

# ESA mentoring panel: Before Tenure

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# Tenure

- Forward looking question: Will you continue to produce the quality and quantity of research, teaching, and service expected?
- Portfolio
  - Solid record of research publications + grants + pipeline (appropriate to institution, field)
  - Good teaching evaluations (students and peer)
  - Service documentation
  - Letters
- How to get there? What is needed? Work backwards and be strategic

Research

# Research

- Research is the reward
  - Have fun. “A 7-year postdoc” (Nagpal, 2013)
  - Be strategic: Entrepreneur & field of specialization. Expert in what? What matters to you?
- Research questions
  - Read, listen, think, question, discuss, idea book
  - Be picky. What is the question? What is known? Why important? Change views? Do you care?
- Implementation
  - Plan ahead: Design, design, design...design
  - Checks: Answer question? Causal inference? Mechanism? Contingencies?
  - Angles: Lab, field, theory, secondary data
- Sharing findings:
  - Advertise (elevator pitch) - present -write & rewrite - submit!
  - Impact measures: publication, citations, grants, expert (seminar, conferences, referee etc)

Publishing

# The publication process

- Key features of the process:
  - Rejections rates can be as high 80%-95% for most competitive journals
  - Process can be noisy
  - It takes time: many journals aim to give initial decisions within 3 months but often longer
- Try to get feedback, e.g., from colleagues, conference participants and authors of closely related papers, before submitting a paper for the first time
- Rejection does not necessarily signal a problem with your paper or mean that you will be unsuccessful at other journals
  - Need to keep trying

# Choosing a journal

- If on the tenure track, find out about publication requirements
  - Often no clear guidance
  - Look at publication records of anyone recently tenured in your department or similar department
- Look for journals that appear open to your paper, e.g., published related papers recently, published papers that you cite, editorial interests match paper area
- If you have time:
  - First, try journals that are at the top of the outlets you think might accept your paper
  - Don't automatically move down the quality ranking following a rejection
- Don't give up on trying to publish your paper
  - Publications in "lower ranked" journals can still be helpful for your career

Teaching



# Teaching

- The returns from teaching are very non-linear.
  - Good teaching generally won't get you tenure, but bad teaching can get you denied.
  - Know the local standards. Teaching schools are obviously different and business schools typically value high level teaching at the MBA level.
- Respect the students and be organized. Set clear expectations. Be certain to set boundaries – you want to be responsive to your students, but time is the scarcest resource.
- Teaching PhD courses has a positive spillover for research.
- Try to minimize your preps.
- It may take some time to figure out how to teach effectively.
  - Know the level of your students. Don't be shy about getting help if you are struggling. IMO, the best possible help is mentorship from colleagues who are effective teachers. Don't be elitist – teaching faculty are generally very good at their job and have thought about it carefully. You can learn a lot from them.
- Many faculty view teaching as a burden. Remember that you probably wouldn't have succeeded if it wasn't for the people who taught you. The best way to repay the people who helped you is by helping other people succeed.

Networking

# What is the goal of networking?

- Let people get to know your work
  - Orient/ place you in an intellectual field (s/he works on x, asks questions y)
- Get to know others and what they work on
  - Orient / place them in an intellectual field
- Reasons to do this (a few): cite your work, collaborate, reciprocal support (eg. through reading and commenting)
- Where do you do this (modalities for doing this)
  - Conferences
  - Other department / university / college (eg. seminar)
  - Your department / university / college
  - Email / Twitter / social media platforms
  - Refereeing / commenting

# Broad types of conferences

- Big crown jewel meeting
- Field specific
- Young academic conference
- Also look at the pre-conference workshops
- Doctoral consortium in your field – all about networking
- There are lots of conferences – how do you choose what you care about?

# Time management at conferences

- Spend time identifying whom you should be meeting and what sessions to attend.
  - Your field, related fields to your area of interest, trending topics of interest to your community
- Reach out prior to the conference to high-demand faculty
  - (ASK) Set up a time to talk about a specific question you have
  - (No Ask) Say Hi and tell them you work on x (related to theirs) and that you look forward to their talk.
- No sleeping “in” at a conference

# Specific strategies

- Ask your advisor for a little help
  - at conferences (introductions, invitations to dinners or lunches etc.)
  - Introductions to faculty who work in your area of interest and are not at your home institution
- At conferences
  - Say “yes” to Dinner engagements that are not with your friends
  - Pre-identify and reach out to faculty you wish to meet at conferences
  - Also, emailing papers during conference or while writing
- Practice and then GIVE your Elevator speech / “take the mic”
  - 2
  - 5
  - Longer
- Email folks on the reference list when the paper is done
- Refereeing specific papers in your area or refereeing related papers
- Giving seminars – how do you get invited
  - Reach out to those who interviewed you while you were on the job market, they were interested in your work then...and they will be interested in your work now that you want to give a seminar.
  - Reach out when you email with that new paper and say “would be happy to give a talk some time if there is a slot”
  - Linking – “Hi, I got invited to this seminar which is near by ....” / “Hi, I noticed your paper on topic X and I just finished this paper on topic X-related and am looking to give a seminar to get feedback...”

# Work Life Balance

# We know it is important, but how to do it?

- Saying yes and no – keep your eye on the prize
  - Say yes to work that is meaningful or strategically important
  - Say no ...but how (say all the things you have said yes to)
    - Eg: I am honored that you have asked me to do xyz, but I have already said yes to these other important things (eg. refereeing 3 papers or organizing this conference). I come up for air and can take on new responsibilities at time z, and would love to participate / help / etc. at that time.”
- Keep some time sacred for:
  - Writing
  - Personal
- Know what has to be an A+ and what can be a B effort / quality
  - A+ needs to be research, needs to be personal or family / friend time
  - B could be things like committee work (don't go all out here when you are untenured), responding to emails right away



# Work-life balance is very individual

- Find the routines, priorities, hours, activities, etc. that work for you
  - Might be very different from your colleagues, friends, co-authors etc.
  - (In general) don't feel pressure to conform...
  - ... but figure out the expectations in your department
    - What meeting and events is attendance appreciated or strongly expected?
    - Is there a lunch or coffee routine?
    - Likely a lot of scope to do what works for you
- Manage your time
  - Outsource if you can & want
  - Have a system for managing short- and long- term tasks
  - Keep track of your achievements
- There are professionals who can help you!
  - Life coaching, counseling, physical health, mental health & much more

Questions?