

Mid-Career Strategies for Advancing Your Career

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Your Journey



Risk taking

portfolio approach

Rejection is predictable

papers, grants, jobs, bad talks, classes...

Contingency plans

emotional support group, building resilience

plans for next steps after rejection



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What Rocks your Boat?

Framework for career choices (debugging yourself)

Is my life sustainable?

Am I excited about my Research?

Depth, breadth, new areas, riskier projects?

Am I an effective teacher of topics I enjoy?

Revamp course? New pedagogy? Online opportunity?

New course? New curriculum?

Am I enjoying my research community, department, & University service?

Support your research with your service, e.g., review versus general chair, start a new workshop to establish a new research community

Improve your community

Are you at an institution that supports your life & career goals?



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Advice

- **The landscape changes, so do you**

- Is my value/goal still the same?
- What are the new opportunities?
- What new skills do I need?
- Is the institution's value in-line with my value?

- **Enrich yourself along the way**

- New research frontiers
- New pedagogy
- Leadership skills
- New networks
- Take the sabbatical!

Say **NO** to

.....

and say it firmly.

Say **YES** to

- continuous learning
 - what you are passionate about
 - opportunities
 -
- and **DELIVER!**



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What I did after tenure

Framework for career choices (debugging yourself)

Is my life sustainable?

Am I excited about my Research?

~~Depth, breadth, new areas, riskier~~

Am I an effective teacher of topics I

~~Revamp course? New pedagogy?~~

~~New course? New curriculum?~~




Am I enjoying my research commun

Support your research with your

new workshop to establish a new

Improve your community

~~Are you at an institution that supports~~

- Continued research
- Associate Editor for JPDC, Assistant Editor CACM
- General & Program Chairs
- ♥ CRA-WP, CRA Board 
- ♥ Moved to NSF for BPC 
- ♥ Court Appointed Special Advocate (CASA) for kids in foster care 
- ♥ Politically active at national level

What my student did after tenure

Is my life sustainable?

Am I excited about my Research?

Depth, breadth, new areas

Am I an effective teacher of?

Revamp course? New people

New course? New curriculum

Am I enjoying my research or
service?

~~Support your research with
chair, start a new workshop~~

Improve your community

Are you at an institution that

- ♥ Continued research and branched out to a wide range of topics
- ♥ Worked closely with students on research projects
- ♥ Developed new courses
 - Did huge amounts of departmental service
 - Ditto for university service
 - Worked on development of CSP



The Journey

Career

- ~~Life~~ is a journey
- ... not a destination.
- ... that must be traveled no matter how bad the roads and accommodations.
- ... with problems to solve and lessons to learn, but most of all, experiences to enjoy.
- ... travel it well



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Negotiation through career stages

Early Career – mostly asking

- Single issue negotiations
- Starting salary
- Start up funding and lab space
- Equipment (initial & replacement)
- Staff support
- Release time
- Tenure clock
- Teaching load (initial, typical)
- Travel support
- Research collaborations
- **Exception – time asks!**

Mid Career – asking & being asked

- Integrative multi-issue negotiations
- Raises
- Teaching/project assignments
- Service
- Support and resources for department
 - Staffing, space, etc.
- Professional development
- Research support
 - Matching funds, Indirect rate,
 - Release time
- Research collaborations



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Negotiation

- Involves 2 or more parties
 - One with resources and priorities
 - One with need of resources and filling a need
 - Find win-win for all parties
- Compensation, resources, work logistics, work assignments



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Negotiation Successes & Failures

- Jan

- At NSF: Success (Extended “leave”)

- Short Term Failure, Long Term Success (BPC)

- Long Term Failure



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Keep in Mind It is Okay to ...



Let people know what you want



Learn to recognize opportunities for negotiation



Reframe the interaction, influence the other person



Become a more effective negotiator



Determine what you are worth (make better comparisons)

- Have non-negotiables
- Challenge the status quo
- Practice the ask
- Practice in low-risk situations (credit card companies, car dealers, etc.)
- Ask for yourself, not just others!
- Survive the “no”
- Be an equitable manager

When You Have the Resources

- Getting to win-win
- Hearing the real issue, not just the ask
- What is flexible, change the timing, etc.
- Decision framework for resource
 - fair, most needy, best long-term investment
- Saying no



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Keep in Mind It Helps to Have ...



Data



Allies



Sponsors / advocates



Mentors



Good targets (ask for more, get more)



A mantra and patience



Data

EXERCISES – NEGOTIATION IN PRACTICE!



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Scenario #1: The Dean Calls...

- 2 actor roles
 - Dean
 - CS department chair
 - Observer(s)
- Specifics: The dean wants to discuss with the department chair about resource issues in the department. In particular, because of CS's skyrocketing enrollments, you as department chair have asked for more space and FTE slots for hiring. The dean is in a bind and cannot easily give you these resources...



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Scenario #2: A New Center

- 3 actor roles
 - Department chair
 - Professor/researcher trying to launch a new research center
 - Professor/researcher with established research center
 - Observer(s)
- Specifics: One professor is negotiating with a chair for departmental support to start a new initiative. For example, you are a finalist for a big research grant and to make the grant successful, you feel you deserve better space and university support. The second professor has an established research center. Space is limited. The second professor wants to expand his/her space.



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Questions??



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