The ins and outs of applying for tenure-tracks faculty positions

Kristy Ainslie
Distinguished Professor & Chair
Division Pharmacoengineering & Molecular Pharmaceutics
UNC Eshelman School of Pharmacy
Typical yearly timeline

Ads come out
Typically in the fall when faculty first meet after summer, new positions are decided

Sept-Oct

Apply
Typically ads best accept applications for a month or two

Sep-Nov

Pre-interviews
Phone or Skype/Zoom pre-interviews are becoming more common but are not always used.

Nov - Jan

On Campus
These interviews are usually 2-3 day events

Jan - Apr

Decisions
All candidates need to be interviewed
1st choice applicants will sometimes negotiate and fall through

Jan - Apr

Do not expect a rejection letter.

Typically start Aug.

Small programs or those without undergrad teaching may use different schedules.

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Timing

- It takes a lot of time to seriously prepare these documents. That time usually takes away from your current experiments/job responsibilities, plan according.
- Timing when to apply can be important. You want to have shown productivity in your current position.
Faculty ads

Google is your best bet
- Key words
  - “Nanotechnology”, “Cancer”, “Drug Delivery”
  - “Tenure-track”, maybe “University”

Websites like Science Careers and Academic Keys

University’s career site

Inquire to faculty in the program you may know, are in the research area or have some connection to you

The individual program’s website

Conference postings

Academic twitter

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Things to look at in faculty ads

- Can you live there? No REALLY, can you live there?
- Is it open to Assistant Professors? (aka entry level)
- If a research area is indicated, does your research fall into that area?
  - Are their people in the program who would compete with you?
- Does the university have the research equipment and support I would need to be successful?
- Is it the tier of university I want to be at?
- Note any deadlines and any contact information.

If you inquire to the contact person, 90%+ of the time they will tell you just to apply if you are appropriate.
Application packets

Do

Start your packet early
Have multiple people proof it
Tailor it to the ad
• Link potential collaborators

Make it over complicated
Give away potential IP
Propose exactly what your PI does

Don’t

Kristy Ainslie, UNC Eshelman School of Pharmacy
<table>
<thead>
<tr>
<th>Research intensive (e.g. Scrips, major universities school of pharmacy, medicine etc.)</th>
<th>Research and teaching intensive (e.g. engineering departments at major universities)</th>
<th>Teaching intensive (e.g. primarily undergraduate institutions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Coverletter</td>
<td>• Coverletter</td>
<td>• Coverletter</td>
</tr>
<tr>
<td>• CV</td>
<td>• CV</td>
<td>• CV</td>
</tr>
<tr>
<td>• Research Statement</td>
<td>• Research Statement</td>
<td>• Teaching Statement</td>
</tr>
<tr>
<td>• Teaching Statement only if indicated</td>
<td>• Teaching Statement</td>
<td>• Perhaps example lecture</td>
</tr>
<tr>
<td>• References (3-6)</td>
<td>• References (3-6)</td>
<td>• Research Statement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• References (3-6)</td>
</tr>
</tbody>
</table>

Each of these should be individually tailored to each ad. Upload or send PDFs whenever possible!

Kristy Ainslie, UNC Eshelman School of Pharmacy
- **Use letterhead from your current university**
- **Aim for 1 page in length and keep it under 2 pages**
- **Address it to the contact person in the ad, otherwise ‘Search Committee Chair’**
  - Check and check again the proper way to address the person (e.g. Dr.)
- **Paragraph 1**
  - State clearly in the opening line what the exact title of the position you are applying
  - State your current position
  - Where you found the ad
Paragraph 2
- Describe your past research and note your accomplishments
  - Give number of publications, awards etc. that underscore your accomplishments

Paragraph 3
- Describe your future plans and make sure you use the jargon and nomenclature in the ad.

Paragraph 4
- Give your contact information
- If you are giving a talk at an upcoming conference, particularly the main one in the field mention that.
  - ACS and other orgs will have a poster session for new faculty, look into those as appropriate

If a primarily teaching organization, highlight your teaching accomplishments as well.
Your CV is the most important part of your packet

Proof your CV again, and again and have multiple people look it over for you.
Parts of a CV

**Education**
- Undergrad School
- Grad School

**Experience**
- Employment

**Scholarship**
- Peer-Reviewed Articles
- Published Articles
- Books and Chapters
- Poster Presentations
- Oral Presentations
- Patents
- Media Features

**Skills**
- Laboratory (may be broken down further)
- Computer
- Optional
  - Interpersonal (include workshops, activities)
  - Language(s)
  - Leadership (include workshops, activities)
  - Hobbies (only the highpoints)

**Teaching**
- TA Experience

**Honors**
- Fellowships
- Awards
- Achievements

**Funding (optional)**
- Grants received

**Service (optional)**
- Volunteer work
- Journal Reviewing
- Committee Work

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Header block and style

- Stick with the standard fonts (Times New Roman, Arial etc.)
- Have font size at least 10, but no more than 12 (except for name)
- Margins of 0.5” are acceptable
- Adding a picture, martial status, or graphic is not too suitable for a science CV
- The top of your CV should have a header block with contact information
  - Name (include middle initial if used in publishing)
  - Email
  - Address
  - Phone Number
  - Website (optional)
- The block should not be obnoxiously large
- In general, a conscience CV is good so individuals do not have to scroll over excessive pages

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Example of Title Block

KRYSTY MARIE AINSLIE
4211 Marsico Hall; 125 Mason Farm Rd.; Chapel Hill, NC 27599
919-962-4556; ainsliek@email.unc.edu; http://ainslielab.web.unc.edu/

Strongly consider setting up a website for yourself that has your CV and links to publications. Keep it professional. http://web.unc.edu/

Also, label your subsequent pages. Either at top or bottom

Kristy M. Ainslie
Page 2 of 17
Prepared: September 5, 2018
Education

List undergraduate and graduate programs
- High school should not be included

Name school
- List location if not broadly known

Years attended
- Use ‘Expected Graduation’ date for pending degrees

Degree(s)
- List of courses not needed

Note any honor related to degree
- Honors college, valedictorian etc.
- GPA optional

For graduate program, list thesis title and name of thesis advisor

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### Example of Education

<table>
<thead>
<tr>
<th>Year</th>
<th>Institution</th>
<th>Degree</th>
<th>Field</th>
<th>Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-2005</td>
<td>Pennsylvania State University</td>
<td>PhD</td>
<td>Chemical Engineering</td>
<td>Advisor: Michael V. Pishko</td>
</tr>
<tr>
<td></td>
<td>Application of Nanobiomaterials for</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Biofouling Attenuation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2000-2002</td>
<td>Pennsylvania State University</td>
<td>MS</td>
<td>Chemical Engineering</td>
<td>Advisor: John M. Tarbell</td>
</tr>
<tr>
<td></td>
<td>Effect of Shear Stress on the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contraction of Smooth Muscle Cells</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1995-1999</td>
<td>Michigan State University</td>
<td>BS</td>
<td>Chemical Engineering</td>
<td></td>
</tr>
</tbody>
</table>
Experience

Sometimes this can be divided between Research and Professional

- Might have a history of employment in a non-research area, but want to highlight past work history

List dates of employment

- Can hide short term employment by just giving years, rather than months

Title

Advisor (if appropriate)

Company name and perhaps location

Bulleted list (~3, no more than 5) of accomplishments

- Try and be quantitative
  - ‘Managed five employees’
- Use action words to start
  - Managed, Optimized, Performed, Achieved…
- Do no list skills, have those in your skills section
  - No: Applied confocal microscopy to HeLa cells
Example of Experience Section

Aug 2006-Jul 2009 Post Doctoral Fellow, University of California, San Francisco Advisor: Tejal A. Desai
- Application of polymeric microdevices for cancer therapy.
- Characterization of immunological responses to nanomaterials.
- Development of materials including polymeric microdevices, hydrogels, and nanowires.

Mar-Aug 2006 Contractor, Naval Research Laboratory Advisor: Lloyd J. Whitman
- Performed DNA based biotxin assays.
- Developed T-cell based biosensor for HIV/AIDS monitoring.
- Aided in the optimization of surface chemistry on a silicon nitride surface.

2005-2006 Post Doctoral Researcher, Protiveris Advisor: Robert Cain
- Optimized surface chemistry on nanostructured material surface.
- Performed biochemical assays on nanomechanical cantilever array system.
- The investors reduced the funding for the start-up in January of 2006.

2003-2005 Graduate Assistant PhD, Pennsylvania State University Advisor: Michael M. Pishko
- Characterized cell and protein attachment to nanomaterials.
- Applied basic surface chemistry knowledge.
- Gained experience in biosensor technology.

2000-2002 Graduate Assistant MS, Pennsylvania State University Advisor: John M. Tarbell
- Examined calcium ion dependent cellular pathways in vascular smooth muscle cells.
- Imaged calcium ions in real time and cell surface proteins through fluorescent and pharmacological methods.
- Explored topics in fluid flow dynamics as they relate to shear stress.

1999 – 2000 Staff Engineer, Malcolm Pimie, East Lansing, MI
- Lansing office Information Technology leader.
- Collected environmental soil and water samples.
Scholarship: Publications, Chapters, Books

Peer-reviewed and non-peer reviewed should be separated and indicated

All authors and a full reference should be listed

- I just copy from what is displayed in a PubMed search or use Endnote

Underline or bold your name

Enumerate each section

Indicate “invited”, “cover”, or “highlighted” as appropriate

List papers that are not fully published

- “In preparation” – data collected, but not submitted yet
- “Submitted Journal Name” – paper submitted to indicated journal
- “In Press” – Accepted by a journal and ready for publication
- “Online” – Accepted, but not given full date yet. Make sure and include journal name

Place in reverse chronological order

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Example of Publications

PEER REVIEWED ARTICLES (H-INDEX 25)

Consider setting up a Google Scholar account and listing the link here.

Use endnote or other reference manager to format pubs, posters, and publications in the same format to minimize errors.
Scholarship: Poster and Oral Presentations

Reference should include all authors, title, conference name, conference location and year

Can indicate ‘invited’ as appropriate.

Enumerate

Underline or bold name

Place in reverse chronological order

Conference proceedings and conference published abstracts should also be listed, separately
Example of Poster Presentations

Poster Presentations

Grouping poster and oral presentations is just bad form, split them up unless you only have like one of each.
Scholarship: Patents

- Be careful of listing provisional patents
- Enumerate
- Bold or underline your name
- List patent number(s) when available

PATENTS
Scholarship: Media Features

- This is a vague term for many things including Podcasts, videos, science write ups, and other things that disseminate science knowledge
- Try to include as much information as possible and relevant information

**MEDIA FEATURES**

<table>
<thead>
<tr>
<th>Date</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 2016</td>
<td>Carolina Scientific <em>The Macrophage's Bouncer</em></td>
</tr>
<tr>
<td>May 2010</td>
<td>Medical News Today et al.: <em>Effects of Vaccines for HIV and Other Disease Could be Boosted by Prescription Drug</em></td>
</tr>
<tr>
<td>May 2010</td>
<td>Pharmaceutical Formulation &amp; Quality: <em>Delivery Platform Could Improve Vaccines</em></td>
</tr>
<tr>
<td>June 2011</td>
<td>Podcast: Mammalian Cell Facts for Engineers. Fundamentals of Engineering</td>
</tr>
<tr>
<td>Jun 2008</td>
<td>Chemical Technology: <em>Hydrogel helps the medicine go down</em></td>
</tr>
<tr>
<td>May 2008</td>
<td>Technology Research News: <em>This chip is a pill</em></td>
</tr>
</tbody>
</table>
Teaching

This should list Teaching Assistant and other teaching related activities

• As a grad student, often there are two hats: Graduate Assistant and Teaching Assistant
  • List these both in your CV

Course title and number
University
Mention professor who managed the class
Make a bulleted list of accomplishments

• Try and be quantitative
• Use action words to start
• Do no list skills, have those in your skills section
### Example of TA listing

<table>
<thead>
<tr>
<th>Year</th>
<th>Position</th>
<th>Institution</th>
<th>Instructor</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| 2002 | Teaching Assistant                           | Pennsylvania State University             | Michael V. Pishko           | Taught eight lectures focused on fundamental mass transfer topics.  
|      |                                               |                                           |                             | Developed and taught curriculum for a lecture based on components of mass transfer constitutive equation.  
|      |                                               |                                           |                             | Graded quizzes and examinations.                       |
| 2001 | Teaching Assistant                           | The Pennsylvania State University         | Alfred Carlson              | Created lectures based around professor supplied sample questions.  
|      |                                               |                                           |                             | Taught fifteen recitations sections.                  |
|      |                                               |                                           |                             | Developed and lectured from PowerPoint presentations on weekly topics and problem sets. |

In the version I used after grad school, I listed the course name. Apparently at some point I dropped it.
<table>
<thead>
<tr>
<th>Year</th>
<th>Course name</th>
<th>Course Number</th>
<th>Lectures Taught</th>
<th>Enrollment</th>
<th>Course type</th>
<th>Overall Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 SP</td>
<td>Pharmacuetics II</td>
<td>PHCY 512</td>
<td>4</td>
<td>154</td>
<td>Professional</td>
<td></td>
</tr>
<tr>
<td>2018 AU</td>
<td>Advanced Drug Delivery</td>
<td>MOPH 864</td>
<td>5</td>
<td>8</td>
<td>Graduate</td>
<td>4.5/5 (course avg: 4/5)</td>
</tr>
<tr>
<td>2018 SP</td>
<td>Pharmacuetics II</td>
<td>PHCY 512</td>
<td>4</td>
<td>154</td>
<td>Professional</td>
<td>NA</td>
</tr>
<tr>
<td>2018 SP</td>
<td>Advanced Physical Pharmacy</td>
<td>MOPH 862</td>
<td>3</td>
<td>6</td>
<td>Graduate</td>
<td>NA</td>
</tr>
<tr>
<td>2017 AU</td>
<td>Advances in Drug Delivery and Nanomedicine</td>
<td>DPMP 868</td>
<td>5</td>
<td>8</td>
<td>Graduate</td>
<td>NA</td>
</tr>
<tr>
<td>2017 SP</td>
<td>Pharmacuetics II</td>
<td>PHCY 512</td>
<td>4</td>
<td>125/25</td>
<td>Professional</td>
<td>4.25 &amp; 4.27/5</td>
</tr>
<tr>
<td>2017 SP</td>
<td>Advanced Physical Pharmacy</td>
<td>MOPH 862</td>
<td>3</td>
<td>6</td>
<td>Graduate</td>
<td>NA</td>
</tr>
<tr>
<td>2016 AU</td>
<td>Advances in Drug Delivery and Nanomedicine</td>
<td>MOPH 868</td>
<td>6</td>
<td>6</td>
<td>Graduate</td>
<td>4.6/5</td>
</tr>
<tr>
<td>2016 AU</td>
<td>Pharmacuetics II</td>
<td>MOPH 738</td>
<td>4</td>
<td>7</td>
<td>Graduate</td>
<td>4.6/5</td>
</tr>
<tr>
<td>2016 SP</td>
<td>Pharmacuetics II</td>
<td>PHCY 512</td>
<td>4</td>
<td>125/25</td>
<td>Professional</td>
<td>4.25 &amp; 4.27/5</td>
</tr>
<tr>
<td>2016 SP</td>
<td>Advanced Physical Pharmacy</td>
<td>MOPH 862</td>
<td>3</td>
<td>6</td>
<td>Graduate</td>
<td>NA</td>
</tr>
<tr>
<td>2016 SP</td>
<td>Pharmacuetics Seminar</td>
<td>MOPH 862</td>
<td>3</td>
<td>8</td>
<td>Graduate</td>
<td>NA</td>
</tr>
</tbody>
</table>
Honors

- List your achievements
- If you do not have anything significant, do not include this section
- Give date and brief description

**HONORS**

- 2012 OSU Council of Graduate Students James M. Siddens Distinguished Faculty Advising Award
- 2009 Controlled Release Society Outstanding Oral Drug Delivery Award
- 2005 Walter R. and Aura Lee Supina Graduate Fellowship in Chemical Engineering
- 2000 The Pennsylvania State University Life Science Consortium Graduate Fellowship
- 1999 Commencement Speaker for Michigan State University College of Engineering Graduation Ceremony
### Funding

| If you have received competitive funding, then make sure and list it |
| Name of funding organization |
| Grant number if available |
| Funding dates |
| Total funding amount |
| Name of PI |
| Your role if not PI |
| Title |
| Percent effort committed to the grant (optional) |
| Perhaps a sentence or two regarding what the grant is about |

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### Example of a funding section

**CURRENT SUPPORT**

<table>
<thead>
<tr>
<th>Grant ID</th>
<th>Start Date – End Date</th>
<th>Award Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>R01AI137525-01A1</td>
<td>7/1/2018-6/30/2023</td>
<td>$1,891,998</td>
</tr>
<tr>
<td>5R01AI125147-02</td>
<td>4/22/2016 – 3/31/2021</td>
<td>$5,961,014</td>
</tr>
<tr>
<td>IR01AI147797-01A1</td>
<td>09/01/2019 - 08/31/2024</td>
<td>$2,919,766</td>
</tr>
<tr>
<td>IR41AI140795</td>
<td>06/1/2018 – 10/31/2019</td>
<td>$104,140</td>
</tr>
<tr>
<td>PA2018TserA_ID26</td>
<td>01/01/2019 - 12/31/2019</td>
<td>$49,840</td>
</tr>
</tbody>
</table>

**Host Targeted Therapy for Drug Resistant Salmonella and Francisella infection**

#### Description

R01AI137525-01A1 (PI: Ainslie)

**Biomaterials to study tolerance immune induction kinetics**

IR01AI147797-01A1 (PI: Ainslie)

**Optimizing a Universal Influenza Subunit Nano/Microparticle Vaccine**

IR41AI140795 (PI: Ainslie/Goyal)

**STTR: Advancing Formulation of STING agonist for Universal Flu Vaccine**

PA2018TserA_ID26 (PI: Ainslie)

**Filling an unmet need with Malaria vaccines: an antibody inducing blood-stage microparticle subunit vaccine**

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Can have several sub sections

• Public Service
• Service to Publications (e.g. ad hoc reviewer for journals)
• Service to Professional Organizations
• Service to Companies
• Service to Administrative Committees
• Others?

List date

List name of activity, perhaps location and organization

For activities with a high level of commitment, indicate accomplishments with bullet points
Service Examples

PUBLIC SERVICE

2016 NC Museum of Natural Sciences Final Friday Nanotechnology Expert – answering questions of general public
2016 UNC Women in Science, Panelist
2015 UNC Women in Science, Speed Networking, Mentor
2015 - Pres Mary Scroggs STEAM Workshop, Who Broke the Cookie Jar? and hovercraft demonstration with help recruited for division graduate students.
2009-2013 Judge, Fundamentals of Engineering, OSU
2008 NSF Expanding your Horizons in Science and Mathematics, San Bruno, CA. Nanotechnology Program for PBS DragonflyTV investigation, St. Paul, MN.
2007 Community Resource for Science, Berkeley, CA.
   • Founded and resides as president for three years.
   • Enlisted funding for initial start-up and continuation: >$15,000.
   • Developed organization structure that is used to currently maintain group without self-involvement.
   • Developed three chemistry, engineering, and biology related presentations.
   • Created engineering department and recruited initial members and funding estimated at $1,000.
Service Examples

**SERVICE TO PUBLICATIONS**

**SERVICE TO PROFESSIONAL ORGANIZATIONS**
2017 - Pres AAPS UNC Student Chapter Faculty Advisor
2015 - 2016 Co-organizer for Fusion Conference, Host Directed Therapeutic Strategies to Combat Infection and Reduce Emergence of Drug Resistance Conference
2011 - 2014 ISPE OSU Student Chapter Faculty Advisor
2010 - 2014 AAPS OSU Student Chapter Faculty Advisor
2009 - 2011 Controlled Release Society Oral Drug Delivery Committee Leader

**SERVICE TO COMPANIES**
2012 - 2014 Scientific Advisory Board Member, Peptineo, Albuquerque, NM
2017 Co-Founder IMMvention Therapeutix, Durham, NC
2017 - Pres Scientific Advisory Board Member, IMMvention Therapeutix, Durham, NC
## Service Examples

### Service to Administrative Committee

**University Activities**
- **2018 – Pres**: UNC, CHANL Advisory Committee
- **2016 - 2018**: UNC, Eshelman School of Pharmacy, Dean Search Committee
- **2016 - 2018**: UNC, Graduate School Administrative Board Member
- **2016 - 2018**: UNC, Academic Policy Committee Member
- **2012**: OSU, College of Pharmacy, Dean Search Committee

<table>
<thead>
<tr>
<th>Year</th>
<th>Activity Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>OSU, Consultant for CCTS Webpage Development</td>
</tr>
<tr>
<td>2012</td>
<td>OSU, Summer Research Opportunities Program, Judge and Mentor</td>
</tr>
<tr>
<td>2010 – 2014</td>
<td>OSU, Ohio State Information Committee Chair; Immunology Round Table</td>
</tr>
</tbody>
</table>

**College Activities**
- **2017 - Pres**: UNC, PharmD Accreditation Self-Study Group Assignments - Standards (18-19): Faculty and Staff Quantitative and Qualitative Factors
- **2018 - Pres**: UNC, Core Curriculum Committee, Chair
- **2018 - Pres**: UNC, COGSSS: Committee for Optimization of Graduate Student Selection, Chair
- **2017 - Pres**: UNC, Graduate Visionary Committee
- **2016**: UNC, Advanced Inquiry into Pharmacy, Curriculum Transformation Committee
- **2015**: UNC, Graduate Program Governance Committee
- **2015**: UNC, Family Day Vaccine Session Co-Organizer
- **2014, 2016**: UNC, Candidates’ Day Faculty Interviewer
- **2014**: UNC, Pharmaceutics Curriculum Transformation 2nd chair
- **2014 - 2016**: UNC, Scholastic Achievement and Progression Committee
Fine Details

Have someone read it through
• Post doc in lab or a concerted editor who is a friend

Check for spelling and homonym use

Are you consistent with punctuation?
• Do some bullets end in periods and others do not?

Is your formatting consistent?
• Are all your publications, poster and other references structured the same?
• Is your listing of information in the different areas consistent?
• Is your font all the same and the same size in similar formatted area?

Is your spacing consistent?
• Use find and replace to replace a double space with a single one
It is good to communicate to your references in advance that you will list them as a reference.

How to ask a person to be a reference:

- Prepare your CV and attach it to your email
- Open with a warm greeting
- Remind them how they know you if they are not an advisor or someone you see regularly
- Let them know you are looking for jobs and what that ideal job entails
- Could help you with their connections!

When references requested:

- Provide name, title, email, phone, address, and relationship (how do you know this person)
Open with a paragraph on your research philosophy, in general
- May summarize previous research as it relates

You need three unique research ideas
- Not one platform applied to three different diseases
- These should not overlap with your advisor(s) a lot

Use pictures that can be read easily
- Be careful of too small font or too complex pictures
- Cite pictures taken from published sources

Reference yourself and your works as well as other

Frame things in perspective as to what in both pre-clinical and FDA approved that competes with your idea
- What are other people doing and why is your better?
Breakdown of Research Idea Write Up

Some people summarize their previous research findings here, which is fine, but can also be done in the cover letter.

- 3 ideas
- 1 page per an idea (keep it short!)
  - Should be written for a general science audience
- Use simple and clear graphics to explain things
- Discuss related work and identify why yours is better
- Include preliminary data you may have
- Indicate where you might find funding
  - e.g., NIH, NSF, foundations
- A breakdown of projects and long-term goals are commonly seen
How to write Innovation

Explain how your project is innovative and will add significantly to existing knowledge.
• Do not assume that your reviewers will understand why your project is innovative.

DO NOT overreach.
• You do not have to propose something entirely new:
  • You can simply improve on - or propose a new application of - an existing concept, method, or clinical intervention
  • You can be innovative in any number of ways, e.g.: an innovative hypothesis, methodology, instrument, or intervention

You probably should not be so far off the beaten track that you think you will shift a paradigm
• Be close to the edge, but do not go over the cliff

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General Points for ALL scientific writing

- Define acronyms at first use
- Don’t use contractions in formal writing
- Do not start sentences out with the same word or phrases in the same paragraph or consecutively
- Use grammar check in Word – switch language to English
- For compound words (e.g. nanoparticles) use a space between the words to check both parts and then combine into one word.
- Add commonly used to your dictionary.
- Use Google to check uncommon science words for spelling
- Avoid spelling mistakes, fragments and run-ons
- Spell out words for numbers one through ten, except in reporting concentrations or other results
- Use transitions between sentences and paragraphs to have flow
- Use transition words, but do not over use them

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Writing at an understanding not appropriate for the audience

Consider your audience when you write, think about what they will likely know and explain what they would not know

To increase understanding by a broad audience

- Limit excessive use of acronyms and topic specific jargon
- Use simple schematics to present overly complex compounds, pathways, physiology or other such fundamentals
- Have an introduction that presents significance and innovation for all levels of understanding
- Write a conclusion section for all levels of understanding

Assume most people will just read your CV and not anything else, even the search committee!
Diversity Statement How To

- A diversity statement does not need to be numerous pages long
- It should share your personal, unique perspective on diversity and be sincere
- Things to consider
  - Your personal experience
    - If you are in a minority and/or person of color (POC), then discuss your experience growing up and things you have witnessed firsthand, as appropriate
    - Consider your parents. If you are first to college or PhD, mention that
    - Socioeconomic status when you were growing up maybe important
    - If appropriate, acknowledge your privilege and the lack of privilege others may have
  - Any bias or other related training you have received
  - Discuss how you plan to incorporate diversity, equity, and inclusion (DEI) in your teaching and research group
    - Look at what is successful in other programs and perhaps identify efforts already existing at the place you are applying. Several universities have post BS Prep programs as well as undergraduate programs to promote underrepresented individuals to do research.
    - The NIH has supplements that can fund underrepresented individuals for undergrad, grad and post doc studies if you have been awarded an NIH grant.
  - Discuss your experience training individuals with diverse experiences and how that has strengthened or changed your perspective
Even if a program does not require a diversity statement, you can consider adding it to the top of your CV

For example, this is at the top of mine:

Diversity in the workplace enhances us all in our ability to learn, teach, and communicate. For me, a diverse environment incorporates individuals regardless of race, color, religion, national origin, gender, gender identity, sexual orientation, disability, age, and/or economic background. As a cis female engineer in academia, I have experienced barriers first-hand, but I understand that many individuals have encountered considerably more challenges. As a professor I strive to be a more inclusive leader by mentoring diverse individuals, becoming a LGBTQ+ ally, and seeking out opportunities to overcome and learn about bias. I am aware that academia has an inherent bias that must be challenged and overcome to bring about a more inclusive environment.
Teaching statement

- Typically 2 pages
- Should discuss your past teaching experiences
- Identify, in the program’s current curriculum, what courses you could teach
- Identify ~2 courses that you could add to the undergraduate or graduate curriculum
Modern teaching gives pre-class objectives and evaluates outcomes
- Bloom’s taxonomy - classifies educational learning objectives
- Helps the students to understand what are the take home points (aka what will be on the exam!)

Flipped-classrooms
- short videos or activities out of class beforehand teach the core concepts
- problem-based examples are taught in class with active-learning activities.

Evidence based learning
- Teaching approaches, processes, and strategies that produce desired learning outcomes.
- Requires constant evaluation of teaching approaches

Active learning
- Instructional method that engages students in the learning process
- Examples: Think-pair-share, clicker questions (e.g. Kahoot!)

UNC ESOP CIPhER is a good resource
LPTs on Skype interview

- When scheduling the call, ask who will also be on the call. Look them up and know who they are and what research they do.

- Speak clearly and at a pace that can be understood. You can ask if they can hear you clearly and ask them to speak up if you have trouble hearing them, but make sure you do so politely.

- Do not shadow your accomplishments, but do not be boastful. If you have a publication in a significant journal or received impressive funding, mention it, but do not repeatedly mention it again and again. Bring up accomplishments that have occurred since your application, which can be done when contacted for the interview via email and/or during the call.

- Be patient if technical difficulties occur. Do not be afraid to make idol chit chat if there is a delay where people are just sitting and waiting. How is the weather there?

- Concisely and succinctly explain your research past, present, and future. Be able to discuss the significance and innovation of your research, what you specifically did, and what were the highlights of your results in 3-5 sentences each (1-2 minute/each). If you have several research projects, try and elaborate on the most appropriate or significant. Avoid a monologue going on for several minutes, people lose interest after a couple minutes and you want to make the call interactive, not one way. If they want to know more about your research, they can always ask.

- Be able to discuss and/or ask smart questions on the area, university, school/college (e.g. College of Engineering), and department/division.
  - For the geographical area, if it has resources nearby have some knowledge of that if applicable. Or even in casual chat that might occur know what there is to do nearby or discuss sports if that is a significant aspect of the university.
  - Visit the university’s webpage and know what resources (e.g. core facilities, centers) they have that may help you. See if they have a strategic plan or focus areas they are looking to grow (e.g. cluster hires).
  - Know what resources the school/college has that can help. Maybe they also have a strategic plan and areas they want to grow.
  - Study the department/division and know who is in that unit, who does related research, what the common research areas are and especially who you could collaborate with. It is okay to want to collaborate with people outside the department/division, but you should know some in the division that you can work with. Know what classes they teach and where you would fit in that curriculum. Perhaps a course you could teach to add to the curriculum.
LPTs on Skype interview

- **Know the ad.** If the ad is specific for a research area, focus on that area of research and not solely on other areas of research. If they request specific things in the ad, let them know you met those criteria.

- **Be able to explain why you are interested in the position.**

- **Be prepared for a behavioral question.**
  - Tell me about a time when you handled a challenging situation?
  - Tell me about a time when you made a mistake and how you handled it.
  - Tell me about a time when you were in direct conflict with a peer and how was it resolved.

- **Know what resources, generally, you would need to succeed.** An itemized list of the number of pipette boxes is not needed, but what big equipment or shared facilities would you need. Also, is there expertise that you would need in a certain area as a collaborator?

- **Be able to answer questions showing the scope of your knowledge in your field.** For an applied field, what similar technology has been commercialized or is in start-ups? Know other individuals (maybe your advisor) who work in this area. How is this work unique from that? Where would you apply for funding?
  - If you are a coming out of your post doc, think about what project your first student would do and how you would help them to accomplish that project.

- **Have questions prepared for the interviewers.**
  - When you were looking at resources, was everything you need available? If not, ask about the ones you need. Or if they are there, ask for specifications (not too in depth unless the people on the phone use them).
  - When will they get back to you? What is the schedule for on campus visits?
  - For junior faculty, is there a formal mentoring program?
Onsite 1st interview

Will consists of:
- Dinner(s), Lunch(s), maybe breakfast(s)
- Seminar
- Chalk Talk
- One-on-one interviews
- Perhaps meeting with students

- All travel costs should be covered, but may be reimbursed
- The purpose is for you to impress the program so they want to hire you
  - Will meet mostly with people in the department – convince them that you can collaborate with them and/or you will be a good dept citizen (e.g. serve on committees)
- DO NOT rip on your advisor, colleagues, other faculty members etc.
  - Do not say things like you do everything and your advisor did not help you
  - This will poise you as a bad colleague
- Your seminar will be the most important part of the interview
  - Make it perfect and practice in front of people beforehand
- Will likely meet the dean
  - Have some small talk for them (look up their background)
  - Do not discuss any recent controversy unless they bring it up (e.g., NCAA violations)
  - Their purpose is to discuss the tenure process, so ask them if they do not bring it up
  - Can ask them about overhead return as well
- The chair is important as well and can give lots of details
  - Teaching load, committee load, lab space, research expectations, TA positions
- Be careful at dinner.
  - Let them suggest appetizers, dessert, and alcoholic drinks
  - Do not drink too much or on an empty stomach!
  - Often they want to figure out if it's a two-body issue. You do not have to bring up your partner and it is illegal for them to ask (but most STILL will!)
  - Prepare small talk and have questions!
  - Be polite to staff at restaurant and have good manners during the meal

Avoid coming across like a pre-madonna by asking for flight upgrade without a medical need or asking for additional nights without offering to pay for hotel stay for those nights.
Onsite interview red flags

- Awkwardly kept away from faculty and/or students
  - Especially if they are individuals that you could relate well to (e.g. if I were kept from females in the department)

- Faculty in-fighting beyond just differences about research topics

- Drunk driving faculty

- Multiple people telling you not to come here, that you are better than this place
  - Watch out for sabotaging to get ‘friends’ in who are interviewing

- You feel uncomfortable with the faculty and do not ‘fit-in’

- Inappropriate comments (often at dinner)
  - “Are you married and have kids?”
  - “You can’t have a faculty job and raise children. The demand of a mother is more than a father.”
  - “That’s a nice ring on your finger – where did you get it?” (take off your ring(s) to limit this question)
  - Learn to say “I” not “we” if you also want to limit it

Be courteous to the admin assistants and staff. They can clue you into issues and often discuss with the committee your interactions with them.
Chalk talk

- Think of this as a thesis defense or candidacy exam
  - Some programs will grill you as such
- Your seminar should be already given
- Prepare 2-3 slides per an idea and perhaps one introductory slides
  - In a tough crowd, you will not get through it
  - In an uninterested crowd, you will have lots of time left
  - You can prepare extra slides
- Summarize what is in your research statement
  - Indicate people to collaborate with in the department, university and perhaps nearby area

With this and your seminar, do not assume you can use your computer for presentation. Use conserved fonts, a common slide program (i.e., PowerPoint), and use videos & animation sparingly if at all. Consider Mac/PC conversion as one very common issue. **Have a PDF backup of slides in case everything goes wrong.**
Onsite 2nd interview

- All travel costs should be covered, but may be reimbursed
- The purpose is to woo you!
- Provide a list of people outside (perhaps inside) the department you want to meet – potential collaborators
  - May include directors of cores (but you can probably just email them and save that space for others.)
- Ask additional questions that may have come up since the last interview
- Often meet with Real Estate Rep
  - I would suggest if hired, renting for a year to get the lay of the land and then buy a house...
Negotiating your package

- You should have a list what equipment, disposables, students/post docs, core costs, animals and other supplies with costs to provide to the chair, **perhaps at first interview**!
  - Enough for 5 years of support for your lab
  - Do not balloon costs, too much
- Personnel costs include fringe (insurance, etc.)
  - Grad Student: ~$40K but varies widely (might negotiate down with TA positions, which are not the same!)
  - Post Doc: starting ~$58k/yr total. NIH has a list of stipends per experience
  - Technician: $95k+/yr total. Maybe less for BS level technician which is closer to $15-$25/hr with 30% fringe on top of that.
- Get list of equipment that would be shared with you and **in writing** that you will have free access to them
- If you have a spousal hire, bring it up after the offer is made
  - Do not sign until you are satisfied with your spouse’s package
- Ask for more and assume it will be negotiated down!
  - Too high can turn them off, but too low will hurt you from being successful

Good to at least think of things like budget ahead of time to make sure what you are proposing is feasible and because some schools want a quick turn around for a budget request (which you should be able to meet, if you have thought about it and your research)

With your offer, if its not in writing is not worth anything! GET IT IN WRITING! GET IT IN WRITING! GET IT IN WRITING!
Just remember sometimes rejection has nothing to do with you...

- A member of the faculty has a previous student or other individual they are gunning for.
- Your research area was not of interest.
- Money from above is cut and no one gets hired in the position.
- The environment was not the best fit for you.
- Someone perceived you rightly or incorrectly as a competitor.
- A multitude of other reasons.
Resources

- https://www.reddit.com/r/AskAcademia/
- https://newpislack.wordpress.com/
- Academic twitter
- Your mentors
- Other faculty around you that you may have something in common with