

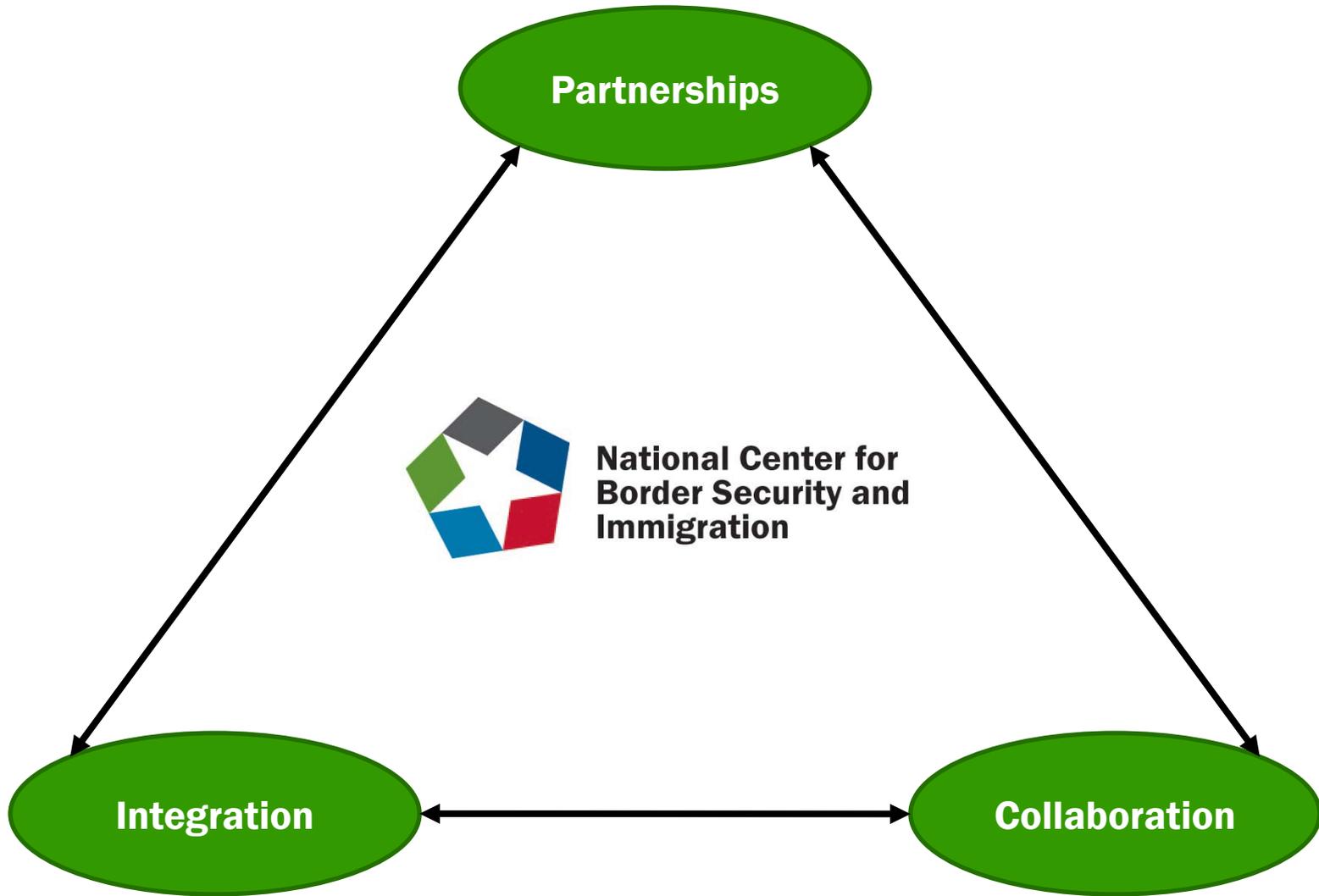
Building and Maintaining Collaborative Research Teams

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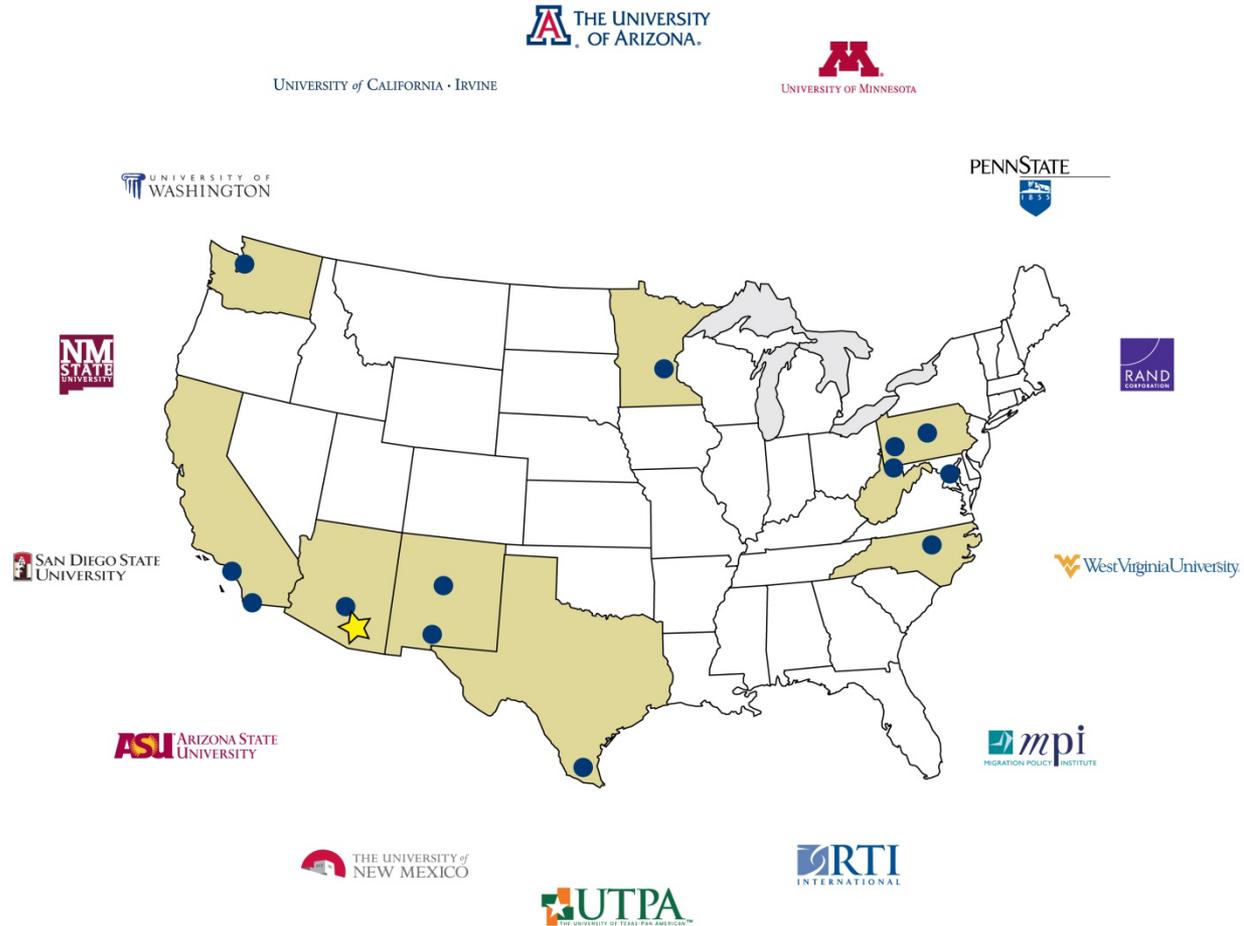
Director, National Center for Border Security and Immigration

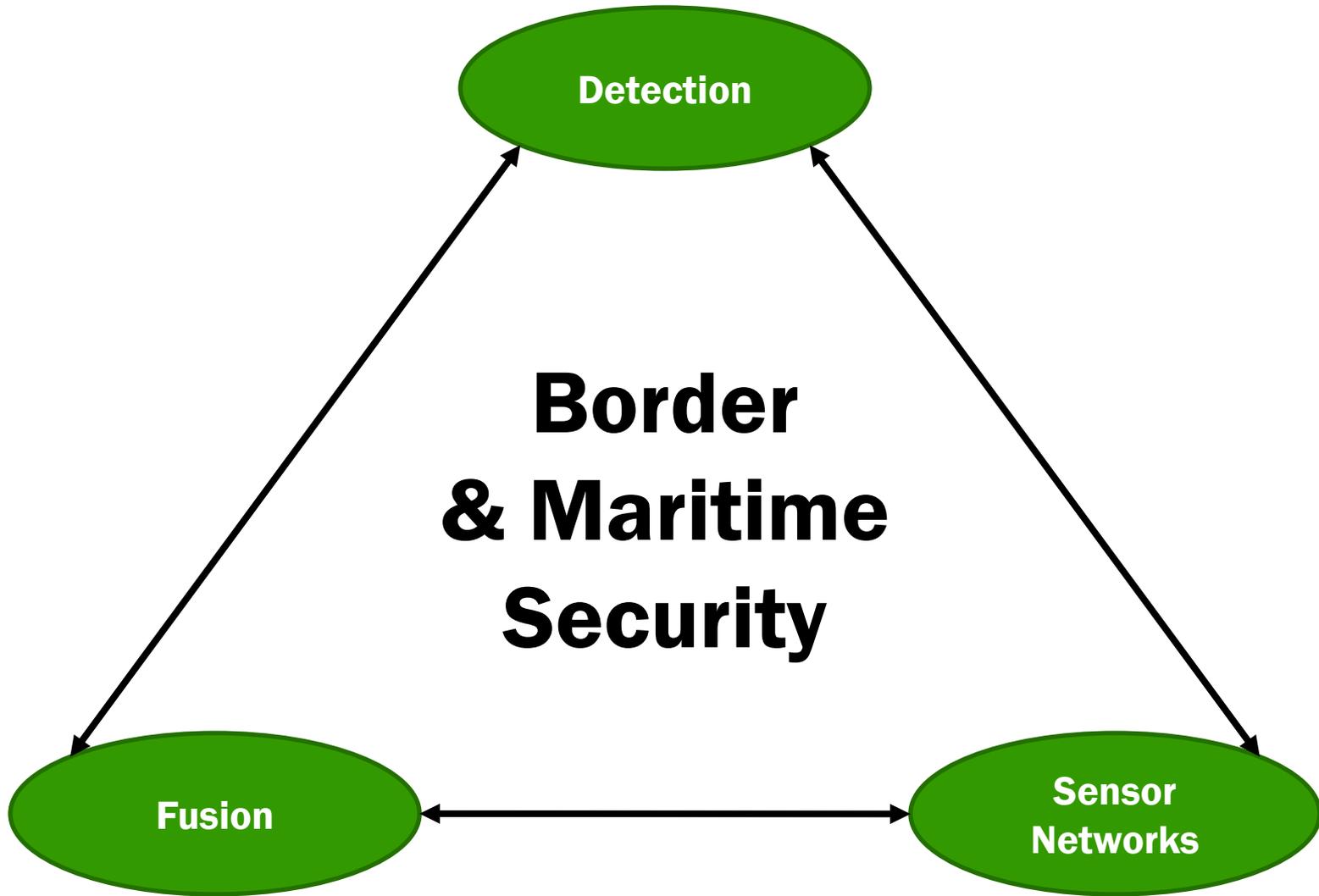
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Establishing a Partnership

**“I don’t recall what you SAID...
and I may not recall what you DID...
but I remember how you made me FEEL.”**

-- Maya Angelou

Partnership

- **DEFINED:**

- “A voluntary collaborative agreement between two or more parties in which all participants agree to work together to achieve a common goal.”

- **CHARACTERISTICS:**

- Team partners and customer partners (they’re different)

- **CHALLENGE:**

- “How do you make this happen?”

Building Partnerships (Team)

- **A common culture fosters effective collaboration**
 - **EXAMPLE: BSI Center at The University of Arizona**
 - **The UA leadership group identified:**
 - **Public universities**
 - **Focus on scientific research**
 - **Established grants/contracts in relevant fields**
 - **Shared experience (live and work on the border)**
- **Principals must be able to integrate their work**
- **All partners must “buy in” to the team’s vision**

Building Partnerships (Customers)

- **CRITICAL first step: Demonstrate your worth**
 - **Prove that you offer something of VALUE to them!**
 - You're not wasting their time
 - They will benefit from the partnership as much as you will
 - **EXAMPLE: UA/CMI and the U.S. Navy**
 - Re-engineered the USS Coronado's AC/ventilation system
 - **Not part of our job, but we improved the system**
 - USN officers watched UA team land a rover on Mars
 - **Admiral: "These guys are good!"**
- **Next step: Your research must be integrated with THEIR processes**

Collaboration

- **DEFINED:**

- “A participative process through which people, groups, and organizations work together to achieve desired results.”

- **CHARACTERISTICS:**

- Can be new, exciting, stressful, beneficial, innovative, productive, and creative... but it's NOT easy!

Maintaining Relationships

- **TEAM: Maintaining the positive inertia**
 - Building effective partnerships and working in collaborative environments does not happen overnight
 - **EXAMPLE: BSI team was the result of 2 years of effort**
- **CUSTOMER: Credibility is a volatile commodity**
 - New people come and go
 - You have to prove your value all over again
 - **Particularly following changes in the customer's leadership!**

Integration

- **DEFINED (from a practical perspective):**
 - **“Completely understanding the processes of all team members... and how their outputs fit together, including the impacts that one subsystem has upon another.”**
- **System integration is bringing together all the BSI partners’ subsystems into one system that functions as a seamless entity**
 - **Designed to address the customers’ needs**

