

Critical Issues for Advancing in Academia:

Now that you have the job, what do you do to keep it for a long time?

Kenneth J. Sher

University of Missouri – Columbia

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Where My Perspective Comes From...

- My own career
- Mentoring trainees during and following the program
 - Being mentored is a life-long process
- Mentoring junior colleagues in my dept. and elsewhere
- Serving on search committees
- Serving on departmental and college tenure and promotion committees
- Writing letters of reference for others
- Writing tenure and promotion evaluation letters
- **Still just one person's perspective...listen to lots of perspectives**

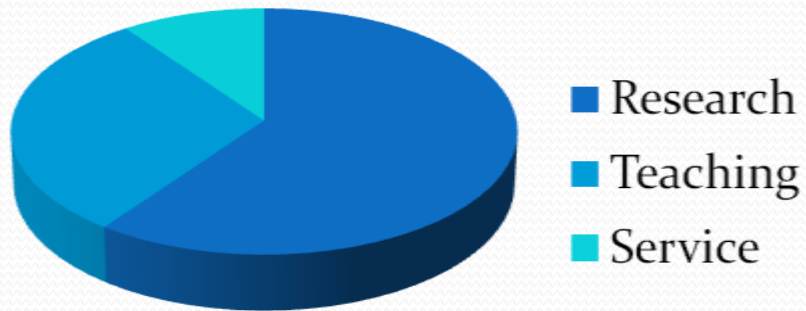
There are multiple types of successful trajectories

- In baseball...all position players except pitchers and DH's have to be able to hit and field
 - As an academic...you need to have minimal skills in both teaching and research (although “minimal” thresholds vary)
- As in baseball though, there are a number of ways of distinguishing yourself
 - Powerhitting
 - On-base percent
 - Stealing bases
 - Ability to play multiple positions
 - Exceptional fielding
- **No single formula but you need to have “good fundamentals” and excel in some area(s)**

What are your tasks?

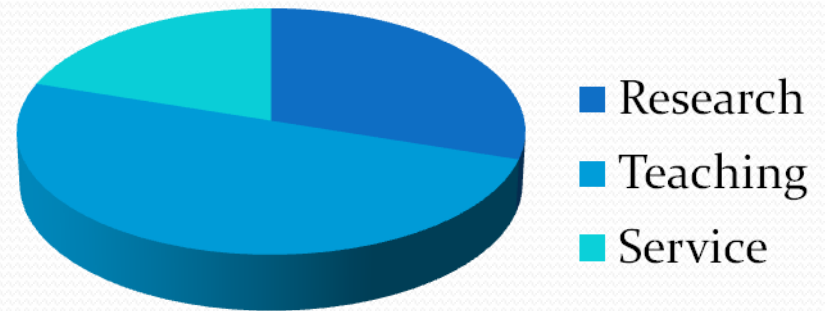
Research University

Importance



Teaching College

Importance



It starts with your contract!!

- The issues: Fit and Resources
 - Teaching load, reductions
 - Courses to be taught (flexibility?)
 - Buyout of courses on grants or course releases for onerous services
 - Research/teaching assistants
 - Space
 - Start up funds (and period over which they can be expended...needs to be well justified)
 - Grant incentives (return of cost-saving, F&A)
 - Salary

It starts with your contract!!

- How do you get what you need?
 - Listen carefully during your interview
 - Get advice from knowledgeable people
 - Your advisor(s), savvy folks in your department
 - Esp. current and former chairs of Departments
 - Negotiate assertively but collegially
 - Remember, negotiating is an iterative process
 - If you don't have the resources you need to do your job, this might not be a job worth taking

Finding Mentors

- General mentoring (e.g., former advisers, etc.)
 - Strategies on grants, collaborations, general issues
- Site specific mentoring
 - Colleagues who can provide sage advice and counsel about your Department, College, Campus
 - Each Department and School has its own culture(s)...how you fit into it is important
- Mentoring is life-long and career stage specific

Important Goals for Success

- Getting your research program up and running
 - Even if you are primarily writing up older research at first, it's important to be working on setting up your research program on-site so colleagues can observe your progress *there*
- Publishing
 - Find out what the department values with respect to quality and quantity
- Grant writing
 - Given competitiveness and how long it takes to get funded, it is important to begin on grant writing immediately
- Taking care of business in the classroom

Other things that are important

- Be a good colleague
 - More likely to get good advice and help
 - More likely to feel valued by your colleagues
- Don't be too good a colleague
 - Excessive service (dept/school, prof assoc's, Feds) can have major opportunity costs
- Remember you're a faculty member, not a student
 - The role change from being a student to a faculty member can often be difficult and its important to recognize that your role has changed
- Don't hang your success on your graduate students' efforts or success
 - Not good for your research program or your ability to objectively advise your students
 - If a student fails it shouldn't cause you to fail

Know what you are getting in to

- Succeeding in an academic career places great demands on one's free time (esp. if you aren't efficient)
 - Realistically appraise what is required for success...is this the career for you
 - If in a committed relationship and/or have a family, have clarity on the work/homelife balance issues
- There is a lot of failure in this business
 - Need to be committed to your career and be resilient in the face of unfunded grants and rejected manuscripts
 - “First step towards getting a paper accepted is getting it rejected”

Why it's worth it!!

- An ideal type of job (at least traditional one is)
 - Salaried position
 - High level of job security (at least historically)
 - Tremendous autonomy
 - Intellectual stimulation
 - Opportunities for creativity
 - Great opportunities to develop multiple aspects of yourself
 - Opportunities for fostering careers of others
 - Opportunities to create knowledge that will affect our world and our future