


Developing Your Career at UCSF

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Career Development Overview

- ◆ Multiple elements contribute to a successful career
 - excellent organizational skills
 - perseverance despite obstacles
 - ability to work the system
 - consistent mentoring input
 - plain luck (but don't count on it)




Career Development

- ◆ Align your work with your passion
- ◆ Align your work with institutional needs
- ◆ Know advancement criteria, timeline
- ◆ Make others aware of achievements
- ◆ Always **remain focused** on your goals and build on your strengths




Most Common Pitfall/Mistake of Junior Faculty

- ◆ Failure to Focus
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Career Development

- ◆ Develop a unique creative focus
 - attempt to match your program development interests with institutional needs and priorities
- ◆ Clinical: one area of expertise
 - become the "go-to" person for that illness
- ◆ Research: investigate a unique research problem
- ◆ Education: develop innovative curriculum or teaching method




Career Development

- ◆ Continually identify mentors
- ◆ Always keep an updated C.V.
- ◆ Network with colleagues here and at other institutions
- ◆ Meet with your Chair annually
- ◆ Hire the very best people
 - (see hiring handout)
- ◆ Practice self-appraisal frequently



Career Development


- ◆ Committees-be judicious in choosing
 - save admissions, human research, committees until Associate Professor
 - when appropriate, "just say no"
- ◆ Think carefully about writing chapters (researchers)
 - leverage chapters (e.g., develop mentor)
- ◆ Visibility at meetings is valuable
 - but abstracts can be very time-consuming
 - you **must** convert abstracts to peer-reviewed publications



Career Advancement

Keep information constantly updated for advancement packet


- ◆ Process begins > 1 year before proposed effective date
- ◆ CV must be done in standardized format
 - (see Academic Senate website)
- ◆ Keep CV up-to-date (publications, talks, grants, teaching)
- ◆ Keep notes regarding potential sources for letters of recommendation (students and colleagues from meetings or professional societies)



Career Advancement

Letters of Recommendation

- ◆ Keep notes regarding potential sources for letters of recommendation:
 - student names and contact information
 - colleagues from meetings/professional societies
 - research collaborators
 - associate level: national recognition
 - professor level: international recognition
- ◆ Request letters personally before they are sent a request by the department or organization
- ◆ Write thank you notes after letter is received and keep them informed of your progress



Career Development

For Research-based Junior Faculty


- ◆ Identify your own niche-early!
 - (preferably, one that is unoccupied)
- ◆ Differentiate yourself from your mentor
- ◆ Publish your results consistently
- ◆ Obtain your own research funding
 - preferably competitive, nationally-recognized and portable



Career Advancement


For Research-based Junior Faculty

- ◆ Align your research with your passion
- ◆ Ask an important question
- ◆ Build on a central theme over time
- ◆ Assess project risk/benefit ratio
 - initially, be more conservative




Time Management

- ◆ Handle each piece of paper once
- ◆ Utilize lists (useful only if completed!)
- ◆ Consolidate activities into blocks
 - clinical vs research vs administrative




Time Management

- ◆ Batch phone calls into one period
- ◆ Email or voicemail when possible
- ◆ Batch routine paperwork in periods of low productivity




Negotiating for what you need



Negotiating setting the stage

- ◆ Attain a position of strength
- ◆ Develop your goals, short term and long term
- ◆ Acquire knowledge about the power structure
- ◆ Become familiar with the currency at UCSF, relative to your job setting
- ◆ Be realistic about your accomplishments



Negotiating

- ◆ Attain a position of strength (long term)
 - find an unoccupied niche or critical need
 - align your work with the needs of the institution
 - make an honest assessment of what you can contribute (NB: many women tend to undervalue their contribution → get outside/mentor input)
 - maintain visibility-make people aware of your accomplishments



Optimal time to negotiate for salary increase, change in series (i.e., position of greatest strength)

- ◆ At the time of initial appointment (BEST time)
 - see Chair's Checklist
- ◆ When asked to assume additional responsibilities
- ◆ When being recruited to another institution
- ◆ After receiving an award or other special recognition




Negotiating

- ◆ Develop your goals, short term and long term
 - be resolute about achieving these goals
 - recognize that the UCSF organization moves slowly at times
 - maximize your options at all times
 - maintain flexibility to change your goals as the landscape changes over time



Negotiating

- ◆ Develop your goals, short term and long term
 - be resolute about achieving these goals
 - recognize that the UCSF organization moves **glacially** at times
 - maximize your options at all times
 - maintain flexibility to change your goals as the landscape changes over time



Negotiating

Acquire knowledge about the power structure

- ◆ Educate yourself about the UCSF hierarchy
- ◆ Get different perspectives both inside & outside your own sphere (dept, UCSF)
- ◆ Utilize many different mentors
- ◆ Realistically assess your contributions
 - solicit the input of your mentors



Negotiating

Know the institutional currency


- ◆ Become familiar with the potential options relative to your job setting
 - salary, rank, future track
 - laboratory, office space
 - clinical time/responsibilities
 - administrative assistance
 - institutional commitment



Negotiating

Know the institutional currency

- ◆ Find out usual options for your position
- ◆ Ask your colleagues about their situation
 - salary, % clinical time, publications
 - compare your CV with theirs
- ◆ Ask your mentors: what are usual options




Negotiating

- ◆ Prepare extensively prior to negotiation
- ◆ How will the Chair react to your requests?
- ◆ What is the Chair likely to offer you?
- ◆ Consider both your, and her, perspectives
- ◆ Always consider what are the needs of your program, but also their program




Negotiating

- ◆ Time is your most important negotiable commodity
- ◆ Be prepared to present what you need
- ◆ Prioritize what is most important to you
- ◆ Negotiate for adequate resources (plus...)
- ◆ Justify what you (*i.e.*, your program) need & **why**



Negotiating

- ◆ Don't make quick decisions
 - ("I'd like to think about that")
- ◆ Be positive, suggest solutions
- ◆ Be flexible, creative, compromising
- ◆ Maximize your options
- ◆ Hold to your bottom line on chosen issues



Negotiating

- ◆ Get the final agreement in writing
- ◆ Modify the agreement as mutually agreeable
- ◆ Clarify your understanding of it before accepting
- ◆ **Remember:** you will likely be working with this person for years to come, so don't antagonize!



- ◆ There are many resources and mentors to help you succeed at UCSF
- ◆ Best wishes to everyone for a rewarding and productive career ahead...