**\* Life can’t wait until after tenure \***

Kate Huntington, Associate Professor, ESS, UW

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So aim for habits and strategies for long-term success and fulfillment, not aim for tenure as the goal. Can’t deny tenure is there, so do keep it in mind with strategic choices, and use it as opportunity to frame your vision.

**What does this mean practically?**

1. Strive to work smarter, not longer. Focus on the most important things, and develop habits that help you do this efficiently.
2. Strive for balance – moving average (Weekly to month or two. More than a quarter out of balance is too long!)

**How to work smarter/prioritize**

(Scholarship/teaching-service-outreach /networking etc.)

* Do think about what you WANT. Learn to say no early. Don’t just say yes to favors OR opportunities.
* Everything is negotiable.
* Don’t commit within 24 hours of being asked to do something. (Also don’t send angry emails within 24 hours!)
* Decide WHEN the decision needs to be made, and don’t be tempted to make decision earlier than that. This helps you get more info, let your subconscious weigh the options, and brings the most creative solution (John Cleese)
* When you do say yes to something, update CV all the time, and look at the tenure package list as you do so.

**How to balance life outside vs. work for long-term success**

(e.g., health, family, travel, what you love)

* Work on the most important science/scholarship every day (even if it is just thinking about it for 15 min while you bike to work). This keeps you moving forward, makes it easy to pick up where you left off, and reminds you why you love the autonomy and creativity of your job!
* Schedule time for life and take advantage of the flexibility of the job (e.g., work from home 1 day per week and don’t break date with yourself. Schedule exercise and good food. Back to back student meetings. Post schedule on door.
	+ Long term flexibility too: e.g., kids fieldwork vs lab work, international travel. Tenure extension, whether or not you use it (chair requested mine)

**How to accomplish this and stay sane?**

Don't do it alone!!!

* Choose collaborators and mentors, projects that you personally enjoy and that align with your values. Talk to collaborators and know the landscape and expectations. Seek mentors who can also be your advocates.
* Networking is not a bad word. Need both “vertical” network in your field, and peer network in and outside of field.
* Peer mentoring (challenges change through time, e.g., students at beginning)

**Seek Happiness/thankfulness everyday, and have fun.**

* Focus on the best qualities of others
* Promote others (students, peers, etc.) even if you sometimes get burned
* 99% of the time it is not worth getting angry/upset (though sometimes can’t help it)

**Advice from my peer group:**

* Learn to say no early.
* Don't be in a rush to fill lab. Important RIGHT people, not right NUMBER of people.
* Done just add deadlines. Schedule in the actual time needed for the event (like travel for seminar)
* Friend in your department, senior prof
* Block out writing time and don't cancel
* Don’t just make UW happy. Also what is needed to be successful in your field. Figure out who your “boss” is (funding agency? Book publisher?)
* If kids, structure projects to keep momentum with collaborators etc that can help. Do the thinking before baby arrives. We are all planners, but can’t predict family situation at all!