

Structure

Setting Up Shop: The New Professor, Inc.

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Negotiating

Hiring and setting up

Charting your course

Managing

Facilitating your success

Starting before you Start – Adding value

First Visit

- Develop a 5 year research plan with definable milestones
- Grants to be submitted
- Topics
- Agencies
- Specific dates applications will be submitted

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- How many graduate students, postdoctoral fellows, and technicians do you envision in your lab in 1 year? 3 years? 5 years?

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- Teaching –your vision for teaching and course development?

Negotiating

Negotiating a Position

Second visit

- Two sided marketing approach
- Everything is negotiable. Trading is allowed.
- You will be working from a position of power

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 - **Start up Package**
 - Equipment funds
 - Supply/service funds
 - Funds for personnel?
 - Lab/office space, storage, work areas
 - Salary, benefits

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 - Salary, benefits
 - **Develop your conditions to do science: prioritize your list of needs to be successful!**

Starting before you Start

- Second Visit -**
- **Interview with itemized shopping list of lab items**
 - More detailed the better – demonstrates foresight (Microsoft Excel File)
 - Have copies ready for distribution to chair during interview

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 - **Get floor plans of potential lab space**
 - How much renovation is needed?
 - Who will your neighbors be?

Negotiating a Position

- Second visit**
- Lab space, office space; make outlines, plan work flow
 - Renovations (Doors, hoods, outlets, benches, sinks, faucets, safety)
 - Office near lab, windows, quiet

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- *Partner and family issues (bring your family on your second visit!)*

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Starting before you Start

- **Get tours of departmental and campus facilities**
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- **Find colleague(s) willing to share information (e.g. youngest member on search committee)**

Setting Up

Entering Academia

- You are now on the “other side”

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- CEO of a small independent company

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- CEO of a small independent company
- Main Challenges: Grants - Papers - Teaching – People Management

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The Many Hats You Wear

Officially, you were hired to fulfill three missions

Research

Teaching

Service

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The Many Hats You Wear

Manager: Personnel and Laboratory Manager
 Librarian: Keep up with current literature and RFPs

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 Networker: On campus, nationally, at meetings
 Scholar: Prepare new classes
 Teacher: Teach - test - support - mentor
 Speaker: Present seminars

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Advisor: Graduate Advisory Committees
Judge: Exams for Prelims, Masters, Ph.D.s
Professional: Invite and meet with speakers

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The Many Hats You Wear

Fund Raiser: Identify and write grant proposals
Thinker: Define your unique research program
Programmer: Create and update laboratory webpage
Employer: Hire students and postdocs
Publisher: ...
Technical Expert: Advise students *hands on* at all levels

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Student: Identify mentor and talk frequently

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Archivist: Prepare tenure portfolio;
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Magician: Answer your email regularly
Illusionist: Make it look desirable for those in your lab

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The Many Hats You Wear cont'd.

& Have a life.

Prioritize:

Go through the eye of the needle

“Everything that is not essential must go.”

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Molding your environment: Hiring

- Hire technician during Year 1

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Honors students U-grad Advisor

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- Graduate students – 1 or 2 the first year
 - Be selective!

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Molding your environment: Hiring

- Hire technician during Year 1
- Undergraduates: Work study
- Graduate students – 1 or 2 the first year
 - Be selective!
 - Strategies
- Join graduate admissions committee in Year 1
- Engage prospective students
 - Before / during / after grad. recruitment weekend
 - project aims / duration / rotation

Honors students U-grad Advisor

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Molding your environment: Setting up the lab

Technician and Work-study jobs – Years 1-2

- Set-up equipment, work-stations, computers, etc.

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- Label everything – Develop map of lab and of where to find things

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Molding your environment: Setting up the lab

Technician and Work-study jobs – Years 1-2

- Set-up equipment, work-stations, computers, etc.
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- Inventory refrigerators and freezers

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- Set-up equipment, work-stations, computers, etc.
- Label everything – Develop map of lab and of where to find things
- Inventory refrigerators and freezers
- Develop lab strain inventories
- Develop lab manuals
- SOPs (Standard Operating Procedures)
- Lab policy manual
- travel procedures
- ordering supplies, equipment, animals, radiation, etc.
- where to go on campus for help (e.g. repairs, core facilities)
- checklist for on-line courses

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Extreme Makeover: Outfitting your lab: Dealing with Company Representatives

- Be nice, you need each other
- Have technician develop relationship with sales reps
- Have your shopping list ready (order number)
- Send shopping list to competitor
- Ask for sales rep for help, they are happy to give it
- Your suggestions will be heard
 - Ask for deals and freebies
 - Ask VWR and Fisher for start up lists:
<http://www.vwrbio.com/checklist.php>
- *Be firm if you don't have time (more efficient for both sides)*

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YOUR LABORATORY

How people care about your lab:

Productivity

How your lab really works:

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How people care about your lab:

Productivity

How your lab really works:

People management
People issues
Lab management
Lab organization
Proposal writing
Leadership
Data production

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Pre-tenure: 5-8 year module

Publish your first manuscript

- goal - before 3rd year review

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Publish your 2nd – ? manuscripts

- goal – sustain productivity after manuscripts

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Pre-tenure: 5-8 year module

Publish your first manuscript

- goal - before 3rd year review

Publish your 2nd – ? manuscripts

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Obtain funding

- smaller pockets of money (AHA, ACS, etc.)
- first NIH/NSF grant before consideration for tenure
- in practice – need funding to keep research moving

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Pre-tenure: 5-8 year module

Maintain 3 levels of research

1. "Low-tech"
 - involves collecting data from day 1
 - almost immediate measure of progress
 - low risk

Credit: J. Musser

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Maintain 3 levels of research

1. "Low-tech"
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2. "High-tech"
 - involves delays during start-up of system
 - genetic screen
 - medium risk

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Pre-tenure: 5-8 year module

Maintain 3 levels of research Blame: J. Musser

1. "Low-tech"
 - involves collecting data from day 1
 - almost immediate measure of progress
 - low risk
2. "High-tech"
 - involves delays during start-up of system
 - genetic screen with established assays
 - medium risk
3. "Disco-tech"
 - ground-breaking
 - high risk

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Pre-tenure: Percent Effort

YEAR 1

- 25% Hiring and setting up lab
- 40% Getting research started/being in lab/mentoring
- 20% Grant writing
- 0% Writing manuscripts
- 10% Establishing colleague & mentor relationships
- 4% Administration – Grad recruiting only
- 0% Teaching
- 1% Professional development & service (giving talks/attending meetings/reviewing papers grants, etc.)

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Pre-tenure: Percent Effort

YEARS 2-3

- 5% Hiring and setting up lab
- 25% Getting research started/being in lab/mentoring
- 20% Grant writing
- 10% Writing manuscripts
- 4% Establishing colleague & mentor relationships
- 4% Administration – Grad recruiting only
- 30% Teaching
- 2% Professional development & service (giving talks/attending meetings/reviewing papers grants, etc.)

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Pre-tenure: Percent Effort

YEARS 4-5

- 1% Hiring and setting up lab
- 25% Getting research started/being in lab/mentoring
- 10% Grant writing
- 25% Writing manuscripts
- 5% Colleague & mentor relationships
- 5% Administration – Grad recruit., college commit.
- 19% Teaching
- 10% Professional development & service (giving talks/attending meetings/reviewing papers grants, etc.)

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YOUR LABORATORY

How people care about your lab:

Productivity

How your lab really works:

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Proposal writing
Leadership
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Tips for lab management: Set clear expectations

- Approaches
 - Develop written lab policies
 - Phrase your demands (e.g. all data are graphed)
 - Develop a "contract" with students
 - Personalize expectations (e.g. work hours)
 - What students can expect from mentor
 - Define roles as advisor versus mentor
 - Be flexible when appropriate/be firm when appropriate
 - One-on-one meetings
 - Invest initially (frequent meetings)
 - 1st/2nd year – biweekly
 - 3rd year – monthly
- Reinvest often
 - Daily office hours
 - "Lab walks"

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Tips for lab management: Creating a history: Making your Laboratory a Group

- Create a social laboratory atmosphere with "dependable" routines
- ☞ Meet regularly but not always: data & issues rank equally
 - ☞ Distribute lab responsibilities
 - ☞ Clean up together

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 - ☞ Celebrate, celebrate, celebrate
 - ☞ Prelims, paper acceptances, dissertation defenses, student/postdoc talks,
 - ☞ "WE got a grant" celebrations
 - ☞ Birthdays, marriages, kids, etc. etc.

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☞ Celebrate, celebrate, celebrate



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☞ **Always consider it OUR lab**

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Scheduled Laboratory Events

- Subgroup Meetings: Discuss recent findings and issues every 2 weeks
- Lab Meeting: Development of formal seminar every 2 weeks
- Lab Journal Club: Discuss interesting publications weekly

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- Seminars: Department wide once /year
- Birthdays: Cake baked by the last person members /year who had birthday
- Lab Outings: Socialize with friends & family once /year
- Floor events: Socialize with labs on floor Friday afternoons
- Volleyball, music, poker game, etc.

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Lab Management Tips

- Make clear where your approval is needed, and where not!
- Discuss annoyances and responsibilities (group meetings)
- Shift main duties to different lab members (e.g. ordering)

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- Announce that there will be no negative consequences for trying something and failing at it. There will always be a question for not trying.
- Request new ideas for lab arrangement, lab organization, etc.
- Have anonymous mail box for comments, complaints, annoyances. Discuss solution attempts in lab meeting.

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Lab Management Tips: Motivation & Encouragement are Key

- **Always have a positive attitude**
 - How does one handle stressful situations or hard times?
 - How does one handle the best of times?

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 - success breeds success

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- **Always empower others**
 - give responsibilities and compliments
 - facilitate opportunities for success

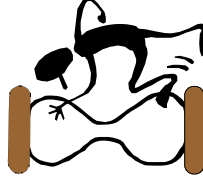
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Time Management



Time Management
equals
Stress Management



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Time Management - Tips

Don't say to yourself: "I don't have time for that",
but instead: "I don't take time for that"
YOU are in control.

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- Read email twice daily (10/4)

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Time Management: Tips

- Understand your own clock: develop and foster daily/ weekly/ annual rhythms

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- Mini plans: Make daily and weekly lists - include rewards
- Time blocks: Work in brief, efficient sessions
- Prioritize: list goals and post over desk

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- Control territory: keep door shut during prime time thinking hours

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- Grease the wheels!
- Refuel the tanks!

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Seek Mentoring – Make Allies

Actively seek peers and mentors: Do not live in a vacuum

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1. Seek out junior faculty just ahead of you
2. Ask for mentoring program at hiring institution
3. Ask for junior faculty seminar series at hiring institution or in the area

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- Develop and foster allies and advocates – your Department want you to succeed!

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Resources for New Faculty Members

1. BOOKS
 - ✓ Robert Boice "Advice for New Faculty Members" 2000 Allyn&Bacon
 - ✓ Kathy Barker "At the Helm: A Laboratory Navigator" 2002 Cold Spring Harbor BWF/HHMI
 - ✓ "Making the Right Moves: A Practical Guide to Scientific Management for Postdocs and New Faculty" 2004
 - ✓ Richard Reis "Tomorrows Professor: Preparing for Academic Careers in Science and Engineering" 1997 IEEE Press
 - ✓ Stan Portny "Project Management for Dummies" 2001 Hungry Minds

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Please contact me

Start up list for microbiology laboratory
Lab planning and design
Other support questions

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Good Luck!



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Coming in 2010...

Coming in 2010...

ASM Scientific Writing and
Publishing Institute!!

Coming in 2011...

ASM Scientific Writing and
Publishing Institute!!
ASM Headquarters in Washington,
DC on March 17 - 20, 2010

Coming in 2010...

ASM Scientific Writing and
Publishing Institute!!

ASM Headquarters in Washington,
DC on March 18 - 21, 2010

<http://www.asmgap.org>

My Laboratory Group

Blanke Lab (present and past)

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Collaborators

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Joseph Eichberg - U.H.
Glenn Legge - U.H.

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Support

NIH/NIAD
Weicht Foundation
Korean Heart Foundation
NASA

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Paul Diller
Paula Morris
Steve Blank, 2010

