



How to get a faculty job.

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Outline

- How can you prepare and sell yourself?
- How is a search run?
- What happens in the interview?
- How do you negotiate the job offer?



Prerequisites

- Know what kind of job you want.
- Do great science and think outside the box.
- Communicate it.
- Network.
- Differentiate from your P.I.
- If you can land some future funding (BWF - CDA; NIH-K22) great!



Finding the openings

- Network
- Ask around
- Look on notice boards
- Read journals
- Check websites
- *Have an open mind!*



The application package

- Cover letter
- C.V.
- Names of references
- Research Statement
- Teaching Statement
- Reprints



The cover letter

- Intro two sentences
 - I wish to apply
- Middle paragraph
 - I am working on
 - I believe this is a great fit with [TAILOR]
 - Teaching? Clinical?
- Closing sentences
 - Why is this interesting and important?
- Keep it brief and punchy (and *proofread ALL*)



The c.v.

- Personal details - name and contact info. but NOT age, SSN, marital status, kids (visa?).
- Education - give dates, institutions, subject and degree
- Honors and Awards (i.e., required competition)
- Employment
- Research Experience
- Teaching Experience
- Other professional activity (mtg org'n, committee work, reviewing, etc)
- Membership IF significant (i.e. elected, not AAAS)



The c.v. (cont'd)

- Independent funding
- Patents (careful)
- Invited presentations
- Publications (all combined - bold your name)
- In preparation ok but they really should be (no journal name unless in press)
- NOT abstracts, meeting titles, fluff and filler...



References

- Doctorate adviser
- Post-doc adviser(s)
- People who can write with substance and make comparative statements
- [*anticipate this need now* - **network**]
- Provide c.v., research statement, reprints, etc.



The research statement - summary

- Tailor
- Summary: 1/2 page max:
 - BIOLOGY
 - QUESTION
 - Approach
 - Preliminary findings
 - Immediate future aims
 - Long term future aims
 - BIOLOGY
- Why is this interesting? Why important? How am I uniquely able to do this? Why would you want to commit to me as a colleague *for life*?



The research statement - full

- Same flow as summary
- Trace your career - grooming for this day! (1 page)
- Bulk is future aims - be clear (2-3 pages)
- Schematics/models good
- Some data OK but must be really key (and pretty)
- Airy, big font, nice images
- *Why is this interesting? Why important? Why are you uniquely able to do this? Why would I want to commit to you for life?*



Teaching statement

- Tailor!
- Interest level
- Past experience
- Future:
 - What courses
 - When (year 2 and 4 (immediate and long))
 - What level
 - Flexible



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Initiating a Search

- Decide on field and level
- Identify billet, space and start-up funds
- Seek decanal approval



Advertising

- Letters to colleagues
- Ads in journals
- Networking at meetings, etc.



First cut (by subgroup)

- Wrong field
- Wrong rank
- Wrong quality



Second cut

- Committee reviews
- Looks for 3/3:
 - impressive c.v.
 - interesting science
 - good letters (often requested up front)
- Gets more info, if needed
- Decides: interview, hold, reject



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First Interview

- 1-2 days
- 1-2 talks
- Faculty inside/outside dept.
- Trainees
- Maybe Dean
- Exit interview



Preparing for the Interview

- Prepare your “job talk”
- Read about the department/program
- Read about their resources, grad programs, funding programs, etc.
- Read latest paper by faculty, especially interviewers, dinner people, chair.
- Dress appropriately



The Interview - Day 1

- Breakfast with search committee chair
- One-on-ones with faculty
 - Bilateral interview
 - Engage their science
 - This is for life...
- Keep aware of time
- Job talk
- Lunch with trainees (ask if not offered)
- Faculty outside dept (ask if not offered)
- Dinner with committee



The Job Talk - Substance

- Tailor to the audience and search
- **Biology and question paramount**
- Overview to start - summary before future plans
- Good intro
- Finish with future plans
- Listen to questions - repeat or ask for clarification
“are you asking...?”



The Job Talk - Style

- Get there early and bring back-up
- Not too long!
- Cater to experts and outsiders
- Plenty of meat - but balance of data and schematic
- Question - Experiment - Axes - Result - Interpretation = QEARI [or Intro/M&M/Fig. legend/Results/Discussion]
- Aesthetics count
- Be rigorous.
- Be excited!



The Interview - Day 2

- Breakfast with faculty
- Dean?
- More of all sorts
- Chalk talk
- Exit interview
- 2nd dinner, fly out, crash



The “Chalk” Talk

- 2-3 intro slides
- **OVERVIEW** on one slide - 2-3 questions
- Then 2-3 slides per question
- **Biology and questions paramount**
- “When it’s all done in ten years, what will s/he likely do next?”
- Excite the closest **and** furthest
- “I’d like to listen to his/her trainees at our retreat, sit on their committees, brag about her/him at meetings, etc...”



Exit interview

- Ask if don't already know:
 - Space (should have seen it)
 - Teaching
 - Start up (official plus other in-house)
 - Training programs (how run and how access)
 - Tenure system
- Leave for now if not offered:
 - Salary
 - Benefits
 - Spouse/partner



The Interview - Day 3+

- Thanks
- Follow-up, if necessary, on any unanswered science questions raised in discussion.
- Check back in a few weeks.



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Second visit - information gathering

- You get to drive more - ASK to meet/see:
 - Cores
 - Grad program directors
 - Chair of possible secondary appointments
 - Other assist. profs. [Internal awards? Access to students? Tenure rate? Honor promises? Long honeymoon? Who pays for what? Esprit?]
 - Other chairs
- All the rules of first interview still apply:
 - Know whom you're meeting
 - Prepare for them and ENGAGE
 - Get the dirt



Second visit - start of negotiation

- NOW, the partner, kids, housing, salary, benefits
- Ask to meet with housing office, benefits office.
- Short and long term teaching, space, tenure
- Be clear: “we are definitely interested in making you an offer”, “I am definitely interested in coming”, “I definitely want to come”, are (purposefully?) ambiguous! Mean what you say.



The Offer Letter

- Informal offer first, often
- Formal provisional next
- Formal formal can take a while
- Get it in writing and in detail:
 - Space
 - Start up
 - Salary and benefits
 - Tenure
 - Teaching



Space

- Where (room numbers)?
- Shared/exclusive?
- When ready to occupy?
- What renovations needed?
- Who pays for these?
- Common space policy and access?
- Future needs?



Start-up money

- Apples and oranges
- What can come out of it?
- When must it be spent by?
- What happens to balance?
- What comes out of it/ what not?
 - Your 9 month salary
 - Your summer salary
 - Admin assistance
 - Glassware washing
 - Phone, mail, photocopying



Other sources of funds

- What and how are students paid (years 1-6)?
- Internal funds for students, post-docs, research?
- State monies?



Salary and Benefits

- Apples and oranges; e.g., 9 or 12 month
- Base salary (on which benefits are determined)
- Benefits (esp. housing, childcare, retirement, pre-tax plans, tuition, moving expenses, parental leave)
- Percent off grants *expected vs. guaranteed*
- Policy if cover more than this percent
- Sabbatical (how much, how often, who pays)



Tenure

- Criteria?
- “Up or out”?
- When does clock start and stop?
- Pauses for children?
- What is tenure-deciding group (especially if joint appointments - double jeopardy or twice the chances...)?
- What is history in that Department, School and Institution?



Teaching [and clinical]

- How much?
- When - short and long term?
- Percent time? [or, better, percent time protected for research]
- TA support?
- Secondary appointment?



Negotiating Key Points

- You are worth it! Quality comes at a price.
- You may be negotiating with Dean, not Chair or Provost, not Dean - arm them!
- Counter-offer with reasonable argument
- **Confirm all conversations by email “Thanks, I just want to confirm... please confirm that I understood correctly”**



Negotiating Key Points

- Your power drops 90% the second you sign.
- A **little** trust and instinct ok after due diligence.
- Negotiate in good faith.
- Use other offers to negotiate where you really want to go (but don't waste time of others)
- Say “no” to others when appropriate (early if non-starter, when have a signed offer letter from # 2 or 3 choice)
- “If you could change one thing...”



Finally!

- You may decide other careers are your preference
- You may not find the perfect job
- There may well be a better fit in theory but don't second guess to death
- Make a commitment
- Use the Career Center!!
(<http://med.stanford.edu/careercenter/>)