

Balancing Teaching, Service and Research Productivity

A Basic Science Chair's Perspective

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New Faculty Orientation

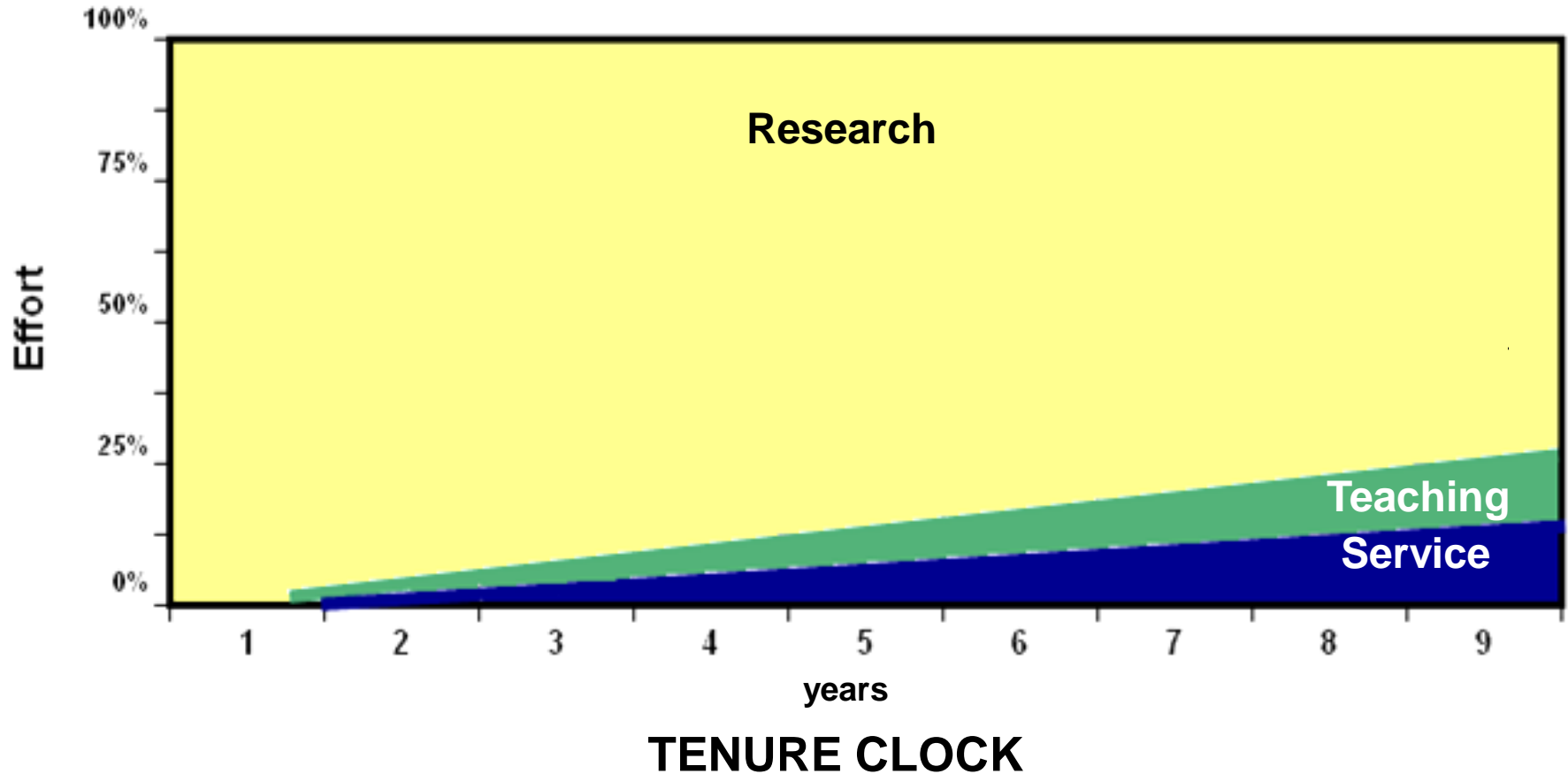
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A multitude of required skills

Young assistant professors may need to:

- Hire & manage your first employees
- Submit your first paper as senior author
- Write your first grant
- Set up & run your first lab
- Set up your first research collaborations
- Teach your first students/class
- Clinicians serve as attending for first time
- Develop good collegial relationships with the people who will determine whether you are promoted or not

The ratio among teaching, service, and research can vary during your career



(Exact percentages shouldn't be taken literally; just note the general trend)

Setting up a Research Program

- Hire personnel (don't hire everyone at once so you can learn from your mistakes)
- Order equipment, supplies, set up lab
- Write protocols & get approvals for IACUC, IRB, IBC, radiation, etc.
- Take training courses as necessary
- Learn about colleagues' research and available facilities/expertise on campus
- Set up your mentoring committee (use for advice on grants, publications, teaching, service, APT, personnel management, etc.)

Funding a Research Program

- Hopefully you'll have a project & preliminary data from your fellowship to form the basis of the grant
- Follow announcements of RFAs, RFPs, concept approvals and apply to a variety of sources, public & private, that are relevant to your field
- Don't submit NIH proposals on your major project prematurely (only one revision now allowed)
- Budget appropriate % effort and salary coverage
- Finish proposal draft in plenty of time to allow senior colleagues to read and critique before it's submitted

Publications

- A solid record of publications is critical for promotion and grant applications
- High impact journals are impressive but be aware of possibly being scooped or sacrificing productivity while seeking top journal; recognize potential effects on students & postdocs in large papers with many authors
- Be sure to publish your work in journals where others in your field will see it and cite it, even if it's not the journal with the highest impact factor
- Show independence from your previous mentor
- When collaborating with more senior investigators, be aware that outsiders might regard the work as solely that of the senior colleague; be aware of first and last author positions
- Seek help with English usage if you need it

Teaching - 1

- Ease into teaching, don't rush to take on major responsibilities but step up when it's your time
- Graduate teaching is an excellent way to recruit students into your lab
- Medical student teaching
 - Start as small group preceptor before moving on to lectures
 - Sit in on lectures relevant to topics that you will teach
 - Recognize the important differences between teaching medical students and graduate students

Teaching - 2

- Take advantage of “how to teach” courses
- Observe colleagues who are regarded as good teachers
- Ask for feedback from course director or other faculty
- Teaching portfolios will include
 - Basic info on courses taught, no. of hours, no. of students, courses developed/administered
 - Student evaluations
 - Faculty evaluations
 - Information on where your students/postdocs went to after being in your lab

Service: Local-1

- Start with narrow, local committees, e.g.
 - Dept. seminar com.
 - Graduate student admissions com.
 - Faculty search com. (not com. Chair)
- Such committees do not take large amounts of time and provide a decent return on your investment, e.g.,
 - Seminar speaker in relevant area
 - Choosing good grad students who might end up in your lab
 - Choosing compatible/complementary faculty colleagues.

Service: Local - 2

- Delay involvement in broader SOM, UMB, USM committee, e.g.,
 - Committees that review individual research protocols, e.g., IRB, IACUC, IBC, are very labor intensive for little direct return to you; but you'll have to do your share eventually
 - Politically sensitive committees, e.g., controversial curriculum reform or departmental restructuring could bring visibility to you but might also antagonize colleagues

Service: National - 1

- Will be valuable for promotion as evidence of your reputation beyond local institution
- **But** can be time consuming with minimal direct return on your investment
- Ad hoc manuscript reviewer - gives you advanced info on latest developments in your field (for your general knowledge, not for inappropriate use of confidential info.)
- Editorial board member – looks better than ad hoc reviewer for promotion but requires more work
- Editor/Associate editor – looks even better for promotion but even more work; wait until after promotion

Service: National - 2

- Outside speaking invitations at meetings, other institutions
 - Solid evidence of your reputation beyond your institution
 - Exposes you to new ideas, potential collaborations, potential grant and manuscript reviewers
 - **But** too much travel can lead to decreased productivity back home
 - Don't let it interfere with writing grants and papers
- Consulting
 - Can be informative & financially lucrative
 - **But** excessive consulting can lead to decreased research productivity
 - Be aware of institutional consulting guidelines and limits
 - Remember that your primary responsibility is to the SOM
 - Don't let it interfere with writing grants and papers

Service: National - 3

- Reviewing grant proposals gives you exposure to latest findings, new ideas, new approaches
- Reviewing proposals in isolation by e-mail yields little beyond the benefit above; provides little feedback
- Serving as an ad hoc member of a study section gives very valuable insights into how your proposals could be reviewed plus provides immediate feedback on your critical judgments; valuable discussions with colleagues
- New NIH program for Early Career Reviewers to give study section experience to junior faculty
- Full member of study section requires significant commitment of time and effort
 - Looks great for promotion
 - But can lead to decreased productivity at home
 - Wait until after promotion

Graceful Self-Promotion

- Report publications, grants, presentations to SOM News or comparable newsletters
 - Useful connections, opportunities and collaborations can result
- Keep your chair/director/division chief informed of your successes
 - Don't wait for annual review; you never know when he/she might have an opportunity to use this info
- Make a habit of recognizing and praising accomplishments of colleagues, which will encourage them to do the same for you

Recommended reading
once you start faculty
position

Excellent info for new PIs

Advice on getting your lab
started, choosing & training
lab members, dealing with
problems, etc.

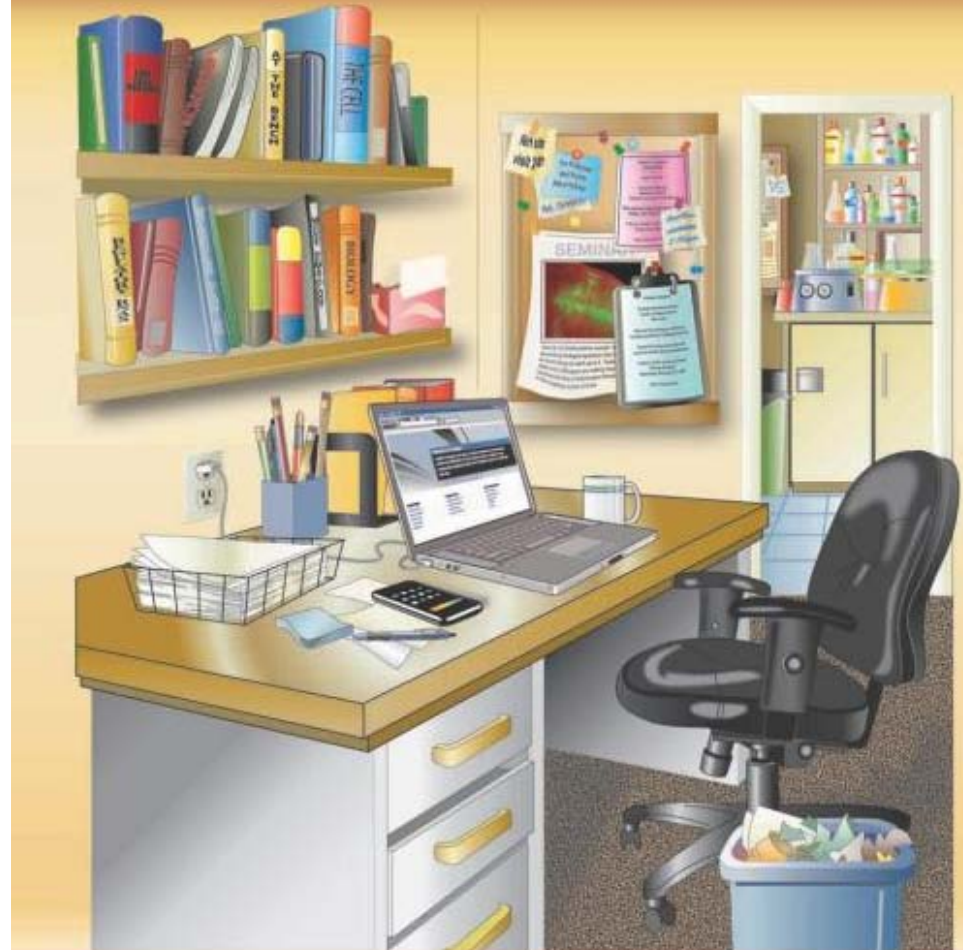
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At the Helm

LEADING YOUR LABORATORY

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Kathy Barker

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