



# Proactively Managing the Early Stages of an IS Academic Career

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# **Calibrate Expectations: Understand What Success Looks Like**

- **What does a successful record look like at your school, at peer institutions, at aspirant peer institutions?**
- **What are the expectations for the third-year review and other cumulative reviews?**
- **Standards change, typically in one direction!**

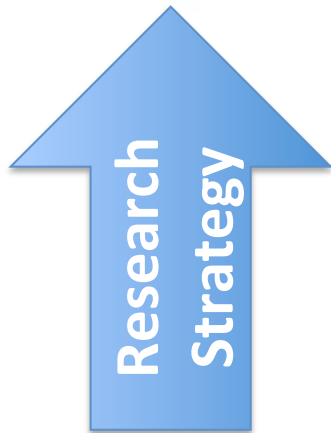
# **Calibrate Expectations: What Do External Evaluators Look At**

- **Quality of journals in which work is published**
- **Research productivity**
- **Evidence of intellectual leadership**
- **Substantive scholarly contributions**
- **Grants—complements, substitutes**
- **Past trajectory — rush to tenure?**
- **Likely future trajectory**
- **Cohort comparison**

# Monitor and Regulate Your Progress Relative to Expectations

- **Establish specific goals in 4-6 month blocks and evaluate your goals and progress with a mentor**
- **Caution:** Favorable annual assessments may not imply favorable tenure assessments

# Differentiate Between Research Strategy & Publication Strategy

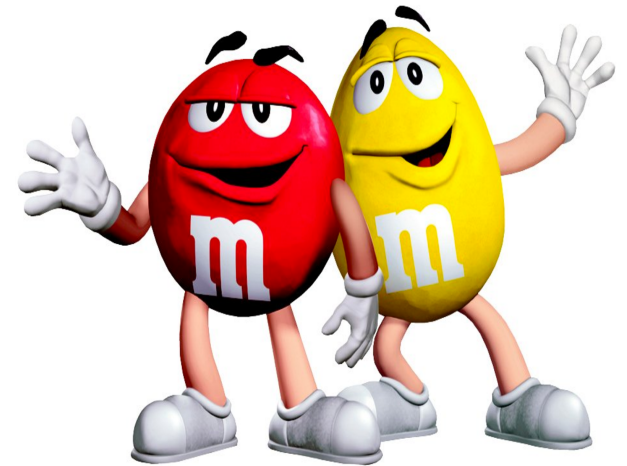


- Which conversations to participate in?
- Who are the important “conversants?”
- What are they talking about now?
- What are their beliefs & assumptions?
- What can I add to the conversation?

Source: Anne Sigismund Huff, *Writing for Publication*, Thousand Oaks, CA: Sage, 2002

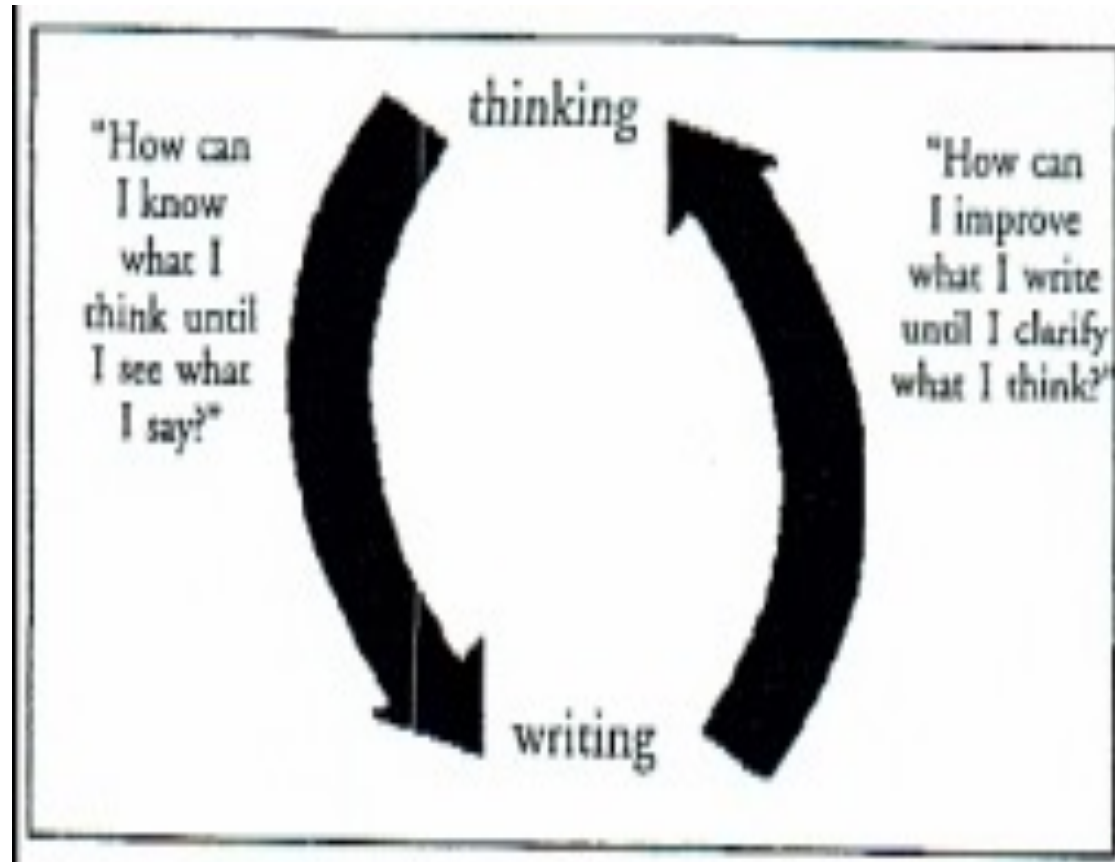
# Design M&M Moments for Research!

- **Structured activities tend to drive out unstructured ones**
- **Chunk and regularly schedule research activities**
- **Create intensive immersion & engagement opportunities**



# Pursue a Virtuous Writing-Thinking Cycle

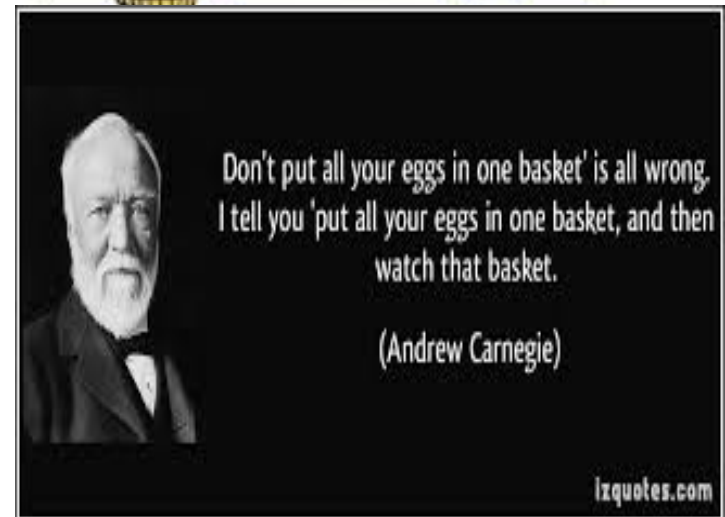
**“THINK before you write  
Then -- WRITE to help you  
rethink.”**



Source: Anne Sigismund Huff, *Writing for Publication*, Thousand Oaks, CA: Sage, 2002

# Manage Your Pipeline

- **Starting projects is easy—why this one, timing, how many?**
- **Allocate attention to new projects while moving work-in-process along**
- **Long review cycles, confounded with long revision cycles**
- **Assess your risk tolerance and the riskiness of current/potential projects**





# Collaborations

- **Who:** Complementarity, compatibility, affect, commitment
- **How:**
  - Expectations & roles
  - Deliverables & timelines
  - Schedule review meetings
  - Senior collaborators can add significant value, but are busy — be proactive and use their time effectively



# Seek and Leverage Feedback

- **Ability to elicit and process feedback a key success factor**
- **Two ineffective strategies:**
  - **Flipping back with tweaks**
  - **Go into black hole for months**
- **Generate feedback at different stages by using a combination of methods — key ideas, brief write-ups, presentations, specific sections, draft**

# Teach Well—And, Teach Smart

- **Structure assignments, office hours, etc. to achieve objectives with efficiency**
- **Do not reinvent the wheel — reusability, buddy groups for sharing experiences and resources**
- **Caution on excessive news preps**
- **Avoid in-flight meltdowns—risk with new technologies, unclear expectations**
- **Do not get into confrontations with students, even if a student is confrontational**

# Develop Your Teaching Narrative

- **Narrative of a responsive and responsible educator is well received by tenure committees**
- **Tell your story about the progression of teaching effectiveness, improvement initiatives, and pedagogical and curricular innovations**
- **Provide context for the interpretation of your narrative**
- **Do not wait until tenure time to reconstruct the narrative — write it, even if in rough form, as you journey forward**

# Service

- **Internal**
  - **Be a team player—not a shirker, but engage judiciously**
  - **Use as opportunity to understand diverse perspectives and personalities, and to grow**
  - **People get to know you**
- **External**
  - **Review for journals and conferences, with quality and timeliness—great for learning, networking, reputation development**

# Benefits from Engagement in the Profession

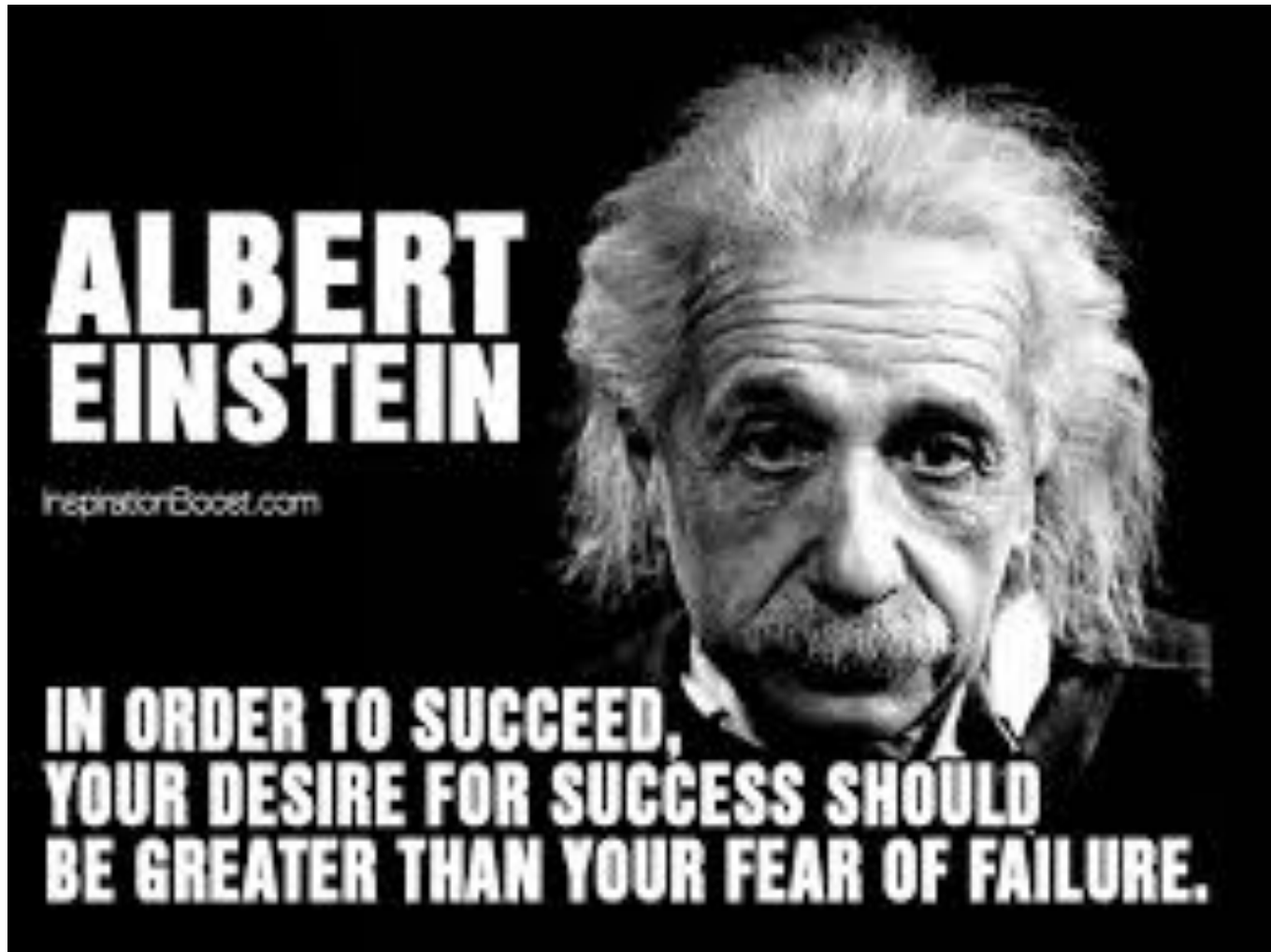


- **Development**
- **Advice**
- **Collaborations**
- **Relationships**
- **Support**

# **Journey Forward With Purpose, Strategy for Growth, and Effort!**

- **Define your purpose as an academic and the areas you seek to excel in, and enjoy the journey!**
- **Differentiate between hard and soft currencies, and between internal and external markets**
- 
- **Strive to create complementarities between teaching, research, and service**

**And, Finally.....**





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