to Knowledge (OAK) Law Project's *Report No. 1* provides some insight into this development (See http://www.oaklaw.qut.edu.au/files/LawReport/OAK_Law_Report_v1.pdf).

11. In what directions – in both Australia and elsewhere – do you see international research management/administration moving in the next five years?

As the digital world continues to develop, researchers will collaborate with other researchers throughout the world more and more. The ability to put the formal collaborative research agreements into place quickly, effectively and peacefully will be paramount in promoting such international collaboration. For this reason, tools such as the TurboNegotiator (http://www7.nationalacademies.org/guirr/Killoren_Butts_Turbo.pdf and http://uidp.org/JILDA%20GARTON_July07.pdf) being developed by the UIDP in the US, the work being undertaken by the Lambert Working Group in the UK (www.innovation.gov.uk/lambertagreements/) and the Legal Framework for e-Research Project in Australia (www.e-Research.law.qut.edu.au) are vitally important for facilitating greater international research collaboration.