

CAREER PATHWAYS AT AN UNDERGRADUATE/GRADUATE INSTITUTION

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Characteristics of Undergraduate/Graduate Institutions

- **Doctorate-granting Universities**
Includes institutions that awarded at least 20 research doctoral degrees per year
- **Master's Colleges and Universities**
Generally includes institutions that award at least 50 master's degrees and fewer than 20 doctoral degrees per year.
- **Baccalaureate Colleges**
Includes institutions where baccalaureate degrees represent at least 10 percent of all undergraduate degrees and that award fewer than 50 master's degrees or 20 doctoral degrees per year.

- According to Carnegie Classification of Institutions of Higher Education

Primary faculty member responsibilities

- **Research**
- **Teaching**
- **Service**

You should know the criteria upon which your performance will be evaluated for promotion and tenure to know what balance of these is expected

Primary faculty member responsibilities

- **Research**
Assessed based on publications, external/internal funding, seminar/plenary talks presented
- **Teaching**
Assessed based on graduate/undergraduate courses taught, independent students advised, number of students advised/graduate, awards and/or innovations
- **Service**
Assessment includes recruitment, departmental/institutional committees, disciplinary society/voluntary service organization service

Tips for success

- **Know the guidelines – what is expected of you**
- **Documentation**
- **Crafting a strategy**
- **Personal PR**

Success in a faculty position is about how productive you are, your scholarly reputation **and** how you 'manage'/'disseminate' your productivity

Know the guidelines

- **Obtain and be familiar with your institution's guidelines for tenure and promotion**
 - available electronically on institutional website
 - when applying for jobs and definitely when you have accepted a position
- **Attend institutional workshops on tenure and promotion**
 - meet administrators
 - hear institutionally relevant tips
 - ask questions

It will be your responsibility to make a strong and convincing case regarding your career advancement – familiarity with expectations will make the process easier to navigate and less intimidating

Documentation

- **Document your activities (research, service and teaching) for annual reports and promotion and tenure**
- **Keep organized and dated documentation**
 - regularly update your CV
 - keep a good electronic filing system

It will be your responsibility to make a strong and convincing case regarding your career advancement – documentation and organization are critical to this process

Crafting a strategy

- **Research**

Research and research funding generally count the most toward your profession success, unless you are at a teaching institution

Crafting a strategy

- **Building a Research Program**

- Start a program in your area of postdoctoral work, but performed independently of you PD mentor, to take advantage of current strength and lead to solid publications
- If you have the time and resources, start a high risk project with the potential to produce high impact results
- Initiate collaborations, as appropriate, to branch into new areas or make breakthroughs with new methods
- Learn techniques for successful human resource management as this is a major part of your new role as PI. Move slowly to recruit good students/researchers.

Crafting a strategy

- **Building a Research Program**

- Be realistic about what you can accomplish with your resources. This includes level of funding and available human resources (undergraduate vs. graduate students or students vs. postdocs)
- Be realistic about your personal goals.
Master's institution vs. R01 research institution
- Make sure you negotiate aggressively to get everything you need to get started for the program you plan to build

Crafting a strategy

- **Demonstrating research scholarship**
 - Peer-reviewed research articles in good journals
 - Peer-reviewed review articles
 - Patents
 - Conference proceedings
 - Papers/Abstracts presented

Crafting a strategy

- **Funding your research program**
 - Active externally funded grants
 - Internal/Intramural funding of research
 - Grant proposals submitted (pending and declined)

Crafting a strategy

- **Undergraduate Teaching**

- Courses taught (and student evaluations)
- Independent study research students supervised
- Advisees
- Teaching awards and/or innovations

Try to teach courses for several years in a row to minimize the effort and time it takes to teach a new class.

Enjoy it!!!

Crafting a strategy

- **Graduate Teaching**

- Courses taught (and student evaluations)
- Advisees graduated
- Current advisees (doctoral students, postdocs)
- Graduate student committee memberships

Try to choose a class in your area of research – you will have a head start in terms of literature reading and resources.

Crafting a strategy

- **Service**

- Limit service responsibilities in the first few years
- If possible, choose service commitments that have personal interest. You want to leave committee meetings energized or positively challenged, rather than energy depleted or frustrated
- Involvement in professional societies

Personal PR

- Something with which many scientists are 'uncomfortable'
- Necessity? – Dissemination of your research contributions in written and public presentation formats are important for getting others to know you are a "player" in a particular field.

In addition to building a reputation of success and excellence at your home institution, a national and international reputation is needed for promotion and tenure

Personal PR – Good opportunities

- Accept invitations for conference talks at national/international conferences and invited seminars
 - get to know others in the field
 - start building connections for collaborations and potential letter writers for promotion and tenure
- Serve on proposal review panels
 - not too many and not too often
 - get to know other scientists
 - learn what goes into proposal review, what is good and what is not effective. Getting proposals funded is about good research and good packaging.
- Ad hoc reviews for granting agencies

Personal PR – Good opportunities

- Invitations to serve as an editor of major journals
- Ad hoc reviewer for journals/publishers
- Leadership positions in recognized professional societies

Managing life as a faculty member

- Be comfortable with your vision for your career
- Time management and organizational skills are **key**
- Learn when to say no and mean it
- Challenge yourself but enjoy the process

Managing life as a faculty member

- **Overall Goal:** Build a career that you believe in, that is productive in terms of research, training and service and then give the university a chance to agree with you by awarding you tenure!
- Tenure and promotion are the rewards for a job well done, a career well tended, not destinations in and of themselves...