



COLUMBIA

COLUMBIA UNIVERSITY
IRVING MEDICAL CENTER

OFFICE OF FACULTY
PROFESSIONAL DEVELOPMENT,
DIVERSITY & INCLUSION

Research Team Management Series

Assembling and Managing a Successful Research Team – What to Look for and What to Avoid

Managing Research Teams Toolkit

A resource guide

Office of Faculty Professional Development, Diversity & Inclusion

ps.columbia.edu/faculty-development/faculty-diversity

Research Team Management Series

Quick Tips for *Recruiting* a Successful Research Team & Lab

The following has been adapted from Kevin Gardner, MD, PhD, Professor of Pathology & Cell Biology, Vagelos College of Physicians and Surgeons

Before the Interview

Do:

- ☐ Look for candidates in various settings (networking, referrals, local bulletin, Scientific Journal position postings)
- ☐ Establish evaluation criteria and stick to it
- ☐ Screen applicants:
 - ☐ Review all resumes carefully
 - ☐ Call references on the phone (do not contact over e-mail)
 - ☐ Rely on evidence
 - ☐ Seek different perspectives
- ☐ Schedule interview in advance and plan for about 30 to 90 minutes for the initial interview.

Avoid:

- ☐ Candidates with:
 - ☐ Inflated experience
 - ☐ Gaps in employment
 - ☐ Position and job hopping
- ☐ OPP (Other People's Problems)

During the Interview

Do:

- ☐ Ask open ended questions
- ☐ Allow interviewees to speak spontaneously and in detail
- ☐ Be aware of personal biases used during the interview
- ☐ Consult with your HR representative if an applicant needs reasonable accommodations

Ask About:

- ☐ Experience and skills
- ☐ Commitment and initiative
- ☐ Working and learning styles
- ☐ Time management
- ☐ Decision making and problem solving
- ☐ Interpersonal skills

Do Not Ask About:

- ☐ Personal details such as:
 - ☐ Marital status and marriage
 - ☐ Family plans
 - ☐ Religion
 - ☐ Sexual orientation
 - ☐ Number and ages of children
 - ☐ Childcare arrangements
 - ☐ Salary history
 - ☐ Conviction of any past crimes

After the Interview

Select Candidates Who:

- ☐ Are a good fit
- ☐ Have chemistry with your team
- ☐ Have expertise
- ☐ Express willingness to learn
- ☐ Have passion for science
- ☐ Have a strong work ethic

Avoid Candidates Who:

- ☐ Do not take responsibility
- ☐ Complain about co-workers and supervisors
- ☐ Delay or avoid answering questions
- ☐ Express anger
- ☐ Dominate the interview

Additional Resource: <https://humanresources.columbia.edu/toolkit>

Research Team Management Series

Quick Tips for *Leading* a Successful Research Team & Lab

Do:

- ☐ Be accessible
- ☐ Lead by example
- ☐ Delegate properly
- ☐ Match responsibility with authority
- ☐ Hold weekly meetings
- ☐ Communicate projects clearly and in details with the lab team
- ☐ Review lab issues
- ☐ Seek opinions from the lab members
- ☐ Hold one-on-one lab meetings every 1-3 months to discuss performance, expectations and mentoring needs
- ☐ Organize informal get-togethers
- ☐ Motivate your team:
 - ☐ Recognize and celebrate accomplishments
 - ☐ Match skills with competence to the task
- ☐ Focus on the interest of the lab as a whole

Manage Conflicts:

- Acknowledge and address conflicts comprehensively
- Recognize your team members' personality types
- Be a good facilitator
- Encourage cooperativeness and compromise
- Promote open and honest conversations
- Listen to both parties behind closed doors

Resources:

- How to give difficult feedback:
<http://www.forbes.com/sites/susanadams/2012/03/12/how-to-give-difficult-feedback/>
- Weiss, J & Hughes, J. (2005) Want Collaboration? Accept—and Actively Manage—Conflict. Harvard Business Review:
<https://hbr.org/2005/03/want-collaboration-accept-and-actively-manage-conflict>

Research Team Management Series

Additional Resources

Office of Postdoctoral Affairs

The Office of Postdoctoral Affairs' mission is to holistically support and assist Columbia University Postdoctoral Research Scientists, Scholars, and Fellows in their professional training and development; to offer in-depth guidance and resources to the Columbia University community on matters pertaining to postdoctoral affairs.

Website: <https://research.columbia.edu/office-postdoctoral-affairs>

Resources for PIs

This site provides resources such as appointment letters and requirements and mentoring resources for PIs who wish to hire postdoctoral fellows.

Website: <https://research.columbia.edu/faculty-and-administrators>

Graduate School of Arts & Sciences

One of the nation's oldest and most distinguished graduate schools, GSAS confers graduate degrees in the humanities, natural sciences, and social sciences. Our renowned faculty works with students to cultivate advanced knowledge and offer preparation for a variety of careers.

Website: <https://gsas.columbia.edu/>

The Columbia University Compliance Hotline

The Hotline serves as a channel for employees to report or seek guidance on possible compliance issues. It is supported by a third party vendor and staffed by professionals. It is available to Columbia personnel through the telephone and the internet with the option to report anonymously.

Website: <https://compliance.columbia.edu/hotline>

Readings of interest:

- What Google Learned from Its Quest to Build the Perfect Team. *NY Times*: www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html
- Edmondson, A. (1999). Psychological Safety and Learning Behavior in Work Teams. *Administrative Science Quarterly*, 44(2), 350-383. doi:10.2307/2666999 https://www.jstor.org/stable/2666999?seq=1#metadata_info_tab_contents
- Lee, A., Dennis, C., Campbell, P. (2007). Nature's guide for mentors, *Nature*; 447: 791-797: <https://www.nature.com/articles/447791a>
- Guide to Best Practices in Faculty Mentoring: A Roadmap for Departments, Schools, Mentors and Mentees, Office of the Vice Provost for Faculty Diversity and Inclusion, Columbia University: http://facultydiversity.columbia.edu/files/viceprovost/mentoring_best_practices_1.pdf

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Quick Tips for Research Team Interviews

The following has been adapted from Kevin Gardner, MD, PhD, Professor of Pathology & Cell Biology, Vagelos College of Physicians and Surgeons



Screening Applicants

Questions to ask references:

- Why are they leaving their position?
 - Are they reliable?
- What are their strengths?
 - Is their data always publishable?
- What are their weaknesses?
- Do they show initiative?
- What were you most disappointed in?
- Would you hire them again?



Red Flag Responses:

- “You will be lucky if you can get this person to work for you.”
- “First, I want to say this is a wonderful guy, great personality, everybody likes him, but...”
- “With a little more encouragement this person will blossom.”



The Interview

Questions to ask candidates:

Experience & Skills

- What are your most significant accomplishments?
- What part did you play in different projects and publications?
- Did you bring any new technologies to the lab?

Commitment & Initiative

- Why do you want to work in my lab?
- Where do you see yourself in 5 years?
- What kind of projects are you interested in?
- What new technologies do you want to learn? Why?
- How do you define your field?
 - Do you want to stay in this field?
- How do you stay current in the field?
- What projects have you worked on?
 - What were your goals?
 - What were the results?
- Can you tell me about any projects where you took initiative?

Working & Learning Styles

- What motivates you to work?
- Would you prefer to work on one project or several projects at the same time?
- Do you learn better from books, hand-on experience or other people?
- Can you tell me about a project that required a team effort?
 - How did it turn out?
 - Did you lead the project?
 - Did you want to lead the project?
- How often do you help others?
 - What percent of your time do you spend helping others?
- If you encountered a problem in the lab, would you ask someone for help or would you try to deal with it yourself?
 - Has this ever happened?
 - What was the result?
- Are you willing to work after hours or on the weekend? (Can't ask this question to private or state employees.)

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The Interview (continued)

Time Management

- How do you prioritize your work?
- How do you handle things when you have two different priorities competing for your time?

Decision Making & Problem Solving

- What is the biggest challenge in your current position?
 - How are you dealing with it?
- Can you tell me about a decision that resulted in unexpected consequences? Good or bad?
- Can you give me an example of a situation where you found it necessary to gather other opinions before you made a decision?
 - What factors did you weigh in making the decision?
 - Whose opinion mattered more to you?

Interpersonal Skills

- How important is it for you to be liked by your colleagues? Why?
- If you heard through the grapevine that someone didn't care for you, what would you do, if anything?
- How do you think you respond to criticism? Can you tell me about a situation in which your work was criticized?
 - How did you rectify/correct things?
- Can you describe a scientist whom you like and respect?
 - What do you like about the person?

Wrapping up the Interview

- What is your timetable for leaving your current job?
- Is there any other information that you would like to add?



The Evaluation

What to Look for:

- Are they interested in the position?
- Do they get along well with other team members?
- Are they a good fit for expertise?
 - Have they been productive and are they willing to learn new skills?
- Do they have enthusiasm, persistence and follow-through?
- Are they willing to do what it takes to answer your questions?
- Do they keep good records?



What to Avoid:

- Are they unwilling to take responsibility for something that has gone wrong?
- Do they complain about their advisor and co-workers?
- Do they demand privileges not given to others?
- Do they challenge, delay or avoid answering questions?
- Do they try to control the interview?
- Do they use sarcasm or humor?
- Do they express anger of any sort?
- What is their body language negative?

Resources for Research



General Faculty Resources

Policies and General Compliance

Office of University Compliance

Columbia University is committed to operating with integrity in compliance with applicable laws, regulations and policies. The University expects the highest standards of professionalism and ethical conduct from the members of its community and is dedicated to upholding its reputation as one of the top academic and research institutions in the world.

Website: compliance.columbia.edu

Email: compliance@columbia.edu

To report compliance of ethics concerns, please call the compliance hotline: 866-627-3768 (anonymous reporting available).

Code of Conduct and University Policies

This webpage contains basic information about and links to some key University Policies. Please note that this is not a comprehensive list of all University policies.

Website: compliance.columbia.edu/content/university-policies

Faculty Handbook

The Faculty Handbook is the guiding manual for faculty working at Columbia University. It showcases the academic structure and the governance of the university, essential policies, and university resources and services.

Website: columbia.edu/cu/vpaa/handbook/

Columbia University Administrative Policy Library

This webpage provides a list of the new and recently updated policies.

Website: policylibrary.columbia.edu/home

CUIMC Office of Communications & Public Affairs

The Columbia University Irving Medical Center Office of Communications and Public Affairs oversees all media relations for the Medical Center.

Website: newsroom.cumc.columbia.edu/media-contacts/

Email: cumcnews@columbia.edu

Ombuds Office

The Ombuds Office offers a confidential place for students, faculty, staff, or alumni to discuss workplace issues, academic concerns, issues relating to administrative paperwork and process, explanation and interpretation of policies and procedures, and many other problems.

Website: ombuds.columbia.edu/

Phone: 212-304-7026



Faculty Mentoring Resources

Faculty Mentorship

The Office of Faculty Professional Development, Diversity & Inclusion for CUIMC provides resources and support for academic units, mentees, and mentors in setting up their specific mentoring interventions for their faculty.

Website: ps.columbia.edu/faculty-development/faculty-diversity/mentorship

Guide to Best Practices in Faculty Mentoring: A Roadmap for Departments, Schools, Mentors and Mentees

The Guide to Best Practices in Faculty Mentoring: A Roadmap for Departments, Schools, Mentors and Mentees provides guidance and suggestions to assist you in developing and implementing a mentoring program tailored to the needs of your faculty. It provides an overview and guidance for schools and departments seeking to develop new mentoring programs and an asset for those with robust mentoring programs already in place.

Website: provost.columbia.edu/content/faculty-mentoring

Faculty Development Resources

Office of Faculty Professional Development, Diversity & Inclusion

The Office of Faculty Professional Development provides support and resources to CUIMC faculty to help them achieve productive and satisfying careers as researchers, teachers, clinicians, and academic administrators.

Website: ps.columbia.edu/faculty-development/faculty-diversity

Email: office_acad_affairs@cumc.columbia.edu

CUIMC CV Format

The CUIMC CV format is recommended for faculty to facilitate accurate reporting and interpretation of academic accomplishments.

Website: ps.columbia.edu/cvformat

Guidelines for Faculty for the "At CUMC" Title Track

This document provides our full-time faculty in the "At CUMC" track and their departments with information about the steps needed when considering promotion.

Website: ps.columbia.edu/file/guide-promotion-faculty-cumc-title-pdf

The Academic Track System for Faculty at CUIMC

This website provides information on the two academic tracks at the Columbia University Irving Medical Center into which full-time faculty may be appointed.

Website: ps.columbia.edu/faculty-development/faculty-diversity/faculty-tracks

Office of Faculty Affairs (OFA)

The Office of Faculty Affairs is the administrative arm of Academic Affairs. It handles all process-oriented issues for the faculty, researchers, post-docs, and student officers for the CUIMC campus. It's responsible for ensuring compliance with University Statutes and with state and federal law.

Website: ps.columbia.edu/administration/academic-affairs/faculty-affairs

Phone: 212-305-5390

International Students and Scholars Office (ISSO-CUIMC)

International Students and Scholars Office serves the immigration-related needs of scholars, personnel, and students at CUIMC. ISSO staff members assist prospective and hired/enrolled international faculty, scholars, personnel, and students with initial and continuing visa documentation.

Website: ps.columbia.edu/academic-affairs/isso-cuimc



Resources for Researchers

General Resources

Office of the Columbia University Executive Vice President for Research

The Office of the Executive Vice President for Research administers the policies governing the conduct of research at the University and the management of its research programs. The Office assists investigators seeking external funding, promotes interdisciplinary research, and provides seed money for innovative early-stage research. It works to promote an institutional environment that sustains the high quality of the University's research programs, while ensuring that research is conducted in compliance with all applicable laws, regulations, and University policies.

Website: research.columbia.edu/

Vagelos College of Physicians and Surgeons (VP&S) Office for Research

The mission of the Vagelos College of Physicians and Surgeons (VP&S) Office for Research is to facilitate the highest caliber of biomedical research, from basic to translational to clinical, among the VP&S faculty, students, and staff at Columbia University Irving Medical Center. The Office works across departments, centers, and institutes to foster interdisciplinary research collaborations, and supports efforts to secure funding for such collaborations.

Website: ps.columbia.edu/research/office-research

Email: ps-officeforresearch@cumc.columbia.edu

Irving Institute for Clinical and Translational Research

The mission of the Irving Institute for Clinical and Translational Research is to advance discoveries, knowledge, and innovation to improve human health across the lifespan for diverse populations in upper Manhattan and around the world.

Website: irvinginstitute.columbia.edu/

RASCAL

RASCAL is a web-based suite of IT modules that was developed to simplify the University's research compliance and administration processes.

Website: rascal.columbia.edu/

Sponsored Projects

Sponsored Projects Administration

The Sponsored Projects Administration Office provides a wide array of services and support to the research community, and is responsible for pre- and post-award activities that relate to research funding; account set up within the University financial system; and the issuance, negotiation, and establishment of subcontract agreements for awards that involve collaborators outside of Columbia University.

Website: spa.columbia.edu/

MyGrants

MyGrants is a secure analytics dashboard for Principal Investigators (PIs) using Power BI, Microsoft's business analytics service. The dashboard collates and displays available financial and grant information for the purpose of managing research grants, awards and enabling financial projections throughout the grant lifecycle.

Website: cuit.columbia.edu/my-grants

Sponsored Projects Handbook

The Sponsored Projects Handbook gives practical guidance to faculty and administrative staff of Columbia University in the management of sponsored projects funded by both governmental and private organizations.

Website: research.columbia.edu/content/research-policies-and-handbooks

Sponsored Projects Finance (SPF)

Part of the Office of the Controller, Sponsored Projects Finance includes the Research Policy & Indirect Costs (RPIC) group. These units are responsible for the overall management and operation of post-award financial administration of sponsored programs at the University, including coordination of the University's periodic indirect cost rate proposal and effort certification processes.

Website: finance.columbia.edu/content/sponsored-projects-finance

Research Compliance & Procedures

Office for Research Compliance and Training

This office coordinates Columbia's numerous existing compliance efforts and provides senior leadership with a comprehensive view of the University's compliance activities.

Website: www.compliance.columbia.edu/

Compliance Hotline: 866-627-3768

The Research Compliance Training Finder

The Research Compliance Training Finder is an interactive tool that identifies which research compliance trainings an individual may be required to take.

Website: research.columbia.edu/content/training-finder

Clinical Research

Clinical Trials Office (CTO)

The Clinical Trials Office respects the necessity to maintain rigorous patient safety standards, while still recognizing the importance of bringing medical innovation to patients as quickly as possible. The CTO therefore provides a diverse menu of services to sponsors and investigators to ensure efficient time to market for cutting-edge treatments.

Website: cto.cumc.columbia.edu/

Clinical Research Handbook

The Clinical Research Handbook is geared to the clinical research coordinator and follows the key phases of conducting clinical research at Columbia from training to audits.

Website: research.columbia.edu/content/research-policies-and-handbook

Animal Research

Institutional Animal Care and Use Committee (IACUC)

Columbia University's Institutional Animal Care and Use Committee is committed to facilitating quality animal research that is conducted in an ethical and responsible manner to further science and to improve human and animal health.

Website: research.columbia.edu/content/institutional-animal-care-and-use-committee

Email: iacuc@columbia.edu

Phone: 212-305-2404

Animal Research Handbook

The Animal Research Handbook is a reference guide for faculty and staff who are involved in research using animals.

Website: research.columbia.edu/content/research-policies-and-handbooks

Human Subjects Research

Human Research Protection Office (HRPP) /Institutional Review Boards (IRB)

The Columbia HRPP is composed of all entities, offices, and individuals engaged in and/or responsible for the review and conduct of human research at Columbia University and NewYork-Presbyterian Hospital. The program is charged with the responsibility of ensuring that all human research studies conducted by Columbia faculty, employees, and staff are conducted ethically and in a manner that promotes the protection of participants in research.

Website: cumc.columbia.edu/dept/irb/

Email: irboffice@columbia.edu

Phone: 212-305-5883

Recruitme

RecruitMe is a recruitment tool meant to connect those who want to participate in clinical trials or research studies to the researchers that are conducting them. To begin using RecruitMe all you have to do is search for a medical condition or research field that interests you and then answer a few eligibility questions and the researcher will get right back to you.

Website: recruit.cumc.columbia.edu/

Facilities and Support

CUIMC IT

The CUIMC IT Service Desk acts as a centralized point of contact for technical support and resources used at the Columbia University Irving Medical Center.

Website: cumc.columbia.edu/it/

Email: 5help@columbia.edu

Phone: 212-305-4357

Facilities Management and Campus Services

If you have an issue or need support, you can submit a work order with the Facilities Management and Campus Services Department. For any emergency that might create safety hazards or cause major property damage, call immediately at 212-305-HELP (4357), option 3.

Website: cumc.columbia.edu/facilities-management/

Laboratory and Research Safety

This website provides resources on safety training, chemical safety, HazMat shipping, personal protective equipment, as well as resources for new PIs and laboratory staff.

Website: research.columbia.edu/laboratory-and-research-safety



Resources for Educational Activities

Resources for Education Research & Evaluation

Center for Education Research & Evaluation (CERE)

CERE provides resources for educators through services and efforts in evaluation, research, and educator development.

Website: ps.columbia.edu/cere

Support for the Consideration and Development of Teaching Activities

The following document can assist faculty in developing and considering their teaching activities.

Website: ps.columbia.edu/teaching-activities-development

Resources Related to VP&S Students & Trainees

Office of Student Affairs

The Office of Student Affairs' goal is to foster student's development as outstanding physicians and leaders.

Website: ps.columbia.edu/education/student-life/student-affairs

Office of Diversity and Multicultural Affairs

The Office of Diversity and Multicultural Affairs assists with the mission of recruiting, counseling, and nurturing a diverse student body.

Website: ps.columbia.edu/education/student-life/office-diversity

Graduate Medical Education (GME) at VP&S

Columbia offers more than 70 residency and fellowship programs in adult and pediatric specialties at its medical campus in collaboration with hospital affiliate NewYork-Presbyterian (NYP).

Website: ps.columbia.edu/education/academic-programs/additional-education-opportunities/graduate-medical-education

Columbia University Graduate School of Arts and Sciences

The Graduate School of Arts and Sciences is responsible for overseeing the education of graduate students in the departments of the Faculty of Arts and Sciences. The Graduate School's support in academic matters includes facilitating the integration of graduate students into the research and educational enterprises of the university, establishing standards and policies for best practices among graduate programs, and fostering an environment for collegial, fruitful interaction and collaboration across a range of disciplines.

Website: gsas.columbia.edu/

Office of Postdoctoral Affairs

The Office of Postdoctoral Affairs' mission is to holistically support and assist Columbia University Postdoctoral Research Scientists, Scholars, and Fellows in their professional training and development; to offer in-depth guidance and resources to the Columbia University community on matters pertaining to postdoctoral affairs.

Website: postdocs.columbia.edu/

Email: Ericka A. Peterson, Director, Office of Postdoctoral Affairs, ep2806@columbia.edu