

# I'm a Newly-Tenured Associate Professor-- Now what?

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**SCHOOL OF MEDICINE**

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INDIANA UNIVERSITY

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*For Research Faculty: <http://faculty.medicine.iu.edu/offices/fd/resFac.html>*

# Why have this particular research faculty development seminar?

- It is not enough to help with the development of junior faculty
- Understanding what is expected of you as an Associate Professor is important not only once you reach that rank, but also before being promoted
- Allows you to be prepared and to think about how to take your efforts to the next level
- Other reasons to have this seminar?

# What is the state of affairs for Associate Professors?

- Associate Professors are the least satisfied faculty rank nationally. IUSM is no different.
- Some Associate Professors feel forgotten and trapped between two ranks that tend to receive more resources and attention (August 1994).
- In the context of researchers at mid-rank, we must continue producing scholarship at a time when the immediate need for publication and the pressure of achieving tenure is gone (Nottis 2005). Thus, our work efforts tend to change over time.
- As research faculty advance, many reduce the amount of time they devote to research, increase their level of teaching, and are much more involved in administrative management at mid-career (Baldwin, Lunceford et al. 2005).

# What is the state of affairs for Associate Professors?

**“Mid-career faculty are off the radar screen. The theory is that the ball will bounce by itself and have momentum” and “To sum it up, you’re pretty much left to your own devices”**

(Baldwin, DeZure et al. 2008)

# That's not why I am giving this seminar today...

- You are important to the School and Institution
- It is essential to know what to expect as an Associate Professor so that you will not have the issues just discussed
- Or, at least by knowing what they are, you will be in a much better position to diminish their potential impact on your vitality
- You can begin to think about what the Associate Professor rank is all about and how to prepare for the next step
- Where to begin?

# I did it!!!

- I wrote my personal statement  
--over and over again!
- I offered names of people who could write  
outside letters
- I submitted my dossier
- It went through the P & T Committees
- I received my letter from President McRobbie!
- Now what???

# What is expected of me?

- You are no longer “junior” faculty
- But--you do really start again, although at a higher level
- Service on national committees—particularly on a NIH (or equivalent) study section
- Mentoring of junior faculty in your department (and/or others)
- Give some thought about what it takes for you to get to Full Professor
- Bottom line: more is expected of you

# What is meant by, “More is expected of you?”

- You have already passed a first “test”—being awarded tenure
- Are you interested in reaching the rank of full Professor?
- Service in various capacities
- Next level of your research program

# What does it take to become a full Professor?

- “Don’t even think about submitting a dossier until you have had 3 years as an Associate Professor”
- Sustained recognition at a national (and emerging international) level for your research program
- Continued adequacy in the education mission
- Continued adequacy in the service mission...
- As a scientist, you really should be doing more in service to contribute to the sustained national (and emerging international) recognition of your work

# More in service???

- Departmental Committees
  - appointed
- School Committees
  - appointed or elected
- University Committees
  - most often elected, but can be appointed depending on what it is
- You should already know what it takes to write grants, manuscripts, etc., and should have technical support staff (including graduate students and/or postdocs) to allow you to focus

# Other Service Examples

- Permanent member on an NIH study section
- Mentor for junior faculty
- Also, a mentor for your peers
- Giving more seminars
- Invitations to national and international meetings to talk about your research (important for full Professor)
- Organizing a national or international meeting in your field

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# How do I get on a study section?

- Speak to your SRO and/or Program Officer
- Talk to people you know on study sections
- Ask your Chair
- Oftentimes, people have no idea that you want to do this--let them know
- It is likely that you will ad hoc first

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# How can I get invited?

- Your research is recognized by the organizers
- You are collaborating with one or more of the organizers
- Volunteer to serve on one of your national society's committees
- Your abstract is selected for an oral presentation
  - sometimes, you have to begin from the “bottom”
  - it does not always happen overnight
- You are a meeting organizer

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# Bottom line(s) for service as an Associate Professor...

- Get your “face” out there!
- People need to know who you are: school, institution, nationally (and ultimately, internationally)
- More is expected...

# Other aspects of “life” after tenure...

- Sabbatical
- Committee service (can include community)
- “Go to” person
  - Chair needs something done
  - teaching new lecture or development of new course
  - knowledge of how the department works; liaison for efforts requiring representation by more than one department
- When you talk, people listen...

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# Going on sabbatical...

- How is “sabbatical” defined?
- You may go on sabbatical every 7 years
  - IUPUI guidelines and policies
  - it is not a given; you need to show it will help you in your role as a faculty member here
- I have also gone on sabbatical
  - it helped that I had a senior postdoc who could help run the lab
- You can take your research program into a different direction
- “Reboots your hard drive”
- Some people never go on sabbatical
  - work and/or family issues

# Sabbatical Leave

“a year or shorter period of absence for study, rest, or travel, given at intervals (orig. every seven years) as to some college teachers and now to people in other fields, at full or partial salary”

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# Sabbatical Resources

- Sabbatical leave policies
  - <http://faa.iupui.edu/newFaa/resources/SLguidelines.pdf>
  - <http://faa.iupui.edu/newFaa/resources/SLtimeline.pdf>
- Travel support for international travel/faculty exchanges
  - VP for International Affairs office at IUB
  - <http://www.indiana.edu/~ovpia/ovpia/funding/uWide.php>

# Other aspects of “life” after tenure...

- Your reach extends beyond your department
- Important to know others in the School and IUPUI
  - this helps you get noticed for appointments to taskforces, search & screen committees for Chairs, etc.
  - good for when you go up for full Professor
- Your visibility increases
- But, it is still very important that you have mentors
  - it does not end upon being awarded tenure

# Going up for full Professor

- Map out your strategy
- The likelihood is that you will need a minimum of three years in rank before you go up
- You need to have substantially more publications, etc., in rank than you did as when you went up for Associate Professor
- Sustained national recognition
- Emerging international recognition
- The recommendation letters need to be even higher impact than before
  - e.g., national academy members; international figures; competitors in your field!

# How else can you help as an Associate Professor?

- Make suggestions on how to help junior faculty move up to Associate Professor without so many bumps in the road, reinventing the wheel, etc.
- Volunteer to participate on committees and workshops that require faculty with experience
- But don't overdo it—as you were advised to not have too much on your plate as an Assistant Professor, the same goes for you as an Associate Professor.
  - it is OK to say “no”

# Work/life balance is critical...

- Although more is expected of you as an Associate Professor, it is critical to maintain that work/life balance
- What do you do now? What would you like to do?
- Examples of outside activities:
  - running
  - arts
  - gardening
  - many others—just do it!

# What do I want you to leave with from this seminar?

- More is expected of you once you become an Associate Professor, but you need to maintain that work/life balance!
- It is essential that you (continue to) become a critical resource for the School
- It is still important to have mentors
- Map out your strategy to reach the next level
- Is a sabbatical a good idea for your career?
- OFAPD is still here to help, even though you are no longer an Assistant Professor
- You are a valued member of the School

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**Additional questions?**

**Please fill out the evaluations  
and hand them in as you leave**

**Thank you for attending...**

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