

**Associate Faculty Development
Workshop
4/17/14**

“I’ve arrived! Now what?”

Renée L. Binder, MD

Mid-Career Issues

- Academic Advancement
- Legacy
- Choices and opportunities
- Balancing
- Obstacles
- Strategic Plan
- Tools
- Politics

UCSF Academic Advancement

Review of Pointers

- Most challenging levels are Initial appointment, Associate, Professor, Step 6, and Above Scale
- Maintain teaching excellence
- Maintain research funding, productivity, and focus
- Develop national and international reputation (increase visibility)
- Be aware of acceleration opportunities
- Consider most appropriate series
- Consult UCSF Faculty Handbook
- Meet with mentors

Publications

- Authorship should be first or senior
- Quantity and Quality (impact)
- Focus
- Chapters are less valued than peer-reviewed journal articles

Deciding on a Legacy

Definition (Miriam-Webster)

Something transmitted by or received from an ancestor or predecessor or from the past.



Allen

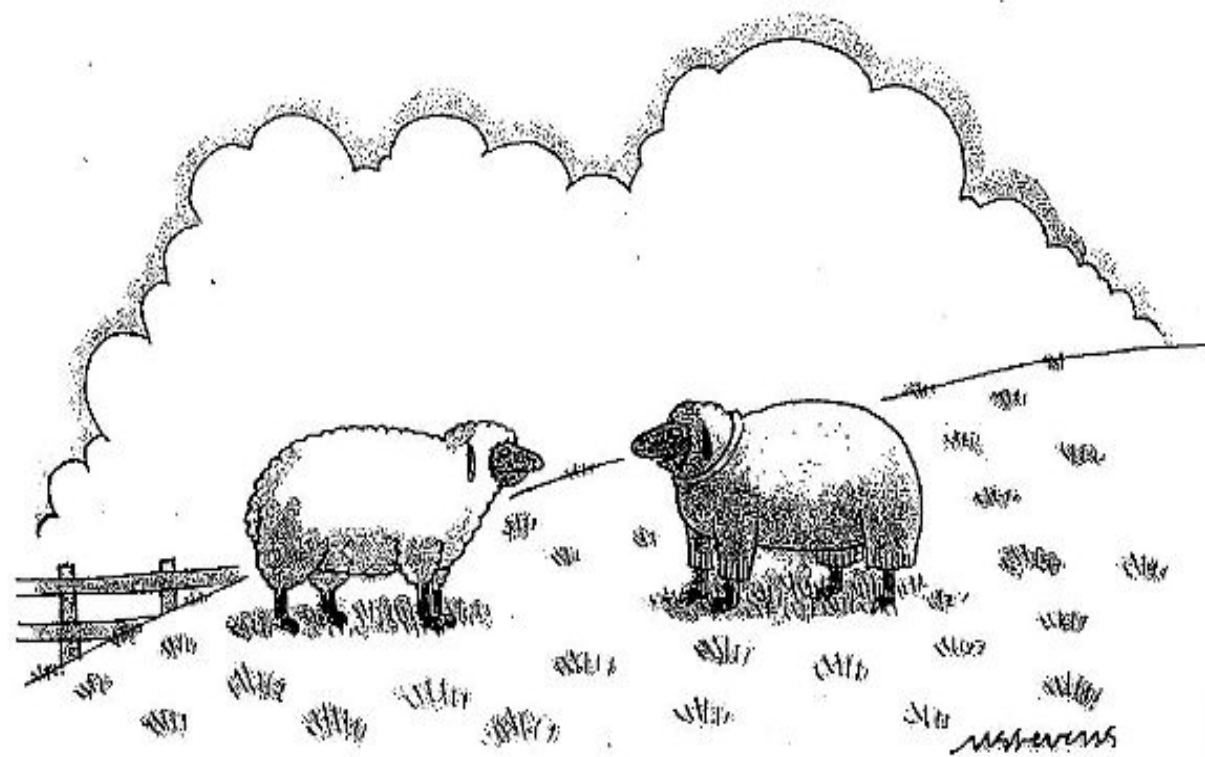
"I don't want to let being dead define me."

**“Two roads diverged in a
wood, and I took the one less
traveled by, and that has made
all the difference.”**

Robert Frost

Choices and Opportunities

- **Involvement in public policy initiatives**
- **Professional organization leadership**
- **Writing**
- **Leadership within division/department/school/university**
- **Global initiatives**
- **Should I leave or stay?**
- **Obtaining additional skills and training**
- **Creative endeavors: e.g. inventions, computer programs**



"I had my coat made into a sweater."

Obstacles

- **Lack of focus**
- **Anxiety**
- **Goals are complicated and conflicting**
- **Others will impose their goals on you**
- **Distractions take over**

Strategic Career Planning

- Figure out what you want and how to get there
- Short-term goals
- Long-term goals



‘Cheshire Puss’ She began, rather timidly, as she did not at all know whether it would like the name: however, it only grinned a little wider. ‘Come, it’s pleased so far!’ Thought Alice, and she went on. ‘Would you tell me, please, which way I ought to go from here?’

‘That depends a good deal on where you want to get to’ said the Cat.

“I don’t much care where’ said Alice.

‘Then it doesn’t matter which way you go’ said the Cat.

‘So long as I get SOMEWHERE’ Alice added as an explanation.

“Oh, you’re sure to do that’ said the Cat, “if you only walk long enough.’

Lewis Carroll from Alice’s Adventures in Wonderland

Necessary “Tools”

- Strategic Career Planning
- Learn about financial management
- Negotiating for resources
- Conflict management
- Obtaining grant support (peer-reviewed)
- Networking
- Time management and organizational skills
- Self-promotion/work with media

Characteristics of Successful Leaders

- **Confidence**
- **Optimism**
- **Perseverance**

Political Savvy

Learn about the culture of your division/department/school/specialty

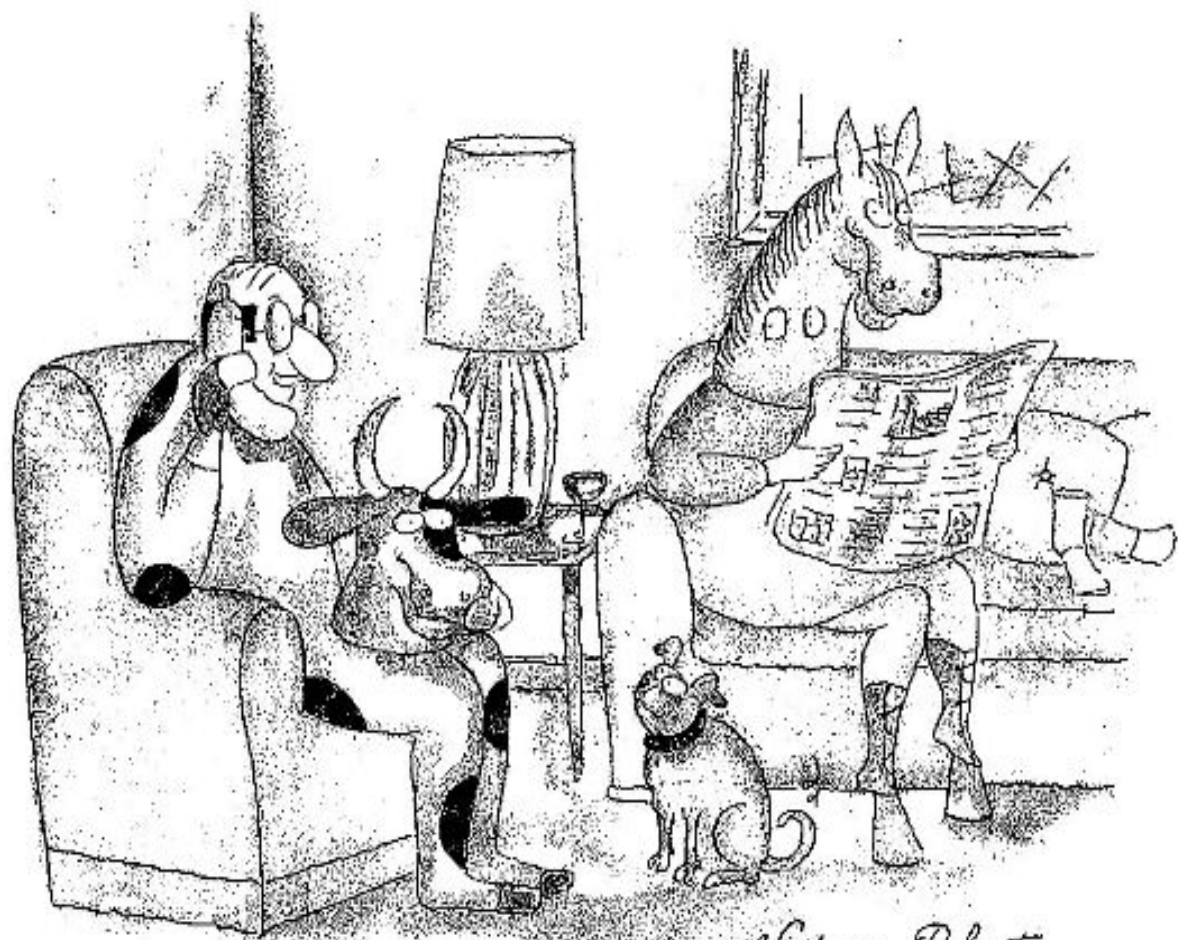
- **Who is respected and why?**
- **What accomplishments are most valued?**
- **What are the rules of socialization?**
- **Do department members keep family issues private?**
- **How are conflicts resolved?**

SUGGESTIONS

- **Know the rules:
formal/technical and informal**
- **Consider coaches/consultants**
- **Peer group, networks, and
mentoring**

Balancing

- **What about family issues?**
- **What about avocations?**
- **Be aware of multiple models for balancing**



Victoria Roberts

"We're watching television less and making our own fun more."

Hints for Balancing

- **Get off the treadmill (or balance being on treadmill with restorative activities)**
- **Write down 5-10 favorite activities outside of work (e.g., reading, walking, traveling)**