



## Why would anyone choose to do this, especially a scientist?

Ignorance or Chemical Influence!

## Problem solving on a grand scale...

### The Growth Curve 3 Phases of Success



- Trained to do this... efficiency expertise from an individual to a log scale
- Want to have broader impact and face different challenges
- Enjoy the non-bench aspects of science

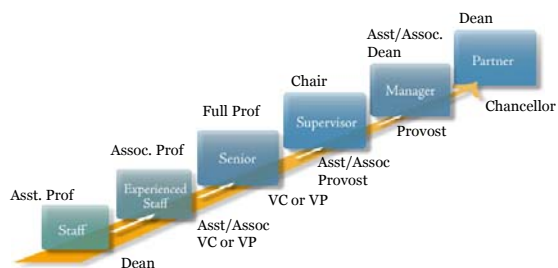
## How do you develop these skills and obtain these positions?

Accidental Practice!

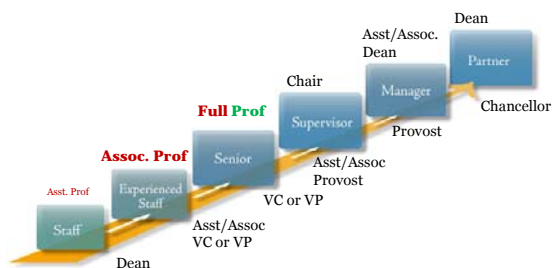
## What will you definitely do as a scientist?

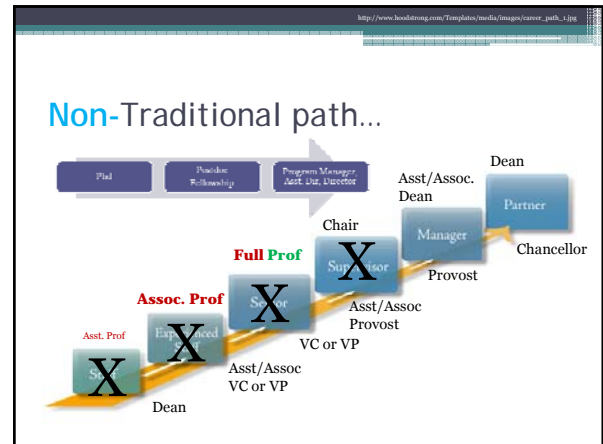
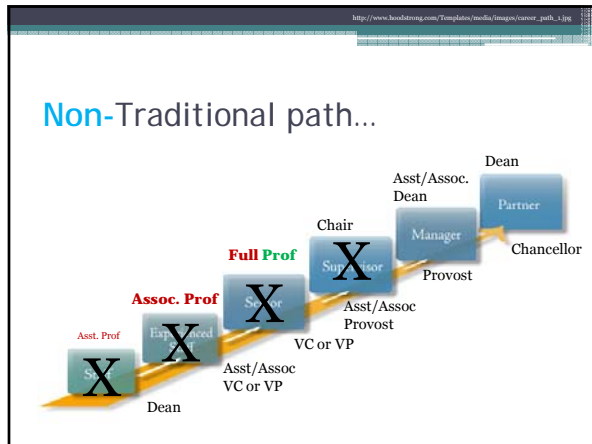
- Grad school – courses, comps, dissertation, defense (problem solving, efficiency, optimization, evaluation)
- Professional development workshops, organizations, committee work
- Grant writing
- Personnel management – your group
- Teaching – curriculum development
- Program development & management – your research
- Budget oversight - grants
- Facilities management – lab space
- Conflict negotiation
- PEOPLE ENGAGEMENT!!!

## Traditional path...



## Traditional path...





## My Path and Why?



## Job Description

- The Associate Director position is in the School of Medicine's Office of Graduate Education. The position will work in the professional and career development unit. Our unit is responsible for the following goals:
  - Direct professional development, career awareness, career development and social activities for biological and biomedical graduate students. We take pride in being leaders in innovative graduate training and programming.
  - Direct NIH NICMS Initiative for Maximizing Diversity Training Grant. Create a training program of excellence that produces highly competitive scholars.
  - Oversee Minority recruitment and retention inclusive of tracking data required by NIH. Attend national minority conferences and build relationships with minority serving universities.
  - Provide training support for BESP first year graduate students and first year groups (lab math, critical analysis of scientific literature, time management)
  - Coordinate and document training in support of NIH training grants (ethics, diversity, quantitative skills)
  - Develop and manage K-12 science outreach programs that promote UNC's service mission and provide graduate students experiences in curriculum development, speaking to diverse audiences about their science and engaging in experiences to fulfill broader impact statements. Notable programs include NC DNA Day and hosting a teacher workshop for NCBC.
- Applying and securing a NIH PREP grant to support a post baccalaureate program at UNC-CH.
- Identify opportunities for experiential learning for graduate students so they can be competitive for careers of their choosing.
- Maintain a website with career and professional development resources for graduate students. The website lists current seminars, training events and social activities of interest to graduate students.
- Provide academic coaching and mentorship for at risk students.
- Identify funding opportunities to support our programming.
- Support programming and evaluation for UNC's HHMI Med Into Grad Program in Translational Medicine.
- Develop relationships with internal and external partners that leverage resources, provide additional opportunities for our graduate students and promotes our programming.
- Our unit is composed of a Director, a Science Outreach Manager, an Associate Director (TBD) and a business services coordinator. The exact responsibilities of the Associate Director will be tailored to meet their interests and skill set.

## Job Description - what interested me!

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## Shhhhhhhhhhhhhhhhhhhhh!

### Don't tell anybody!

What are my scientific peers going to think?  
They already thought I was odd for not wanting to be at an R1,  
Now what are they going to think of me leaving the bench all together?

## What am I going to think????

- I did not spend all this time in HERE to become a paper-pusher.
- Will I still be a scientist?
- This isn't the right path for me anyway!

## Sought input - from non-scientists first...

- Perfect fit with my interests and skill sets
- I was offended – what were they saying about my scientific abilities?
- What were my other involvements besides science...
- Review CV

## My CV documents interest in service and administrative roles...

- **PROFESSIONAL SERVICE**
- Panelist, TIBBS "Teaching Your First Course to Science Undergraduates", UNC-CH 2008
- Steering Committee Member, Sister Circle, UNC-CH 2008 - present
- Mentor, American Society for Microbiology Science Education Network 2008 - present
- Postdoctoral Representative, SPIRE Academic Policy Committee 2008
- Review Panelist, National Science Foundation Graduate Research Fellowship Program 2008
- Moderator, 14<sup>th</sup> National HBCU Faculty Development Network Symposium, Tuskegee, AL 2007
- Committee Member, SPIRE Distinguished Scholar Symposium Undergraduate and Food Committees, UNC-CH 2007
- Committee Member, Senior Research Symposium Planning Committee, Winston Salem State University 2007
- Co-ordinator, General Microbiology Course, Winston-Salem State University 2006 - 2007
- Committee Member, Undergraduate Research Symposium Planning Committee, Winston-Salem State University 2006
- Panelist, PMABS "A Real Perspective on Graduate School in the Sciences", UNC-CH 2006
- Review Panelist, National Science Foundation Graduate Research Fellowship Program 2006
- Advisory Board Member, Postdoctoral Association, UNC-CH 2005 - present
- Mentor, American Society for Microbiology Minority Mentoring Program 2005 - present
- Committee Member, SPIRE Distinguished Scholar Symposium Rooms and Undergraduate Committees, UNC-CH 2005 - 2006
- Reviewer, American Society for Microbiology MicroLibrary Atlas Collection, Blood Agar Plates and Hemolysis 2004 - 2005
- Committee Member, SPIRE Distinguished Scholar Symposium Undergraduate Committee, UNC-CH 2004 - 2005

## ...and Development of non-bench skills

- **PROFESSIONAL DEVELOPMENT**
- **Workshops and Training**
- Leadership and Mentoring 2008
- Mentoring Workshop for Current and Future Faculty, North Carolina Alliance to Create Opportunity Through Education, NC Opt Ed 2008
- Academic Women: Roles, Responsibilities, Responses presented by Valeria Shears Ashby, Ph.D. Sister Circle, UNC-CH 2007
- Liberal Arts and Academic Values presented by Donna Bailey, Ph.D. Center for Teaching Learning, UNC-CH 2006
- Leadership Symposium, Office of Postdoctoral Services, UNC-CH 2006
- Bioethics in Practice presented by Trishia Fielder, Ph.D. UNC-CH 2006
- Strong Interest Interview Workshop, Office of Postdoctoral Services, UNC-CH 2006
- Mentoring Undergraduates, Graduate Students, and Staff Effectively, Office of Postdoctoral Services, UNC-CH 2005
- **Career Management**
- Negotiation Skills for Academic Careers, Office of Postdoctoral Affairs, UNC-CH 2008
- Interviewing Skills for Academic Careers, Office of Postdoctoral Affairs, UNC-CH 2008
- Marketing Your Credentials, Writing CVs and Cover Letters presented by Ed Neal, Ph.D. Office of Postdoctoral Services and Center for Teaching and Learning, UNC-CH 2007
- Networking 101: Getting to the Next Level in Your Career presented by Marla R. Gosman, Office of Postdoctoral Services, UNC-CH 2007
- Business Protocol: How to Succeed in the Workplace presented by Marcia Harris, Office of Postdoctoral Services, UNC-CH 2007
- How to Get a Teaching Job at a Primarily Undergraduate Institution presented by A. Malcolin Campbell Seminar, UNC-CH 2006
- Faculty Search Panel and Interviewing Skills presented by faculty and administrators from Christian College, Grinnell College, Macalester College, and Oberlin College, UNC-CH 2005
- Crafting an Individual Career Development Plan that Works, Office of Postdoctoral Services, UNC-CH 2004
- Preparing Future Faculty Part III - Negotiating Faculty Positions, Office of Postdoctoral Services, UNC-CH 2004
- Preparing Future Faculty Part II - The Interview Process, Office of Postdoctoral Services, UNC-CH 2004
- Preparing Future Faculty Part I - Launching Your Job Search: Creating Your Application Package, Office of Postdoctoral Services, UNC-CH 2004

## ...more professional development

- Grantsmanship
- Grant Writing Process Workshop presented by Gigi Taylor, The Writing Center, UNC-CH 2008
- Identifying Funding Sources for Postdoctoral Scholars, Office of Information and Communications, GrantSource Library, UNC-CH 2008
- Finding Funding Sources for Research in the Physical and Life Sciences, Office of Information and Communications, GrantSource Library, UNC-CH 2007
- Grants 101: Professional Grant Proposal Writing presented by Mathilda Harris, Ph.D. Institute for Communication Improvement, The Grant Institute, 2007
- Writing from the Reader's Perspective presented by George Gopfer, J.D., Ph.D. UNC-CH 2005
- **Teaching Effectively**
- Effective College Teaching presented by Richard Felder, Ph.D. and Rebecca Brent, Ed.D. UNC-CH 2006
- Flash Multimedia Workshop, Institute for Science Learning, UNC-CH 2005
- Blackboard for Beginners, Center for Instructional Technology, UNC-CH 2005
- Effective Teaching Workshops presented by Ed Neal, Ph.D. Center for Teaching and Learning, UNC-CH 2005
- Research on Teaching and Learning in the Sciences presented by Richard Felder, Ph.D. and Rebecca Brent, Ed.D. UNC-CH 2004
- Excellence in Teaching Seminar: Measuring Learners' Success, Office of Educational Development - School of Medicine, UNC-CH 2004
- **Education and Pedagogical Conferences**
- UNC Teaching and Learning with Technology Conference, Raleigh, NC 2008
- 14<sup>th</sup> National HBCU Faculty Development Network Symposium, Tuskegee, AL 2007
- NSF Chautauque Short Course on "Increasing Student Interest in the Sciences by Introducing Forensic Science into the College Classroom", Jackson, MS 2006
- North Carolina Campus Compact 8<sup>th</sup> Annual Service Learning Conference, Elon, NC 2006
- Energizing and Elevating Historically Black Colleges and Universities, Tougaloo, MS 2005
- 12<sup>th</sup> Annual American Society for Microbiology Conference for Undergraduate Educators Atlanta, GA, 2005

## After reviewing my CV...

- ...maybe they're right
- Science Admin had always been an interest since I decided to obtain my PhD
- Job market was limited, and I was land-locked
- not optimistic about 2<sup>nd</sup> postdoc
- Would I ever be able to try this out again?
- **Caution:** walking through this door (admin) could permanently close the research door!

## My cover letter highlights experience & transferrable skills from Job Description

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## My Cover Letter

- I have demonstrated success in many of the competencies you seek for this position. For over 15 years, my participation in organizations and federal programs geared toward increasing diversity in the biomedical sciences has helped me to successfully recognize, navigate, and overcome the challenges faced as a developing minority scientist and to help others do the same. During my graduate and postdoctoral training, I have received significant preparation in undergraduate teaching, mentoring, professional and career development, and the identification of funding sources for biological/physical sciences and science education. Through formal programs of the American Society for Microbiology and other informal partnerships, I mentor undergraduate and graduate students and provide guidance in the areas of time management, career awareness and planning, scientific literature analysis, and navigating higher education. Ongoing collaborations with individuals and organizations (SPIRE, ASM, UNC PDA, Sister Circle, Carolina Women's Center) enable me to help develop, organize, and implement professional/career enhancement and social events for undergraduate and graduate students, postdocs, and women. I also serve as a reviewer for NSF graduate fellowship applications, have authored scientific manuscripts and fellowship proposals, and have been a significant contributor to federal grant submissions. In addition, my experience as an undergraduate science instructor and training as a bench scientist provide distinct insights into student preparation for graduate school and the skills required for success in science and research.

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## CV - Highlight Professional Development workshops - all of them

Why?

## My job - year 1 (Don't drown!)

- Recruitment – conferences, personal contact with all, tracking, admissions committee reviewer, outreach
- Retention of >70 URM students in biomedical programs at UNC – IDP, mentoring, critical analysis of scientific literature, academic coaching
- Career enhancement – develop programs to make them more competitive for their chosen career
- Program evaluation
- Develop Collaborations within and outside university
- Service – professional organizations, fellowship review
- EMAIL!!!!!!!! ☹

## My biggest challenges

- **Prioritizing**
  - Professional vs Programmatic
  - No longer synchronous
- **Learning to say no – especially to my boss**
  - It's ok if I can't do it... I just need to let others know so the job can be assigned elsewhere
- **Asking questions**
  - ASSUMPTIONS will destroy the world... *and me!*
  - No one remembers what's on your plate, not even you! So, tell them when it's full and they will actually leave you alone... for a little while!

## My job - year 2 (The fun begins!)

- Educational RESEARCH grant...
- What are my Questions?
- Hypotheses?
- What experiments can I design? ☺

## Overall...

- I wouldn't change my path or my choices
- I'm excited about not being driven by task-completion everyday now that I understand my responsibilities –
  - Design research program
  - Publish
  - Define and develop the skills I need for my next career move...
- This is a terminal position → but there are lateral moves within the institution

## Lessons

- Always keep all of your options open (I began to consider a R1 position during my postdoc)
- Know your passions, talents, and objectives – remind yourself regularly
- Always conduct informational interviews...
  - What do you do?
  - What's your day like?
  - Likes and dislikes about your job?
  - Always, always, always talk to people who do what you THINK you want to do...

Questions????

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