Managing Time and Effort
and
Getting Your Lab Started Quickly

Robert W. Doms, M.D., Ph.D.
Chair, Department of Microbiology
University of Pennsylvania

Managing Your Time and Effort:

- Your relationship to your institution
  - committees
  - teaching
  - collaborations
- Your relationship to the scientific world
  - reviewing papers
  - reviewing grants
  - going to meetings
  - collaborations
- How you organize your day, your week, your year

Work towards your goal - becoming successful scientifically (and obtaining tenure!)

- Research accomplishments
  - number and quality of papers
  - national reputation (outside letters)
  - research funding
- Citizenship
  - teaching
  - other measures of citizenship

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  - teaching
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Learn to say NO, when to get someone to say NO for you, and when to say YES

- **Committees**
  - Generally to be avoided
  - Consider time-limited committees (like a search committee) whose outcome could affect your scientific life.
  - Also, it may depend on who asks
  - Talk to your chair/mentor about requests
  - I would not say yes to anything unless if you first get advice

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- **Committees** (especially if you are a woman or a minority)
  - Generally to be avoided
  - Consider time-limited committees (like a search committee) whose outcome could affect your scientific life.
  - Also, it may depend on who asks.
  - Talk to your chair/mentor about requests
  - I would not say yes to anything unless if you first get advice
  - “I’ld love to, but my chair won’t let me!”

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- **Reviewing papers**
  - typically say yes
  - editors are usually senior scientists (i.e. letter writers)
  - do a good job and do it on or before time - this will be noticed! Also gives you something to talk about at meetings

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- **Reviewing grants**
  - some ad-hoc reviewing is OK - it shows you what the review process is like.
  - an advantage is that you may get to know your program officer better, as well as senior scientists (i.e. letter writers!) who are also on the study section
  - reviewing grants is alot of work - avoid ad-hoc reviewing time after time
  - avoid becoming a permanent study section member early in your career
  - again, avoid saying yes to anything until you get advice. "Let me check with my chair" or "Can I call you back tomorrow - I need to check my schedule/with my spouse/ with my chair"

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- **Scientific meetings**
  - you need to do this!
  - don't just go to the meeting - talk to people (i.e. letter writers)
  - useful collaborations may result (not a bad idea to get advice after the fact)
- **Teaching**
  - Attracting students is an important part of building a lab
  - Teaching gives you an opportunity to meet students
  - But, your time is a precious commodity when you are starting out
  - A solution is to team-teach a seminar course with one or more faculty members
  - Will the course expose you to first and second year students? How about MD/PhD students?

Organizing your time over days and weeks

Work on Important things before they're Urgent

	Not Important	Important
Not Urgent	•Most email •Lab trivia •Computer games •Internet browsing	On-going expts Goal acquisition Next month's grant deadline Meeting with your people
Urgent	•"You've got mail" alert •Ringing telephone •Inquiring colleague	•A lab fire •Tomorrow's grant deadline

Thanks to Sandy Schmid (Scripps) for this slide

Getting your lab started quickly

- Get people
- Get integrated
- Get advice
- Get money
- Establish collaborations
- Learn about local resources

Get people!

- You need to get people in your lab; students and technicians. Without people, your work will go no where, or at least go no where fast.
- Technicians:
  - advertise at local colleges/universities/your institution
  - consider someone with experience
  - look for motivation - many techs have plans to go to med school or grad school, and so have a reason to do as well as possible, using your lab as a stepping-stone
  - know the personnel rules - things usually work out, but if they don't, know how to deal with it
  - give feedback, both positive and negative, take the probationary period seriously

Get people!

- Students
  - students are a long term investment, but they usually pay off
  - join one or two graduate groups
  - get involved - this is not the Field of Dreams, where if you build a lab, they will come
  - show your face at seminars, ask questions, teach some, participate in recruiting; chalk talks
  - you have an advantage as a young faculty member, as students are frequently attracted to new investigators
  - spend time with rotation students - go over papers, talk about techniques, show interest (provided you like the student!)
  - Give honest feedback

Get people!

- **Postdocs**
  - **You will be lucky if you get a really great postdoc during your first years**
  - **Don’t be too picky - a competent postdoc will usually work - you provide the intellectual guidance**
  - **A solid postdoc will help you train others, and should help make your lab more attractive to students**
  - **Let senior faculty know that you are looking for postdocs - maybe they will pass some applications on if their lab is full**
  - **Again, give feedback**

Get integrated!

- Don’t work in a vacuum!
- Can you hold joint lab meetings with a more established lab, or even another relatively new lab? Provides not only advice/feedback, but also more of a ‘critical mass’
- Join graduate groups and participate
- Find out about T32 grants
- Go to seminars (don’t over do it!)

Get advice!

- No extra points for reinventing the wheel!
- Seek advice from your chair and senior faculty on your science, on collaborations, personnel management, grant writing, etc
- You can ask for your **mentoring committee** to meet, rather than wait for them
- Write your grants ahead of time and have others read them
- Attend programs like this one, and ask questions - find out everything that goes into a tenure decision
- Attend scientific meetings and get yourself known

Learn about institutional resources

- Core facilities
- Postdoctoral program offices have resources and advice for postdoctoral affairs
- Faculty affairs is a great place for advice
- Internal grant opportunities
- Nomination process for external, private grants
- Find out what other faculty are doing

Communication