Key Points

➢ Have a vision, know where you want to go, and when to make the move
  • Mission statement
  • Hiring personnel
  • Writing grants (learn to sell your best ideas)
Key Points

- Outline a 3- and 5-year plan with realistic goals and objectives
  - Career
    - Research focus
    - Size of lab
    - Amount of funding
    - Proportion of time at the bench
  - Personal life
    - Balancing time at work and home/family life
Key Points

Network inside the institution to help you achieve your goals

- Get to know your department administrators and business managers
- Create a faculty website and keep it updated
- Become part of departmental and seminar listservs
- Talk to colleagues
- Offer to give seminars
Getting Started – Building Your Laboratory

**Assistants**
- Students
- Technicians
- Postdocs

**Resources**
- Start-up funds
- Grants
- Other (cores)

**Scholarship**
- Clear area of focus
- Productivity (Writing)
- Collaborations, network
- Invited Lectures outside of Yale

**Job Responsibilities**
- Research
- Teaching duties
- Administrative work
- Departmental citizenship
Your Leadership Style

• Assess your leadership style before you hire employees
  o Will you be more effective at the bench or at the desk?
  o How do you make decisions?
  o Do you want to manage details or just deal with the big picture?
  o How do you get along with colleagues?
  o Do your work most effectively and comfortably with peers, supervisors or subordinates?

• Decide on the culture
  o Labs are inherently hierarchical
  o To effectively provide feedback to employees, they must first view you as their supervisor and not as their friend

• Set priorities
# Time Management Matrix

<table>
<thead>
<tr>
<th>Urgent</th>
<th>Not urgent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I</strong></td>
<td>II</td>
</tr>
<tr>
<td>Crises, personal or professional</td>
<td>Reading journals</td>
</tr>
<tr>
<td>Pressing personal or equipment problems</td>
<td>Relationship building</td>
</tr>
<tr>
<td>Deadline-driven projects</td>
<td>Lab meetings</td>
</tr>
<tr>
<td></td>
<td>Thinking and planning</td>
</tr>
<tr>
<td></td>
<td>Recreation and relaxation</td>
</tr>
<tr>
<td><strong>III</strong></td>
<td>IV</td>
</tr>
<tr>
<td>Interruptions, some calls</td>
<td>Trivia, busywork</td>
</tr>
<tr>
<td>Some mail, some reports</td>
<td>Some mail</td>
</tr>
<tr>
<td>Some meetings</td>
<td>Some phone calls</td>
</tr>
<tr>
<td>Many administrative tasks</td>
<td>Most e-mail and web surfing</td>
</tr>
</tbody>
</table>

Covey, 1989
The Mentor-Mentee Relationship

• Responsibilities of the Mentor
  o Know rules for advancement
  o Help mentee create a 1, 3 and 5 year career plan
  o Be available
  o Provide thoughtful, constructive feedback
  o Assist mentee in networking
  o Encourage progressive independence

• Responsibilities of the Mentee
  o Prepare for meetings with mentor
    • Update CV
    • Review goals
    • Identify obstacles/barriers to progress
  o Be receptive to constructive feedback
  o Be proactive, not passive

You are the mentor for all members of your lab—students, postdocs, other lab personnel
CV and Description of Activities

- Convert CV to Yale format and regularly update
- Review the Description of Activities
- Keep a summary of your teaching evaluations
- All of your activities that are relevant to your track (see Faculty Handbook) are considered by the review committee
- Format and guidelines for creating the CV can be downloaded from the Office for Faculty Affairs website
  - http://info.med.yale.edu/faculty/
  - Three documents: CV format, CV sample, and Description of Activities
## Recommended Number of Letters of Evaluation

<table>
<thead>
<tr>
<th>Track</th>
<th>Rank</th>
<th>Solicits Letters (#)</th>
<th>Recommended by Department</th>
<th>Recommended by Candidate</th>
<th>Minimum Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undifferentiated Assistant Professor</td>
<td>Chair (3)</td>
<td>3 arms-length</td>
<td>2 arms-length, 3 non-arms-length</td>
<td>6, of which 4 are arms-length</td>
<td></td>
</tr>
<tr>
<td>Traditional Associate Professor (with term)</td>
<td>Chair (10)</td>
<td>5 arms-length</td>
<td>4 arms-length, 2 non-arms-length</td>
<td>8, of which 6 are arms-length</td>
<td></td>
</tr>
<tr>
<td>Associate Professor (without term)</td>
<td>Dean (12)</td>
<td>6 arms-length</td>
<td>4 arms-length, 2 non-arms-length</td>
<td>8, of which 6 are arms-length</td>
<td></td>
</tr>
<tr>
<td>Professor</td>
<td>Dean (12)</td>
<td>6 arms-length</td>
<td>4 arms-length, 2 non-arms-length</td>
<td>8, of which 6 are arms-length</td>
<td></td>
</tr>
<tr>
<td>Investigator Associate Professor</td>
<td>Chair (10)</td>
<td>5 arms-length</td>
<td>2 arms-length, 3 non-arms-length</td>
<td>6, of which 4 are arms-length</td>
<td></td>
</tr>
<tr>
<td>Professor</td>
<td>Dean (12)</td>
<td>6 arms-length</td>
<td>4 arms-length, 2 non-arms-length</td>
<td>8, of which 6 are arms-length</td>
<td></td>
</tr>
<tr>
<td>Reappointment of Assoc. Professors</td>
<td>Chair (6)</td>
<td>3 arms-length</td>
<td>3 arms-length or non-arms-length</td>
<td>4, of which 2 are arms-length</td>
<td></td>
</tr>
<tr>
<td>Research Scientist</td>
<td>Chair (6)</td>
<td>3 arms-length</td>
<td>3 non-arms-length</td>
<td>3 arms-length</td>
<td></td>
</tr>
<tr>
<td>Senior Research Scientist</td>
<td>Chair (6)</td>
<td>3 arms-length</td>
<td>3 arms-length</td>
<td>3 arms-length</td>
<td></td>
</tr>
</tbody>
</table>
Questions?

linda.bockenstedt@yale.edu