

Los Alamos 華人基督徒團契

<http://laccf-nm.org/fellowship/church>

Faculty job hunting workshop

07/15/2012

- 1. Background introduction**
- 2. Search for openings**
- 3. Prepare for your package**
- 4. Prepare for phone interview**
- 5. Prepare for on-site interview**
 - **Seminar talk**
 - **Research talk**
 - **分享**
 - **Meeting with dean, chair, and students**
 - **Dinner**
 - **Aftermath**
- 6. Negotiate start-up package**

I am not sure if I can do this again...

以賽亞書 40:29

疲乏的，**他賜能力**；軟弱的，**他加力量**。

以賽亞書 40:31

但那等候耶和華的，**必重新得力**，
他們必**如鷹展翅上騰**。

I did my best. Why did I still fail?

箴言 3:5

你要專心仰賴耶和華，**不可倚靠自己的聰明**。

My appointment is soon coming to an end. What will happen to me?

詩篇 23:1

耶和華是我的牧者，**我必不至缺乏**。

When will my time come?

傳道書 3:10-11

我見神叫世人勞苦，使他們在**其中受經練**。神造萬物，**各按其時成為美好...**

Rivals are strong. I am not sure I can win....

詩篇 23:5

在我敵人面前，你為我擺設筵席；你用油膏了我的頭，使我的福杯滿溢。

路加福音 21:15

因為我必**賜你們口才、智慧**，是你們一切敵人所**敵不住、駁不倒的**。



羅馬書 5:3:
就是在患難中,也是歡歡喜喜的,
因為知道患難生忍耐,忍耐生老練,
老練生盼望,盼望不至於羞恥"。

Hope does not disappoint us...

I didn't get much help from my advisor? Why should I help others?

使徒行傳 20:35

我凡事給你們作榜樣，叫你們知道應當這樣勞苦，扶助軟弱的人，又當記念主耶穌的話，說：**施比受更為有福。**

I have so many things to do. Why do I need to spend so much time helping others?

腓立比書 2:4

各人不要單顧自己的事，**也要顧別人的事。**

Why cannot I just help friends who care about me? Why should I help strangers who don't even nod their heads at me?

馬太福音 5:46-48

你們若單愛那愛你們的人，有什麼賞賜呢？就是稅吏不也是這樣行嗎？
你們若單請你弟兄的安，比人有什麼長處呢？就是外邦人不也是這樣行嗎？
所以你們要完全，**像你們的天父完全一樣。**

I am incompetent and tired.....

使徒行傳 1:8

但聖靈降臨在你們身上，**你們就必得著能力**，並要在耶路撒冷、猶太全地，和撒瑪利亞，直到地極，**作我的見證。**

1.1 Background introduction (survey first)

Tim Yeh 葉信志

- Born in 1972, 40 years old
- Came to the US in 1996, at age of 24
- Major: **mechanical engineering**
- First went to **UCLA** for MS degree in ME, **96-98**
Specialty: micro-electro-mechanical systems (MEMS)
- After graduation, worked in industry from **98 to 03**
A start-up company in San Diego, telecommunications
- Back to graduate school for PhD (**Johns Hopkins**), **03-08**
Specialty: nanobiotechnology, single-molecule detection
- Came to become a postdoc at LANL (MPA, **CINT**) in **2009**
Project: noble metal nanoclusters

1.2 Background introduction

In the past 3.5 years....

- **1st author papers in *Nano Lett, JACS, Chem Comm***
- **Won an RD 100 award & a best paper award**
- **Couple patent applications**
- **Wrote a proposal for NIH, but...**

Looked for faculty positions 3 times:

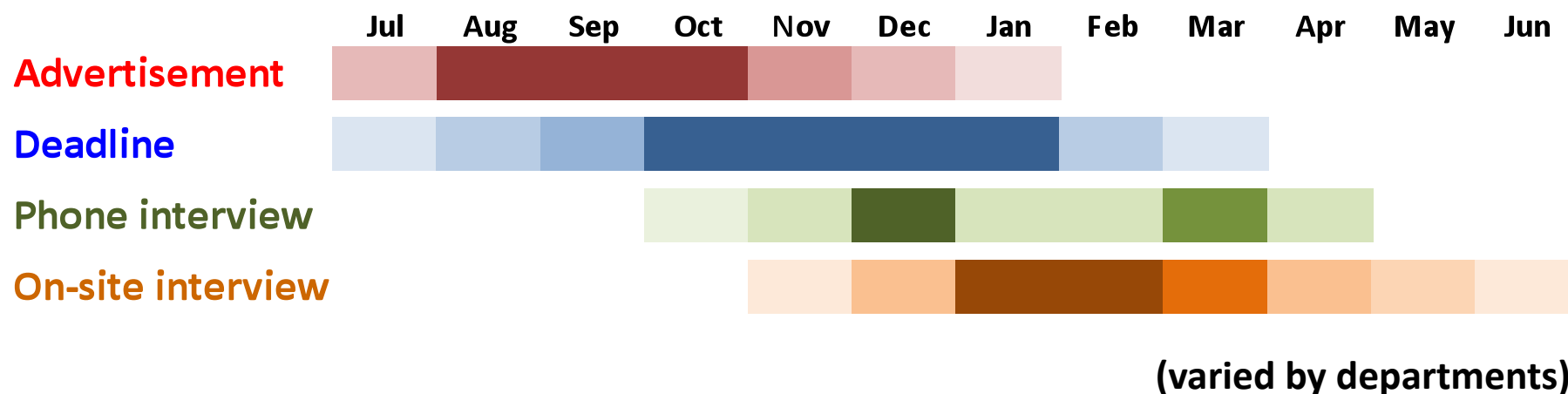
In 2008 (97) - Columbia (ME), VCU (ME)

2011 (42) - Lehigh (BE)

2012 (67) - UT Austin (BME), UMN (BME)

2.1 Search for openings

- Typical time frame:



- Where to find openings:
 1. Faculty job sites
 2. Department websites
 3. Emails forwarded by friends
 4. Magazines
 5. Conferences

2.2 Search for openings

Faculty job sites:

AcademicKey's

HigherEd Jobs

Chronicle Higher Education

Washington post

Science career

Professional society websites

ACS

ASME

Things to pay attention to:

- Make sure the ad is **“new and active”**
- Double check on the department website
- For multiple openings, make sure which opening you are targeting
- **Always make a hard copy**
- Having a doubt? **Call the contact person**

School name	Department	Deadline	Special requirements
University of New Mexico	Biomedical Engineering	10/24/2013	3 letters, 2-page research statement

3.1 Prepare for your package

Typical requirements:

- Cover letter
- CV
- Research statement (may have page limit)
- Teaching statement
- Reference list (minimum 3)

Special requirements:

- Statement of diversity – UCSD
- Vision for the job

You need a help from people around you. Let them know you are looking for faculty positions

3.2.1 Cover Letter

1. 1 to 2 pages
2. Show
 - Which position you are applying for, where you see the ad
 - Why you are interested in this position
 - What is your **current research**; how does that link to the position
 - Your past research **achievement**, **award**, and **grant** application experience
 - Your work history, different fields that you ever worked on or specialized at. **What differentiates you from other applicants?**
 - Your **style** (I am highly interested in collaboration with existing faculty members...)
 - **“Customized”** elements....
 - Your **passion** (examples)
3. **Make sure you triple check the letter before sending it**

3.2.2 Cover Letter – an example

1. I am applying for a tenure-track position...I believe my training, experience, and future research interests are **an excellent match for this opportunity**.
2. My research aims to create..... **I have always wanted to be a professor and I have been preparing myself over the past 8 years for such a position...** It is this motivation that drives me to apply for the advertised position at University of XX.
3. My **current research**, as a postdoctoral research associate at Los Alamos National Laboratory, is focused on.....
4. **Prior to** coming to Los Alamos, I was a Ph.D. student at XX University.....
5. Before coming to XX U. for graduate training, I worked in a Los Alamos-based, LANL spin-off and company..... **Through this industrial experience, I got the opportunity to see for myself, first hand, how a university-started technology could be transferred to a company and eventually made into commercial products. This is something that I can share with students and integrate into biomedical engineering curriculum.**
6. As a faculty member at University of XX, I would be capable of contributing to a wide variety of programs in..... **it is this desire, to be at the forefront of cross-disciplinary research**, that underlies my application for the advertised open faculty position within the XX Department at University of XX.

3.3 Curriculum Vitae

1. Search committee screen applications first by CV

- What **papers** the applicant has published and how many?
- **Where** is this person? Where is he/she at before? What degrees?
- Can this person write **grant**?
- Can this person **present** his/her work?
- What **society** the applicants being to?
- What **technical skill** the applicant has?
- What are the **research fields**?

2. Format of CV

- Consistent **font size**
- **Alignment**, spacing
- Grammar and **spelling check**
- **If this person could not do small things right, should we trust him/her?**

3. Reference list often uploaded separately

3.4.1 Research Statement

1. Sometimes has page limits, highly depending on departments
2. Understand the **typical format** in your field
3. Start preparing RS **as early as you can**, many iterations may be required
4. Just like grant application (figures, preliminary work), but **with connection** to the school/position that you are applying for
5. Clearly mark your **top priority** and 2nd project
6. Where you plan to **get funds** (the program names and calls)
7. Present a “**road map**”, like a **career development plan** – what is the **big picture** of your research? **Why** are you doing that? What **approach** will you take? What is your qualification? Who are your **collaborators** (outside)? What are your “**short term**” (internal collaboration) and “**long term**” (translational, partnership with private sectors) plan?

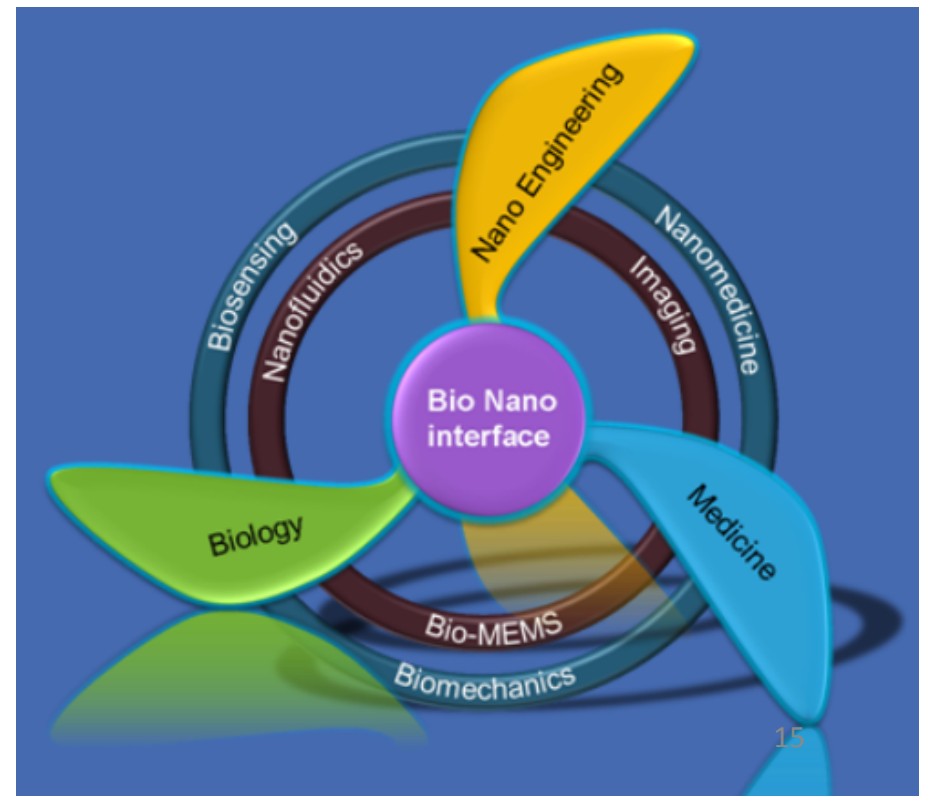


Colorful thing is always a winner!

Examples:

1. Next generation detection platform
2. Future energy solution
3. Personalized medicine
4. Nanomedicine for cancer therapies

Mine – 6 pages, Chemistry – 15 pages



3.4.2 Research Statement

From search committee's perspective:

1. Is the proposed research **interesting** to us?
2. Can this person get **funds**?
3. **How much this person gonna cost us?**
4. Can we **support** his/her research?
5. Which division this person potentially can **fit into**?
6. Will this person **collaborate** with us? **Share** his/her resource with us?
7. Can this person help us **develop new research programs**?

Huge investment:

1. Department spends $2 \times 5 = 10$ days in on-site interview
2. A new person costs \$1M

3.4.3 Research Statement – an example

1. Future perspective (**big picture**, career plan, **half page**) –

Although we are in the post-genome era, **we still face many unsolved questions** in
This is mainly **due to** the fact that we are ill-equipped with research tools to elucidate...
My research aims to create and study....., **with the end goal of elucidating**.....

Your “road-map” figure here...

2. Project 1, 2, and 3, in the order of **priority**, with figures and references (Yeh, *Nano Lett.*, 2010), **4.5 pages**

3. Short-Term Plan and Potential Collaborations, **half page**

My short-term plan as a new faculty member is to take advantage of the broad range of scientific and engineering expertise present at the University of XX **by pursuing collaborations** with current members in the XX Department..... My expertise inmay **complement and facilitate** current research activities in the Department.....

4. Funding Strategy, **half page**

NIH – (A) Nanoscience and Nanotechnology in Biology and Medicine (R21, PA-11-149), which calls for new nanoscience and nanotechnology research.....

Mention your grant application experience too

3.5.1 Teaching Statement

1. Most important: show your **love for teaching**
IQ: How/when do you start to realize that you love teaching
2. Past teaching/mentoring **experience**
3. Describe your **teaching style**
4. How will educate next generation engineers / scientists?
5. **Outreach and diversity**, plan or experience
6. What classes can you teach, **with very specific course numbers**
Not “I am able to teach.....”; I would love to teach....
7. What classes do you plan to develop

**Not many people will read your teaching statement. They do check what classes you can teach (and ask that over and over again).
Story: a good teaching statement can help you**

3.5.2 Teach Statement – an example

1. Teaching philosophy (1.2 pages)

For undergraduate training, my role is to help.... Most importantly, I wish to encourage my students to realize the professional and ethical responsibilities attached to an engineer, which should be **based on their passions for engineering and their devotion to improving human lives**.

As for graduate students, the most important training for them is to develop **Drawing from my five years with a start-up company and four years with a young laboratory**, I have developed many practical skills in running and coordinating research projects under various **kinds of resource and funding constraints.....**

2. Advising/Mentoring Strategy (0.2 page)

The student-teacher connection is not always limited to the classroom. Indeed, fostering this relationship outside the classroom **helps the teacher understand the students at different levels and helps the students realize the instructor's concern for their welfare.....**

3. Teaching Interests (0.6 page)

My broad background in engineering, instrumentation, molecular biology, and biophysics will enable me to teach a number of basic and major sequence courses. **In particular, I am interested in teaching the following courses:**

- BME 113L – Introduction to Numerical Methods
- BME 221 – Measurement and Instrumentation Lab
- BME 370 – Principles of Engineering Design

3.6 Prepare for your package: Submit

1. **Late submission is not okay....**
2. **No deadline (forever ad)? Submit within reasonable time frame**
3. **Electronic submission, 90% using the same software**
4. **Your references may receive auto emails the moment you clicked on “submit”**
4. **Double check the pdfs file after uploading**
5. **Receive a confirmation number**
6. **Check with your references from time to time... see if they are requested to write your recommendation**

7. Pray...

Questions?

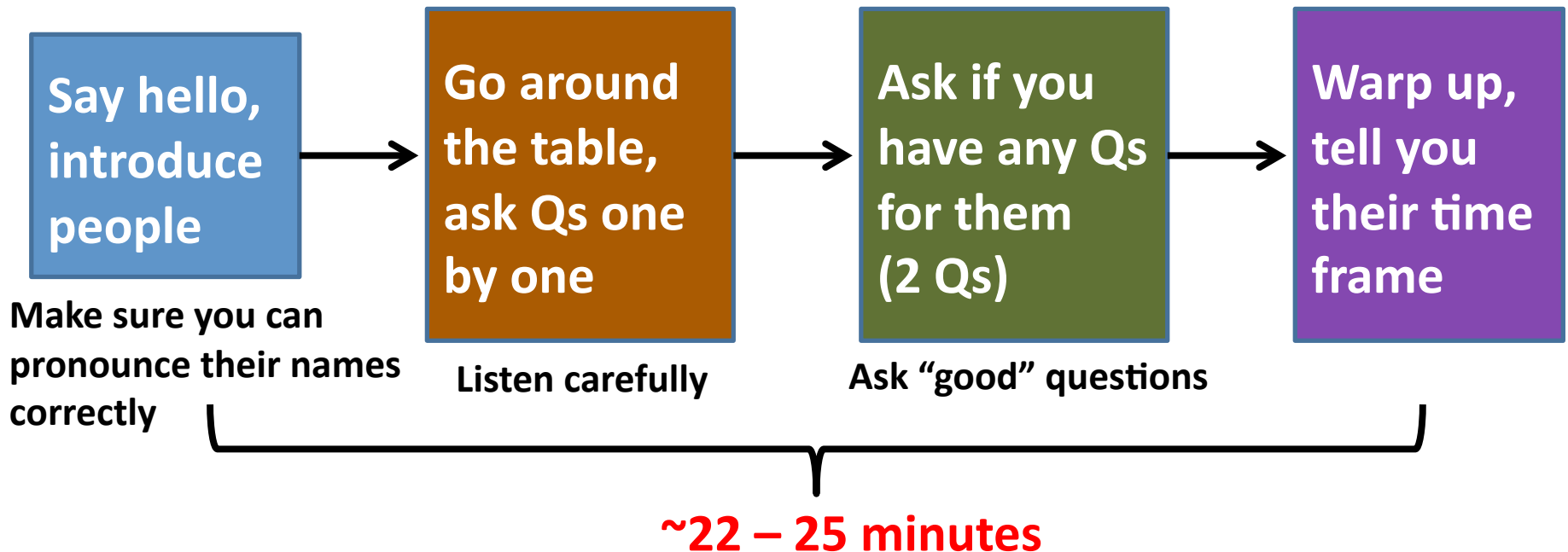
4.1 Prepare for phone interview

1. **Phone interview is no easy**..... 1-to-1, 2-to-1 vs. 5-to-1
2. The committee call 15~20 people, then select 4~5 for on-site interview

200 → 20 → 4 → 1

3. Notice sent out by email. Roughly you will have a few days to a week for preparation
4. Things to pay attention to
 - Good connection signals, absolutely quiet place
 - Emergency plan
 - Materials at hand
 - Time difference
 - Give short, concise, and confident answers.
Don't keep going on and on....
 - Know who will be speaking to you (trilogy)
 - What questions you have for them
 - DO NOT ever assume people have thoroughly read your package or even remember that

4.2 Phone interview flow



1. A list of **same questions** for every candidate
2. May remind you to **keep your answers short** – they have a list of people to call
3. People take notes of your answers. **You should do the same**
4. You typically hear results in 1 to 2 weeks. Longer than that, no good....

4.3 Typical phone interview questions

1. **Why** you apply for our position? **Why you want to be a professor?**
2. Can you briefly describe your **current position** and project?
3. What is the most “**original research**” that you’ve every done?
Patents, awards, citation numbers
4. What you want to be **5 years** from now?
5. You see any potential **collaboration** opportunities (inside & outside)?
6. **What** do you want to do if you come here?
Clearly differentiate your 1st and 2nd projects
7. Where are **funding sources** (present and future)?
More details, not just DOE, NSF, NIH...
8. What **classes can you teach** (ungrad, grad, existing, to be developed)
9. What do you do if you are challenged with a difficult Q in a seminar which you don’t know the answer?
10. How do you **distinguish yourself** from you advisor/mentor’s research?
11. What is the **price** of that specific equipment you just mentioned?

Questions?

5.1.1 Prepare for on-site interview

- Congratulations.....
 - You are qualified!! The rest lies in if you can do a good show...**
- Set up an interview date – request to come early, give yourself more time
- Find out your **interview schedule** as early as you can (trilogy)
 - Know your opponents**
- Fully understand your interview format:
 - Is “research talk” required? Teach a class? Anything they specifically want to see in your seminar or research talk?**
 - Qs... don’t hesitate to contact your search committee chair**
- Tailor your seminar and research talk for specific needs
- Fully study the department and school
- **Prepare to answer and ask questions**
 - A good/proper question to ask will help you a lot....**
- Prepare an abstract for seminar announcement
- Talk to people who know the school/department well
- Tell the assistant who else you want to meet on campus

5.1.2 Understand there is an “evaluation form”

Seminar talk – 40%

Interaction with faculty members – 30%

Research talk – 20%

Interaction with students, teaching – 10%

Since most of time there is only one position, you need to do well in each of these.

5.2.1 Seminar talk – Preparation

The wrong perception:

1. I have done so many projects and published so many papers. I should talk about each of them. **So people know how good I am**
2. Many professors are in the audience. They have read my papers and know my field very well. To let them appreciate the scientific value of my work. I should show **lots of equations, math, simulation results, graphs, data, and so on**, to impress people
3. Since people have read my publications, let me copy the graphs from my paper and **directly paste those into my slides**
4. Too many slides to present, let me **cut introduction and acknowledgement** short
5. If I can get professors' hearts, I am winning..**students don't vote**

You may win > \$400k for 40 slides that you make. That is “\$10k” per slide.... For \$10k per slide, you just want to copy and paste from your papers?

5.2.2 Seminar talk – Preparation

Common mistakes:

1. **Font size/style** not consistent, too small to see (arial or calibri)
2. Too many words in a slide. **Slide too busy**
3. B&W graphs – **lines too thin**, color graphs – **some colors are bad**
What you see on your monitor may not be what you see on big screen
4. **um and C** versus μm and $^{\circ}\text{C}$
5. Good graphs found on internet, let me use them in my slides
6. Only talk about “**my stuff**”, no review
7. Lots of **acronyms**, acronyms not introduced in a proper way

Give your slides to a colleague to check

Ask for people’s comments on your slides (fresh pairs of eyes)

Stand in the back of an empty auditorium, check your slides 1 by 1

Colorful thing is always a winner. Movie is also a winner

Write down every word you want to say. No less, no more

5.2.3 Seminar talk – Presentation

十六字訣:

句意清晰, 不疾不徐, 聲若洪鐘, 餘音繞梁

- Think about the best talk that you ever heard
(內容, 動作, 手勢, 眼神, 幽默, 震撼人心之處...)
- **Force yourself to do the correct way:**
 1. You got to have an **open mind** 好還要更好
 2. **Face the audience**, stare directly at their eyes
 3. Proper way to use **microphone** – can people in the back hear me?
 4. Raise tone at certain points
- Proper way to use of **remote control and laser pointer**
- Request a **cup of water**. Take your time to drink water

5.2.4 Seminar talk – Presentation

一齣好的戲, 在於劇情清楚緊湊連貫

How can you frustrate your audience....

- **No idea** what you are talking about (不清楚, 無前情提要)
- Jump to another slide or another topic **too fast** (終於搞懂了, 但沒看過癮, 就 cut 了 ..example)
- Not sure what is the **connection** between current slide and previous slide (劇情不連貫)
- The show is really **not attractive** (劇情沉悶, 無幽默無高潮起伏)
waste money, waste time
- The **boring scene** (slide) goes on too long...
- **Too small, too dim**, could not see the labels and lines
- The presenter is **nervous** and cannot control the stage (演技差)
- The presenter **cannot understand** or handle the questions well (與觀眾互動差, 不瞭解觀眾需要)

5.2.5 Seminar talk – Presentation

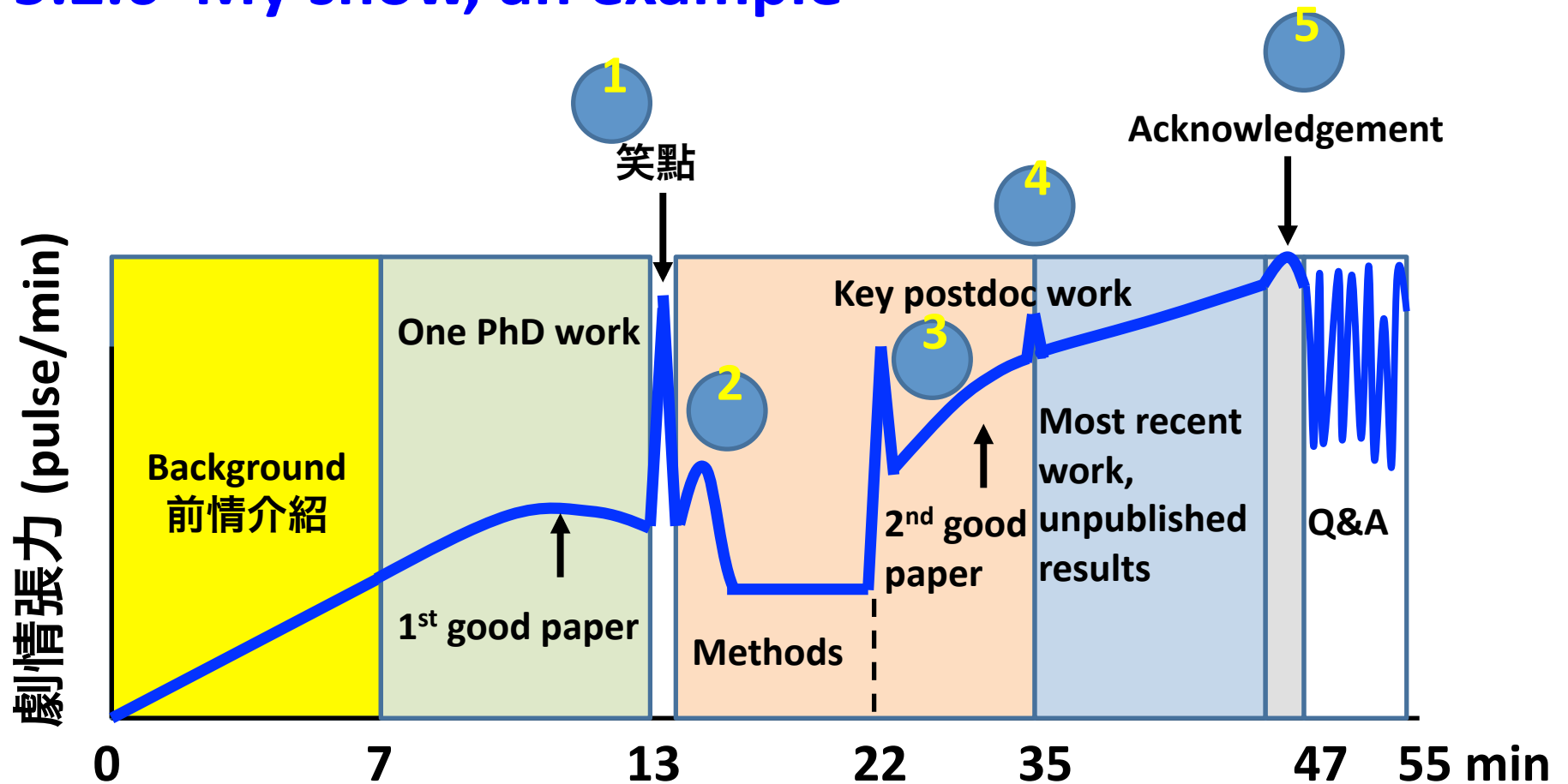
一齣好的戲, 在於讓人回味

How can you please your audience....

- A show never seen before
(震撼人心, 想像力豐富, 特效好, 演技佳)
- I understand what the show is about. I understand what the “show director” wants us to know / learn.
- Quite funny
- I am not an expert in the field and I don't know much about the technical part, but I feel I have learned something (either from introduction or from summary)

When a department invites you for on-site interview, some people already like you. It is the group of people who are not in your field that you want to make connection to...

5.2.6 My show, an example



Time frame (@ 1 slide per minute, totally 42 slides)

Los Alamos National Laboratory

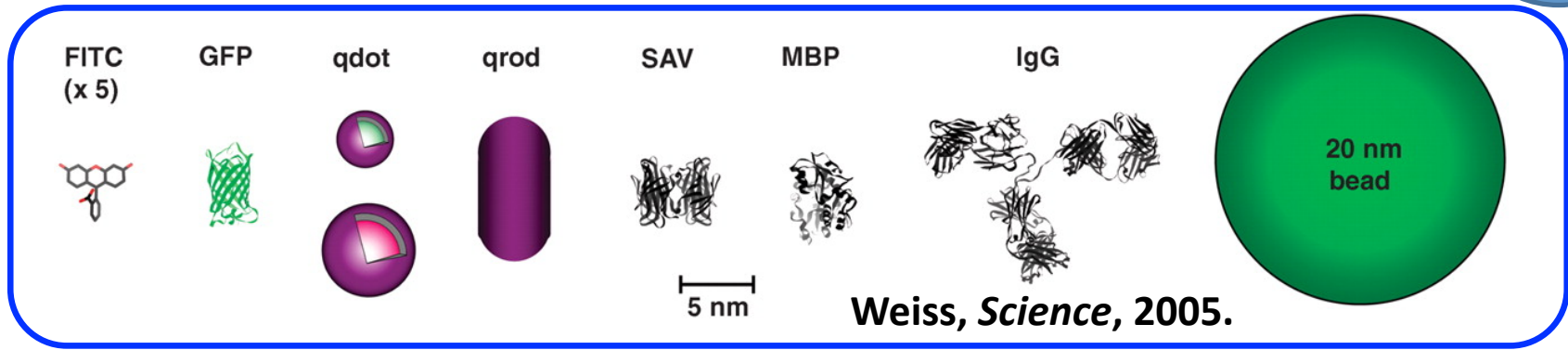
1



www.lanl.gov



Quantum dots are good, but not perfect



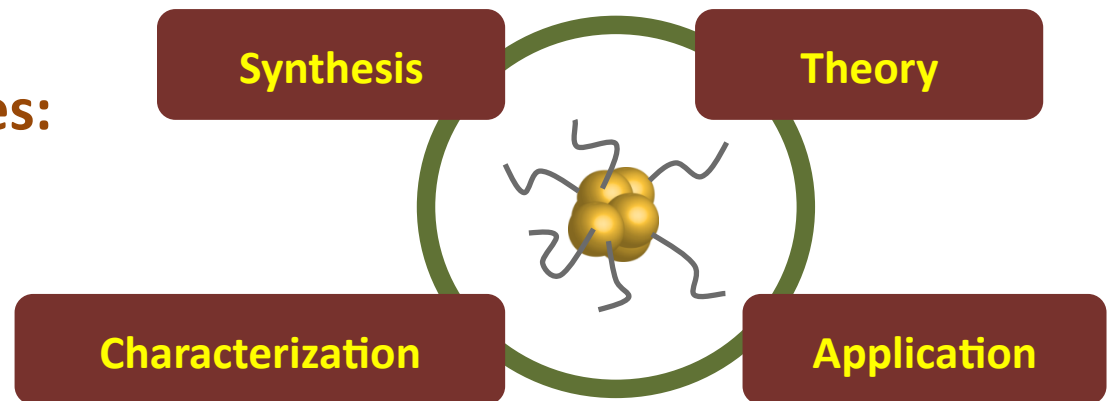
Drawbacks of QDs:

- Often having a toxic core
- Too big for some applications
- Blink on all time scales

Next generation fluorophores:

- Small
- Nontoxic
- Photostable
- Bright
- Available in a palette of colors

Noble metal nanoclusters



The most important light-up probes invented in the past 20 years

3

Split GFP

Waldo, *Nature Biotechnol.*, 2004.

Super-quenching conjugated polymer

Whitten, *PNAS*, 1999.

Biarsenical dyes (FIAsh, ReAsH)

Tsien, *JACS*, 2002.

Cameleon

Tsien, *Nature*, 1997.

Triphenylmethane dyes

Tsien, *JACS*, 2003.

QD sensors

Mattoussi and Mauro, *Nature Mater.*, 2003.

Pyrene excimer, H-dimer

Ebata, *Photochem. Photobiol.*, 1995. Moerner, *J. Phys. Chem. B*, 2007.

Molecular Beacon

Tyagi, *Nature Biotechnol.*, 1996.

Intercalating dyes

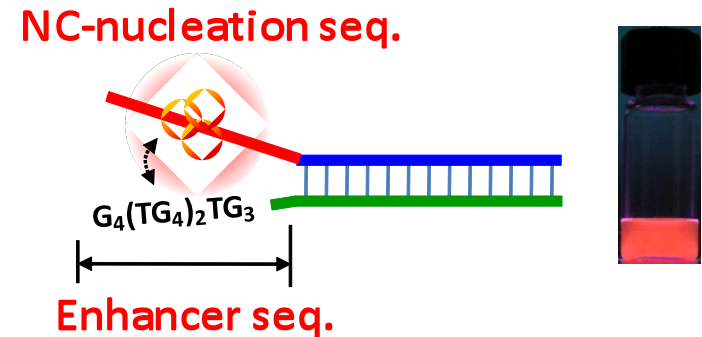
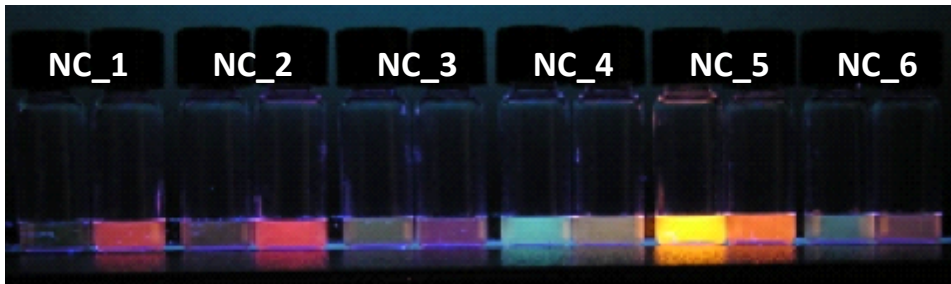
Zamecnik, *PNAS*, 1988. Glazer, *Nature*, 1992.

NanoCluster Beacon

Yeh, Sharma, Han, Martinez, and Werner, *Nano Lett.*, 2010.

In the past 6 months, I have pushed this technique to another level

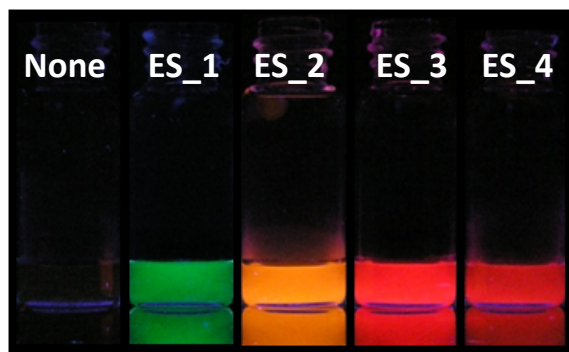
1. By using different “NC-nucleation sequences”.



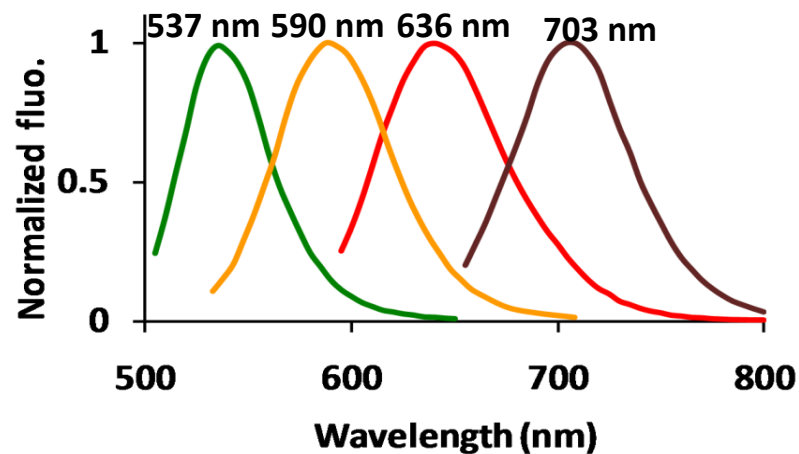
Left: without enhancer sequence.

Right: with a common enhancer sequence (3'-G₄(TG₄)₂TG₃)

2. By using different “enhancer sequences”.



Using a common NC-nucleation sequence (5'-C₃TTAATC₄).



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Science Thrust: Soft, Biological and Composite Nanomaterials



Richard Keller



Jen Martinez



Jaemyeong Jung



Jas Sharma



Funding:



U.S. DEPARTMENT OF ENERGY

Office of Science

Questions?

5.3.1 Research talk – Preparation

1. Stick with your original research statement – **people already discussed on it and liked it**. Don't change and no need to expand. Don't skip either...
2. Two parts: **technical** (3 projects) and **logistic**
3. The overall time is an hour. Prepare a **25-30 min technical talk**. **It always goes much longer than what you expect.**
4. Technical part (**20 slides**): just like presenting a proposal
Title, specific aims, introduction , what are current problems
how you plan to solve the problems, your collaborators
5. Logistic part (**6 slides**): Timeline, What my future lab looks like,
Teaching and student training (**there is no standard format....**)

5.3.2 Research talk – Presentation

Be extremely confident, and “smile”

1. Prepare to answer lots of **challenging, hostile questions**
2. Prepare to be constantly **interrupted** and see some **rude** actions
3. **Prompt** people how many more slides you have
4. **Try to find a chance to differentiate yourself from your mentor’s research**
5. Collaboration goes two ways. Mention **outside collaborators** but not inside. Some people don’t like their names mentioned...
6. This is what I did “while I have my own agenda, I am **flexile, hard working, and like to get into new fields**. If some of you come to me..... **I will be more than happy to work with you.**”
7. When criticized, know how to fight back....”**I respectfully disagree with that**” example..
8. How you let people remember you? **Highlight your “take home message”**

Timeline

Proposal/Task	Yr1	Yr2	Yr3	Yr4	Yr5
Stock lab & recruit personnel	→				
Prepare teaching materials	→	→			
Pro. A: NCBs for genome analysis	→	→	→		
Pro. B: 3D tracking microscope		→	→	→	→
Establish collaborations	→	→	→	→	→
Apply for small grants	→	→	→		
Apply for R21	→	→	→	→	
Pro. C: New probe development		→	→	→	→
Apply for career awards		→	→	→	→
Apply for R01		→	→	→	→

Timeline may be adjusted due to conditions of funding, collaborations, and number of students.

What will my future lab look like?

My lab:

- Wet lab
- Optical lab
- Cell culture lab

With access to:

- Cold room
- Chemical purification/characterization tools
- Microfabrication lab
- Autoclave sterilizer

- Wet bench
- Sink
- Fume hood
- Freezer
- Heating stage, hotplate
- Lab oven
- Chemical storage cabinet

- Fluorimeter
- UV-Vis spectrometer
- PCR thermal cycler
- Gel imager
- Cell culture hood
- CO₂ incubator
- Cell injector
- Microarray scanner

- Pulse laser, gas laser
- EMCCD
- Inverted microscope
- Water immersion objective
- Avalanche photodetector
- Processors for TCSPC
- Correlator for FCS
- Piezo stage and controller
- Acousto-optic tunable filter
- Optical table with shelf
- Optomechanical components

Teaching and Student training

Techniques involved

From MS training (2 yr) and industrial job (5 yr)

- MEMS design, processing, packaging and testing
- Semiconductor processing and testing
- Computer-aided design – SolidWorks, L-Edit
- Data acquisition – LabView, Visual Basic
- Data analysis – MATLAB
- Simulation – ANSYS, Simulink
- Optical system design and alignment
- Image processing
- Programming
- Automation
- Feedback control
- Sensor and actuator
- Product design and development
- Reliability and quality control

From PhD (5 yr) and postdoc (3 yr) training

- Nanomaterials synthesis and characterization
- Nanobiosensor development
- Molecular probe development
- BioMEMS, microfluidics, μ TAS
- Electrokinetic manipulation
- Biomarker detection
- Fluorescence microscopy
- Fluorescence correlation spectroscopy
- Time-correlated single photon counting
- Total-internal-reflection microscopy
- Super resolution imaging microscopy
- Bioconjugate techniques
- Molecular and cellular biology techniques
- Chemical purification – HPLC
- Monte Carlo simulation

My strengths for being an assistant professor are my 2 years MS training, 5 years industrial employment, 5 years PhD and 3 years postdoc training. I learned many skills during this long period of time. Here is the list of the techniques that I can teach my students.

Not only the skills, I really like to share my experience (or what I call the survivor story) in industry, in graduate school, and at national lab with my students.

Teaching and Student training

Teaching interests:

Basic or major sequence courses:

- BME 113L –
Introduction to numerical methods
- BME 221 –
Measurement and Instrumentation Lab
- BME 370 –
Principles of Engineering Design

Graduate courses to develop:

- Nanobiosensors and nanobiotechnology
- Single-molecule detection in solution
(textbook by Zander, Enderlein and Keller)

Plans to increase diversity

1. Participate in UT's community engagement and academic diversity initiative programs – e.g. Gateway Scholars and UT Outreach.
2. Invite first generation or underrepresented high school students to work in my lab for a summer project or a science competition project.

Questions?

5.4.1 Meeting with Dean

Dean's questions:

1. Tell me about **yourself**
2. Can you describe **your research**? (know when to stop)
3. What you **plan** to do if you come here?

不卑不亢, 展現氣度, 誠意

Questions for Dean:

1. What is your **vision** for the school of engineering?
2. What is your **strategy** to promote interdisciplinary research / collaboration?
3. What is your **long term plan** for the department?
4. Is there a seed fund? Any program to **assist new faculty members**?
5. **What is your expectation for a new faculty member?**
(展現尊重誠意, 人人適用)

A good conversation with Dean will not help you much, but a bad meeting with Dean can really hurt you.....

5.4.2 Meeting with Chair

感謝,熱忱,誠意
試著多方瞭解,為下一階段準備

Chair's questions:

1. **How soon** can you start?
2. What kind of **start-up package** you looking for?
3. **How much** is that particular setup that you mentioned in your talk?
7. Any single piece instrument requirement **higher than \$50k**?
8. You need **fume hood**? **Cell culture hood**? What your future lab looks like
9. What are **other opportunities** do you have?
10. How big you think your **group will be**? (find out average size first)

Chair speaks most of the time during 1&1 interview. More logistic Qs, almost no technical Qs.

Questions for chair:

1. Any **resources** on campus dedicated to help new faculty members, in terms of teaching and research.
2. What is the **teaching** load? What is the **overhead** rate?
3. Where **graduate students** come from and where they go after graduation?
4. Will new faculty members receive postdoc and **student support**?
5. **You have any suggestion / advice for new faculty members?**

5.4.3 Meeting with future colleagues

交朋友,談合作,展現謙卑,柔順,讚美,感謝

Watch out – you never know who your friend or enemy is

1. **Huge difference** before and after your talks – people can be hostile
2. Pay special attention to **those who didn't come to your talk**
3. **DON'T EVER** assume they know you well. Always prepare to give a short presentation. Bring a hard copy with you. No time to power up your laptop.
4. Lose interest → Change topic
5. Customize your questions for each of faculty members (related to their recently funded project). **Ask for time out.....**
6. Ask about their group size, lab space, **主動 ask for a lab tour**
7. **DON'T** fall asleep. **展現精力充沛,活力十足**: story – the longest day
8. How do you **select your students**?
9. Always find chance to **acknowledge people**
10. Ask for **advice, suggestion, and expectation**
11. If you could do it again, what would you do differently?
12. **If you can change one thing to make this place a better place to work at, what would that be?**

5.4.4 Meeting with students

展現領導能力,願意傾聽,瞭解學生需要,提出願景

Story about a wrong strategy.....

Students don't vote, but their voice will be heard....

My “campaign” strategy:

1. I define the **rules**, which students will like
2. I **introduced myself first**. Tell students my background, work history
3. I tell students why I think **I am qualified** for the position
4. What I see wrong in high education and **what change I want** to make, if I am given a position?
5. Then switch roles, I want to be a listener. I want to learn students' **expectation**.
6. **What kind of “change” you wish new faculty member to bring to this department?**

5.4.5 Dinner with faculty members

善用幽默風趣,合宜應對

1. Don't need a tie. Turn your cell phone off
2. What your spouse does? How many kids? Hobbies?
3. No technical questions...but that **does not mean you can relax**
4. The restaurants are usually printed on the interview schedule – check their on-line menu first. **I always order fish**
5. To open conversation, ask what food they would recommend
6. Wine? **I never drink**
7. **Think about some jokes to tell. But be very careful.....**
8. Listen – eat fast – listen – eat fast – listen – finish food
Story: finish your food or no job
9. Don't rush to interrupt people to have your opinions heard
10. Dessert? **Only if everyone else is ordering**
11. Think about topics to open conversation... ex: local disasters
12. Where is a good place to live?

5.4.6 Back to normal....

200 → 20 → 4 ? 1

1. Interview result anxiety? Not helpful... **just pretend you didn't get the job**. Think about the alternatives.... **Life will still go on..**
2. Send out “**thank you**” emails after coming back. Then you will find out **who see you as a friend**
3. Things are no longer in your hands.....time to relax
4. **Be patient**, I waited 40 days to know my result
5. **Keep all your receipts** for reimbursement (cab, parking, gas/ mileage, meals at airport). Get every penny back. This won't change their decision..
6. Notification by phone call – good result, by email – bad result

Questions?

6.1 Negotiate start-up package

1. Verbal offer is given on a phone call
2. You have limited time (a couple of days) to submit your **start-up request** (funds and space) to the chair
3. Get help from people. Time to email or call your friends. Find out the **typical start-up package** they give to a new assistant professor. Understand what will be covered in the package...
4. Chair brings your request to the dean. Then chair calls to tell you their initial offer. **Chair is just like a car salesman...**
5. You can bargain your 9-month salary, summer salary, equipment funds, supply funds, space, relocation allowance, and student support. Ask for “**spouse employment assistance**” program
6. **Space, salary, relocation, and student support are quite standard.** Salary information is open..
7. Asking for more funds is common...just push to their bottom line. Not “**what I want**”, “**what I need**”
8. Prepare for 2nd visit

6.2 2nd visit

1. Things will not go wrong – so relax
2. Spouse and kids all invited
3. Do some research on housing. Ask friends. **Get a realtor**. Go to see some houses and apartments. Get to know the neighborhood
4. Get a **regional map** from AAA
5. Visit university affiliated **daycare center**
6. You can request to stay longer. Visit a local friend or so on
7. **Thank your colleagues** for selecting you. Talk about collaboration
8. Talk to faculty members in charge of **student admission** and **course schedule**. Find out how you can get good students and what course you can teach (in the 2nd semester)
9. Ask faculty members where they live. If they moved in the past few years, find out why. Where is good school district?
10. Any things to pay attention to when living in this city?
11. Meet with facility person to talk about lab renovation. Bring a tape measurer with you. Request to see your office and lab

Questions?