

# Critical Issues for Advancing in Academia:

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

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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**

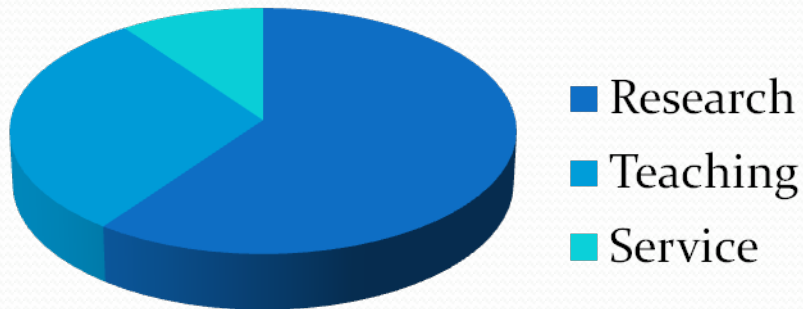
# There are multiple types of successful trajectories

- 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?

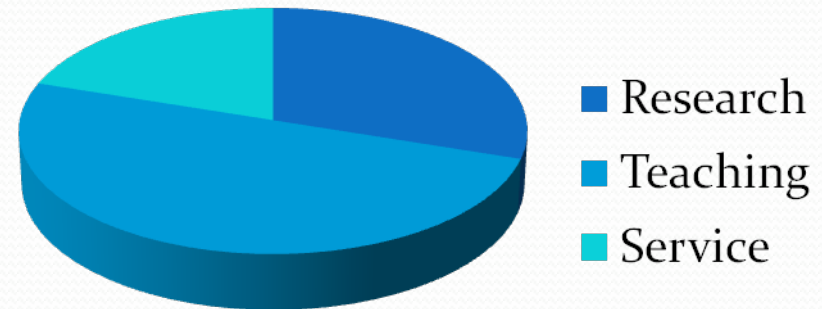
## Research University

### 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