

EVOL2014

JUNE 2014 RALEIGH, NC

WORKSHOP 1: POST-TENURE MAIN POINTS SUMMARY

(Followed by individual table comments on each topic)

Burnout

- **Prioritize and plan**
- **Take control of your own time - set priorities**
- **Make a 5 year and a 10 year plan - make active decisions**
- **Don't let what is important fall victim to what is urgent**
- **Take time for yourself personally and professionally**
 - **Sabbaticals**
 - **Research excitement**

Recognition

- **Policies should be transparent and opportunities widely known**
- **Get women nominated**
- **Make rules for collaboration and credit apportionment transparent**
- **Allow self-nomination**
- **Have a good website so the world can find you**
- **Work out details for authorship before collaboration**
- **Expand your network (across the university and beyond)**
- **Seek out a sponsor who can help you to reach goals**

The Service Trap

- **Ask for something in return: reframe requests for service into negotiations**
- **Keep good individual service records so it is clear how much you are contributing - especially with respect to power committees**
- **Keep good records of service so it is clear how much everyone is contributing within the department**
- **Put up a shield: choose service and use that service as a shield to project from more service - an integral part of saying "no"**
- **Don't accept any service assignment without clarifying how it will be recognized**

Lack of Mentoring/Sponsorship

- **Know the difference between mentors and sponsors**
- **Be proactive seeking out mentors and sponsors for yourself**
- **Do not be afraid to look beyond your institution for mentors and sponsors**
- **Make public the distribution of mentoring/sponsorship activities across the entire faculty**

Burnout - Other input from individual tables

- Find time to think about exciting science: you need a chunk of focus time
- Never feel like you are done – taking work home
- How to live with ultra perfection for 30 years? Don't want to end up bitter
- Developing new lines of research requires thinking and reading time. How to get motivated when the to-do-list is long?
- Need to take sabbaticals. Demand isolation. Do not accept more service work. You cannot begin earning time for another sabbatical until you take the one that you have already earned.
- Look out for yourself. No one else will.
- Say no to service. Important things may get lost. Do it anyhow. Someone else can do it. If must, offer, one day only.
- More information on sabbatical – we need data! What do men vs. women do?
- Two-body problem – sabbatical with spouse and kids? In town vs. away? Must find isolation spaces – If need to stay put, then take an office in another building at your institution to isolate yourself from your lab etc.
- Sabbatical with children – still hard to find time when family demands override.
- Acknowledge burnout. Don't feel negative about it, if path is meandering
- Find what excites you and makes you feel in control. Consciously sort priorities.
- Managing cultural pressures – judgments on your meandering path, good to make active decisions, try making a 5 year and 10 year plan, making active decisions about the pace of your career is healthier.
- Take control of your own time
- Bitterness – not up for it anymore
- Recognize the issue/problem
- Sabbatical—take them right away, don't wait, take advantage
- Parental leave is mandatory – also for sabbaticals: we need structural/institutional change
- Come up with a plan
- Get clear guidelines for promotion
- Have it in your contract
- Get informational documents for steps to promotion; take advantage of campus offerings in helping you decide when to go up.
- Get out of cycle of expected teaching/service to do new things
- Way one phrases / asks for things – be positive and proactive. Don't say sorry
- Learn to say no.

Recognition - Other input from individual tables

- Nominations/promoting other women
- Having awards easy to find, process easy to find – societies should facilitate
- Processes to make sure everyone is recognized rather than self-nominated. Have a person in the dept. (maybe admin.) whose responsibility it is to promote awards; also advertise successes; could also be a faculty person
- Get a work-study student to help you with a cool website; other possibilities for better web presence
- Don't do anything you won't get credit for; don't do what you don't have a genuine interest in or enjoy
- Department needs to be transparent with clear criteria, explicit, and have conversations about these criteria
- Look at the numbers: GET DATA on what is actually happening in the dept. make it then transparent; have everyone look at – bring it out into the light: why don't people go up for full? What did those careers look like?
- What are we doing
- Solutions
- Recognize each other more
- Never took a sick day – will she be judged adversely. Is she supported by men/women in dept. Back each other – more understanding of people's personal time
- Women need to overcome self-recognition
- Women are hesitant to do this. Don't wait for pats on back from others
- Collaboration is a group effort – from women. Women take blame more than others, but men are not that same way
- Do not do a good job so as not to be asked again — learn helplessness; others adopting this “bad” behavior
- Author lists: how do women fare on this?
- Different types of recognition awards, authorship, personal time
- Others could demand authorship should be dealt with equitably
- Double standard - For what women are doing compared to others
- Same effort from men and women perceived differently
- Work on your own self-recognition for awards etc.
- Collaborations should ensure women have served or leading authorship recognition –at some scales you have recognition

The Service Trap - Other input from individual tables

- Don't come prepared
- Take time to think about requests
- Make service an important and positive thing – why we often say yes
- How to increase value of service among peers – different “kinds” of service
- Split service equally across all faculty members
- Make service information public to all
- Holding responsibilities accountable – is everyone pulling their weight, quality as well as quantity
- Parameterize service – monitor service appropriate to rank
- Ask for something in return for service
- Make sure time is respected – ask for something in return
- Find administrators who will listen
- Set limits on service time and duties
- Open airing of service responsibilities to all colleagues – anonymously
- Don't take service that doesn't get recognized or get credit for
- Learn to say NO
- Use mentoring to help select what service to agree to
- Consider if service is strategic
- Come to colleagues' aid - track department equity - stick up for oneself
- Dept. should conduct a service audit to bring issue to light within department
- Take sabbaticals when they come up
- Think of service by categories and use in helping make future service decisions ~ shields
- If take chair position when in a committee use that power to delegate the work of the committee
- Keep track "list" of all the service so we don't over commit
- Have list of names of other people to suggest for service that you decline
- Departments need to keep lists of who has done what service and it should be transparent to all

Lack of Mentoring/Sponsorship - Other input from individual tables

- Clear parameters: what's the process?
- Look for mentors/opportunities
- Be proactive
- Look outside institution
- Don't exclude males as potential mentors
- Women sometimes are not good mentors because they haven't had them
- Don't be afraid because too busy
- Mentoring moments are important
- Organic experience
- Important to have official and unofficial mentors
- You need to be direct about your needs
- Be proactive with respect to finding mentors post tenure
- Ask to be nominated for awards; get over discomfort
- Don't be afraid to approach the chair
- Actively ask for sponsor at tenure
- Get over discomfort
- Start formal mentoring for both pre and post-tenure faculty
- Could you write a post-tenure guide to getting to full professor (textbook mentor)
- #s and data would be helpful: what do people need to go up for full?
- Women prefer networks across the university
- Meet informally but also set up more formal relationships
- Interactions can be very informal
- Across department may be more important post-tenure
- Broad scope of who you seek interaction with
- Someone else needs to think about you
- Think about who you can sponsor
- Self promotion might be just as important