

TEAM FORMATION

The right project team is essential at all stages of the work. Efforts may be initiated by industry, academics, or nonprofits. As the work evolves, so might the team. In many cases the individuals that set the initial vision step back as those that can facilitate implementation move into higher levels of leadership. Additionally, the scope of work may evolve in a manner that shifts the balance of commitment and/or sense of ownership.

For examples of centers that were initiated through the leadership and partnership of...

- ...**Industry** see [SpaceTEC](#) or [CAPT](#)
- ...**Academia** see [Nashville centers](#) or [Cybersecurity centers](#)
- ...**Non-profits** see [CARCAM](#) or [MCIT](#)

[SpaceTEC](#) provides an example of an **evolution of team leadership**. [MCIT](#) describes the evolution of **grant management**

Questions to Consider about Team Formation

When preparing for a proposal the following questions may be useful to consider the following team aspects :

- Is the idea meeting employer demand? A strong ATE proposal cannot come from academia's ideas alone, it needs to meet real workforce needs.
- What is the objective of the project, and how will it best be met?
 - If the program involves curricular materials and instructional approaches, new degree or certificate programs, or other elements that require approval of the college it is important to have a team member who can support achieving that endorsement.
 - If the project is focused on serving a direct industry training need for local industry, then having stakeholders from across the sector will ensure that the program is not company-specific yet valuable to specific companies.
 - If the project is focused on bringing a set of academic institutions together that are isolated, are competitive for grant funding, or confront other barriers to collaboration then having a neutral third party can be of value.
- Which institution is best situated to receive grant funding, including fiduciary and contractual oversight?
- What resources does each partner bring that may help the innovation advance (educational expertise, financial, training equipment, etc)?

As a grant evolves team considerations include:

- Who has influence that can promote wide-scale adoption of the innovation (either with other academic institutions or companies within the industry?)
- Who is needed to help influence the strategic direction of the innovation?

Resources

While preparing a grant the ATE resource [Mentor Connect](#) can provide guidance on the grant, including ensuring the right people are represented and contributing to the work.

Research-Practice Partnerships (RPPs) in education provide a framework for researchers and practitioners to engage in a mutual problem of practice, not unlike academia and industry in support of developing a technical workforce. RPP-related resources can be found on the [WT Grant website](#).