Establishing Your Basic Research Program and Building Your Team

Introduction + Moderator

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Panelists

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Opening Thoughts
Points from Panelists
Audience Discussion
Today’s focus: *Building Your Team*

- You’ve landed a job, signed and are starting.
- You will have to manage a variety of tasks (e.g., grants, papers, service, etc.)
- Today’s Focus: *Building your team*.
  a. Practical reasons: Success depends on this team
  b. Intrinsic reasons: This is your job now
  c. Communal reasons: Provide for the group
Key Point: Your research program requires a team

- Delegate: You have a lot to juggle, and can’t do everything.

- Eventually, you need to do get work done through people.

- To accomplish this:
  a. Create an attractive environment conducive to research + trainee support
  b. Develop and hone your aptitude for mentorship and training
  c. Adapt: balance available talent against current needs; anticipate future directions
Key Point: Think about your projects and plan them

- Identify the projects that you want to set up: What does the paper look like?
- Assess: difficulty, required skills, risk; timing and expected time to complete
- Learn about your environment as you start planning each project:
  - Who do you actually have available?
  - What are you going to need to recruit (post-docs)?
Additional Points:

Hiring for Projects and Mechanics

- New view for projects: Not what to do, but *who can do it* (necessary skills)

- Establish a system / approach for each type of recruit (student, tech, etc.)

- *What should you look for?*

  a. Can you work with them / willingness for guidance
  b. Previous track record; enthusiasm / dedication
  c. Independence
  d. Diversity
Key Point: Practice and hone your mentorship skills

- Different approaches to mentorship for different people
- Co-adapt people with projects; balance of flexibility and rigidity
- Evaluate skills of mentee and start to anticipate their needs
- Be constructive with criticism, when and where, and how tough
- Set up a team environment where you are not the only one training/mentoring
Key Point: Establish your ‘lab culture’

- Define the core principles of your lab

- Set expectations: team knows what you need, but will help self-select a team that thrives in the environment you establish

- The dynamics will change: research directions, skills, people; this will influence lab culture

- How you respond (or not) to challenges or issues that arise also sets tone

- Most people can handle adversity and setbacks if: (i) supported, (ii) equity and fairness are upheld, (iii) communication is open, (iv) expectations are clear.
Final Thoughts

- Special care for the first set of people. Your lab will discuss (advocate, or dissuade)

- To streamline admin paperwork: sort it out the first time, know what needs doing, then just do it. Connect with your HR rep.
Keen on the tenure track job, are you? Know these things, you should

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