

Bridging the Gap

The Senior Level Research
Administrator's Role
As Viewed By
Junior Level Administrators

Our Panel

- Jim Maus – Senior Administrator
Washington University in St. Louis
25 years
- David Ngo – Mid-level Administrator
University of Wisconsin – Madison
7 years
- Bonniejean Zitske – Junior Administrator
University of Wisconsin – Madison
Less than three years

Definitions

Years of Experience in the Profession:

- Senior RA - At least 10 years.
- Mid-Level RA – 5 to 10 years.
- Junior RA - Less than 5 years.

Definitions

- Senior RA
 - Holds a leadership position.
- Mid-Level RA
 - Has an excellent knowledge base and seen as a resource but does not hold a leadership position.
- Junior RA
 - In a learning stage.

What Do Junior/Mid-Level Administrators Want From A Senior Leader?



Motivate, Reward, Direct, Develop

- A mediocre teacher tells.
- The good teacher explains.
- The superior teacher demonstrates.
- The great teacher inspires.
 - Evolution rather than revolution
 - Transparency
 - Knowledge, skill and ability

Provide Resources

- Appropriate Professional Resources
 - Websites
 - Training manuals
 - Campus meetings
- Opportunities For Professional Development
 - Campus classes
 - NCURA!

Match Talents With Organizational Needs Through Diverse Teams

- Culture Traits
 - Individualism and Independence
 - Focus on Present, Quick/Constant Actions
 - Timely Decisions
 - Being Innovative, Owning the Process

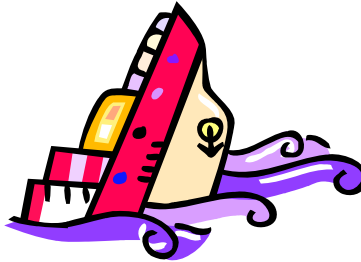
What A Difference a Century Can Make!

Contrasting Views of the Corporation:		
Characteristic	20th Century	21st Century
Organization	The pyramid	The Web or network
Focus	Internal	External
Style	Structured	Flexible
Source of strength	Stability	Change
Structure	Self-sufficiency	Interdependencies
Resources	Atoms—physical assets	Bits—information
Operations	Vertical integration	Virtual integration
Products	Mass production	Mass customization
Reach	Domestic	Global
Financials	Quarterly	Real time
Inventories	Months	Hours
Strategy	Top-down	Bottom-up
Leadership	Dogmatic	Inspirational
Workers	Employees	Employees and free agents
Job expectations	Security	Personal growth
Motivation	To compete	To build
Improvements	Incremental	Revolutionary
Quality	Affordable best	No compromise

Trust and Respect

- Create an environment of mutual trust and respect.
- Hire good people and point them in the direction you would like them to go.
- Rarely a need for micro-management.

What Junior/Mid-Level Administrators Do NOT Want From A Senior Leader?



Maintaining the Status Quo

- An environment that is not getting better or on the rise.
 - “We’ve always done it that way.”
 - “It’s worked for me it should work for you.”
- Welcome short term misery in order to succeed in the long run.
 - Success is paramount on the open-ness and willingness for change.

Assumptions

- Don't make assumptions about our knowledge base (either greater or less).
- Don't assume we understand everything you tell us. Provide opportunities for follow up and questions.
- Don't assume we know more about technology than you do.

Reactionary Approach

- Be proactive rather than reactionary.
- Planning & prevention are preferred.
- Do not make decisions and provide solutions before analyzing the problem.

A Complete “Hands Off” Manager

- Check-in
- Follow-up
- Give credit

There is healthy space between
micro-managing and not caring.

In Summary

- We respect your experience.
- Don't underestimate us.
- Lead us.
- We need your help!

Jim Maus, Senior RA
Extraordinaire



Questions?

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