

# Solving Problems Before they Start: Strategies for Promoting Junior Faculty Success by Establishing Effective Working Relationships from Day One

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# Who We Are/What We Do

- Duke School of Medicine Department of Surgery
  - Lauren Anderson, PhD
  - Gina Della Porta, MHS, DHSc (c)
- University of Utah Health Sciences
  - Jan Abramson, MS
- University of Utah College of Pharmacy
  - Paul Frankel, PhD, MBA
- University of Utah Department of Pediatrics
  - Kathy Winkley, BA

**Our Similarity: Delivering personalized service focused on improving each faculty member's competitiveness for funding opportunities**

# Goals of this Session

Experience-based strategies to:

- \* Understand shared characteristics of junior faculty
- \* Identify common challenges of junior faculty
- \* Address challenges RDPs experience
- \* Advance research and increase quality proposal submissions

**Participants will have an opportunity for experiential learning  
and sharing of best practices**

# Outline

- \* Define “Junior Faculty”
- \* Initial meetings
- \* Case Studies: 5 types of Junior Faculty PIs
- \* Building Teams
- \* What to look out for
- \* Managing multiple/conflicting obligations
- \* Questions
- \* Lessons and Resources

# Who Are Junior Faculty?

- \* Young / 1<sup>st</sup> Academic appointment
- \* New to research
- \* Reinventing Mid/Senior researcher

- \* MDs
- \* Non-MD Clinicians
- \* PhDs
- \* Multi-degree

Learning Work Style

No, Who Are You Really?

# Learning Work Style

- \* How do they work best?
- \* SWOT Analysis
  - Strength/Weakness/Opportunity/Threat
- \* Establish Communication Early

Setting Expectations

Hi! Nice to meet you!



# Setting Expectations

- \* RFA requirements
- \* Institutional requirements
- \* What are the PI's questions?
- \* Meetings/Timelines
- \* What do they need from you?
- \* What do you need from them?
- \* If they need more help, what is expected?
  - Budget, Supporting Documents, Buy-in?

# Types of PIs

1. New PIs
2. Always in Charge
3. Language Barrier PIs
4. PIs in Hiding
5. Up and Coming

PI Types

# Welcome to Oz... 1. The New PI



# 1. New PIs: Yellow Brick Road

- \* Is the research idea solid?
- \* Are they connected to the appropriate resources?
  - Collaborators, core services, budget/grants office
- \* Suitable for target RFA?
- \* “Anatomy of a Grant”
- \* Institutional Process

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PI Types

## 2. Always in Charge





## 2. Always in Charge: Puppetmasters

- \* Who are they working with?
  - Lab members, collaborators, other writers, etc.
- \* What are they studying?
  - Does everyone involved in writing understand the scientific objective?
- \* Where are the needed resources?
  - Internal/External? Cores? Vendors? Are they engaged?
- \* When is the PI available?
  - Do you need additional meetings without the PI?
- \* Why?
  - Does everyone involved understand roles and expectations?
- \* How will proposal be finalized and submitted?

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PI Types

Do you mean...?

3. Language Barrier PIs

# 3. Language Barrier PI : Translator

## \* Listen

your point across by saying: "In many cases, cytotoxic T lymphocytes (CTL) provide the "punch" that can eradicate infected/cancerous cells in successful immunotherapies."

Author Commented

I'm not familiar with the field, but is "cancer-reactive" a subset? If so, you may consider stating this in the opening sentence.

Author Commented

If these CTLs require an effector, then is more appropriate to state that the PD-1 immune checkpoint inhibitors are the ones that "release the punch"?

Author Commented

I'm getting a little confused here. First you mention, CTLs, then you mention cancer-reactive CTLs, now we are discussing HPV-reactive CTLs. Not being current in your field, I don't know the relationship (if any) between these, and I'm not quite sure where you are going.

Author Commented

Another stylistic comment: I understand where you are going, but I don't often see colloquial or informal language in a specific aims page.

Author Commented

Is it outcome or outcomes?

What imm  
Cytotoxic  
suppressi  
cancer cel  
HPV-infec  
CTL resp  
pursued to

Have CTL  
point of vi  
[As]From t  
help the v  
delivered  
render lar  
systems (

The overa  
effective ly  
that is su

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PI Types

Where's the PI?

4. PIs in Hiding



# PIs in Hiding : Telepathy

## The Monets: Procrastinators

- \* Confident / “The idea writes itself”
- \* Follow-up is key

## The Ghosts: Isolationists

- \* Lots of energy & enthusiasm
- \* Communication tapers /unresponsive
- \* Due Date...
  - Do they Submit?
  - Are their waiting at your door?
  - Have they fled the country?

**But not all PIs in Hiding are avoiding writing...**



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PI Types

Am I Ready for an R01?

5. Up and Coming PI





# 5. The Up and Coming PI : A Village

## The Matrix Mentoring Model



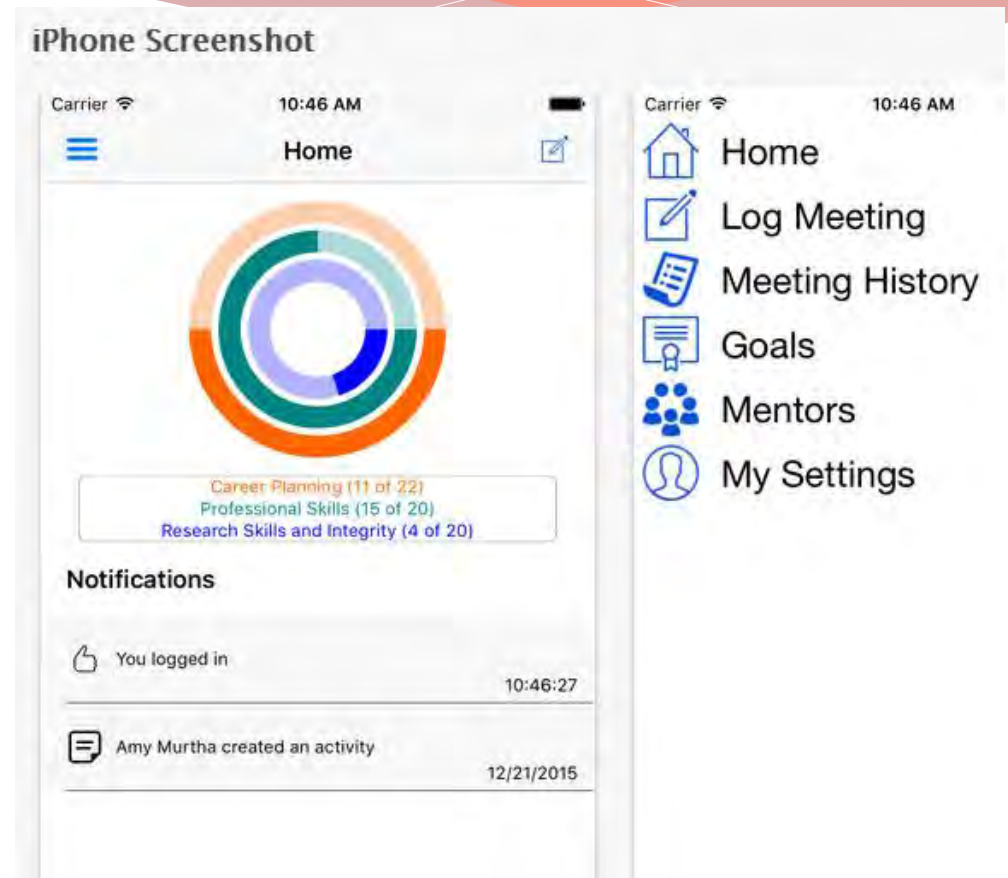
To support career development of clinical  
and translational scientists

# A Word on Mentors

- \* The Good: Supportive and Engaged
- \* The Bad: Ambivalent and Unengaged
- \* The Overlords: Controlling and Unsupportive

# A Word on Overcommitted PIs

- \* Priorities of tenure-track faculty
  - Research and/or Clinic
  - Teaching
  - Service
- \* Have they been vocal?
- \* Are there expectations (internal/external)?
- \* Do they have Retention / Promotion / Tenure concerns?



MentorDuke screen shot

# 5 Types of PIs

## PIs

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## Best Practice

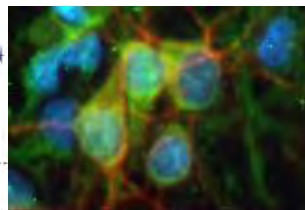
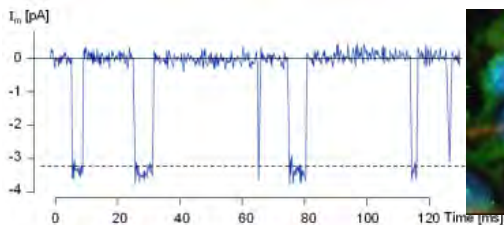
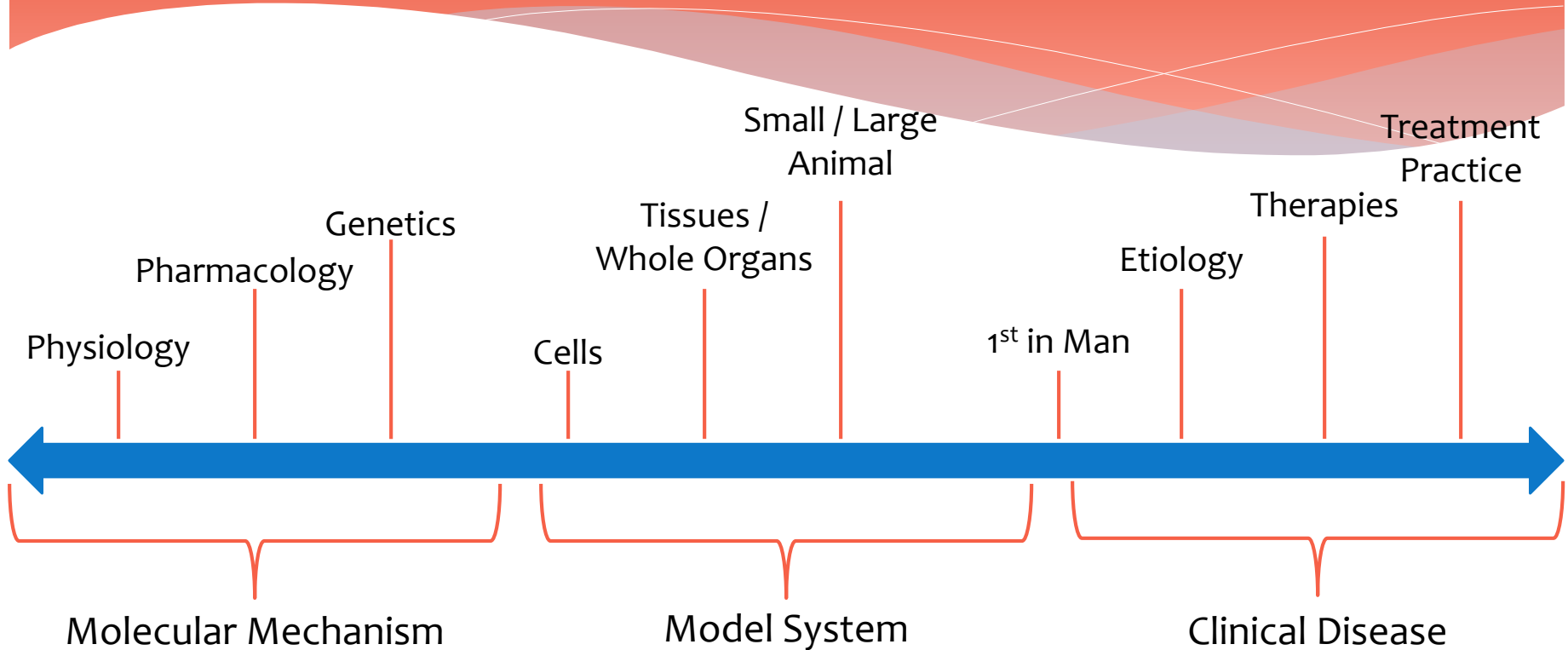
1. Guiding documents
2. Taskmasters / Project Managers
3. Patience
4. Stalking / Go up the food chain
5. Mentoring input

Building Translational Teams

# Who's on First?



# Building Translational Teams



Things to look out for with Junior Faculty

So What Do You Do Again?

# Benefits of the RDP

- \* Range of Services
  - From “I have an idea” to “Click submit”
  - Editing, drafting, formatting, and everything in between
- \* Revisions and Resubmissions
  - Review summary statement
  - Addressing cultural differences
- \* Keeping the Eye on the Prize
  - Timelines and Checklists
- \* Resources
  - Templates, outlines, checklists
- \* Special/Limited RFAs



# Get on the Couch!



# Shared Lessons and Favorites



# Resources

\* MentorDuke app:

<https://www.dtmi.duke.edu/news/homegrown-mobile-mentoring-app-debuts-duke>

# Thanks

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