

Navigating a Career in Government: Obtaining Tenure and Beyond

“What a long strange trip its been...”

Daniel McVicar, CCR,CIP



- How did I get here?
- How can you get here?
- What's expected
- Fruitful training guide
- Maintaining funding
- Maturing Relationships
- Best and worst parts

How I got here:

- Graduate work in Immunotherapy (LAK Cells)
- Postdoc- O'Shea/Ortaldo (Signaling)
 - Senior Staff Fellow (O'Shea left)
- Tenure Track Investigator (DAP12)
- Tenure (TREM-L)



Route to Tenure-Track I: Full Search



- Search Committee from NIH and outside
- Completely open, “the fix” is not on
- Several are interviewed
- Lab Chief must hire from the list (top 3-4)

Route to Tenure-Track II: Stadtman Searches

- Started in 2010
- NIH Wide
- Not applying to specific position or institute
- Topic driven
 - Immunology
 - Cell biology
 - Etc
- SDs then select and create positions

Tenure-Track Searches

What are we looking for?

- Good Training
- Record of productivity (not abstracts, not “in preparation”)
- High Impact Area’s of Research
- A well planned, organized, workable, realistic research plan
- Good “On your feet” thinking skills
- Good References

Results in negotiation of official contracts:

- Personnel
- Budget
- Space

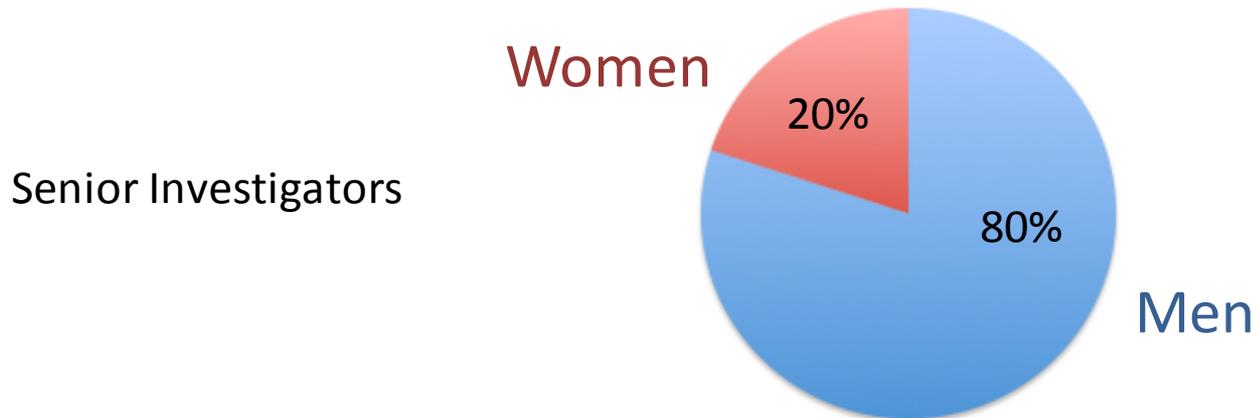
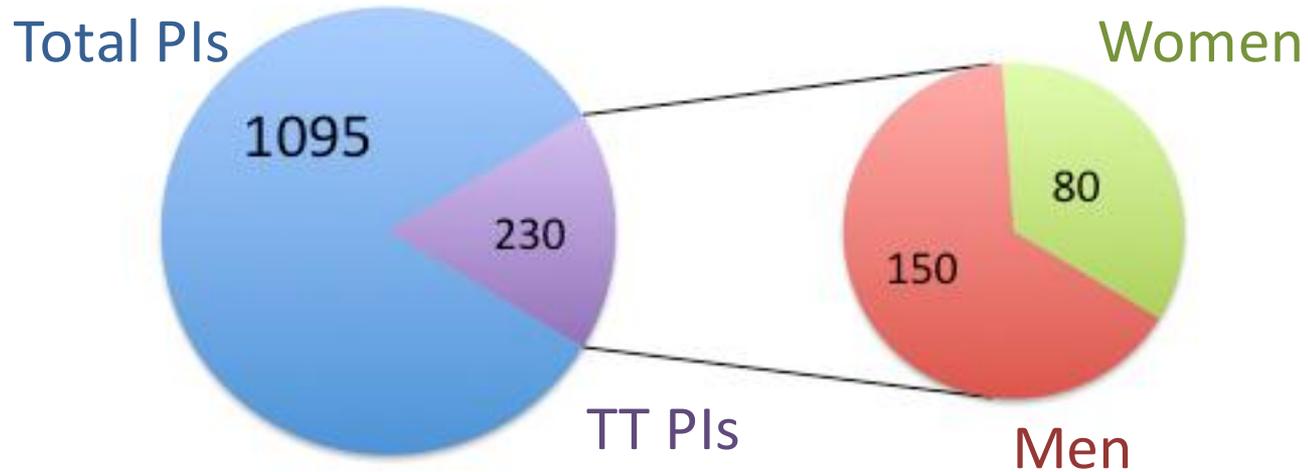


Road to Tenure

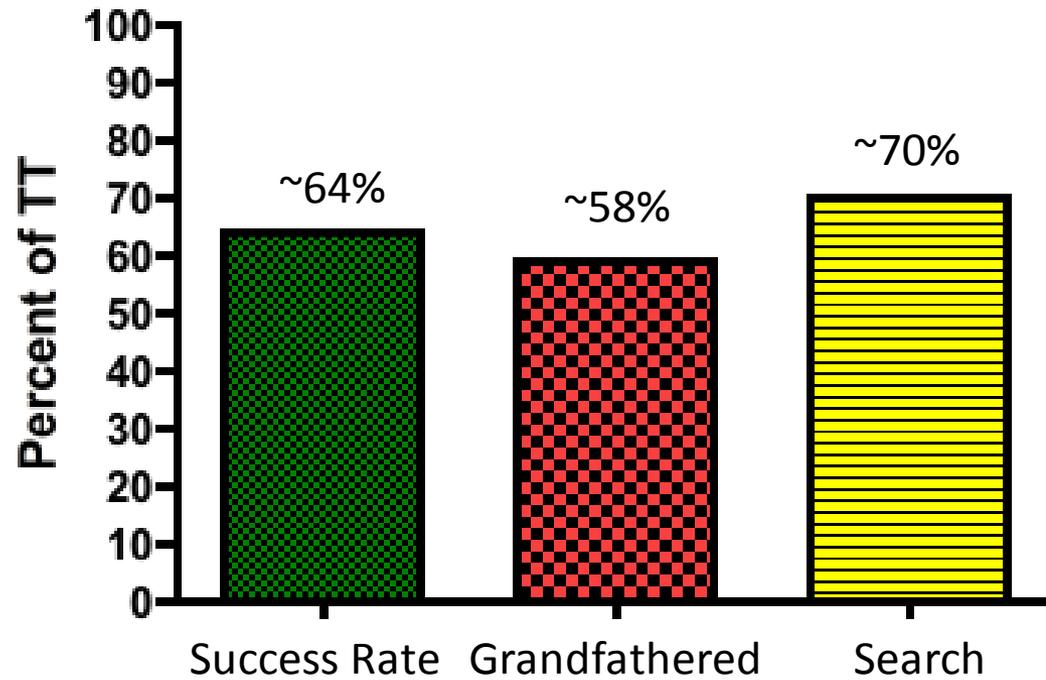
- Selection for Tenure-Track
- Site Visit number one
- Site Visit number two
- Blessing from Lab Chief
- Outside letters
- Institutional Promotion and Tenure Committee
- Letter
- Central Tenure Committee



Fewer Women on TT and even fewer are successful



Overall Success Rate from Tenure-Track to Tenure NIH Wide



Expectations- This is not academia

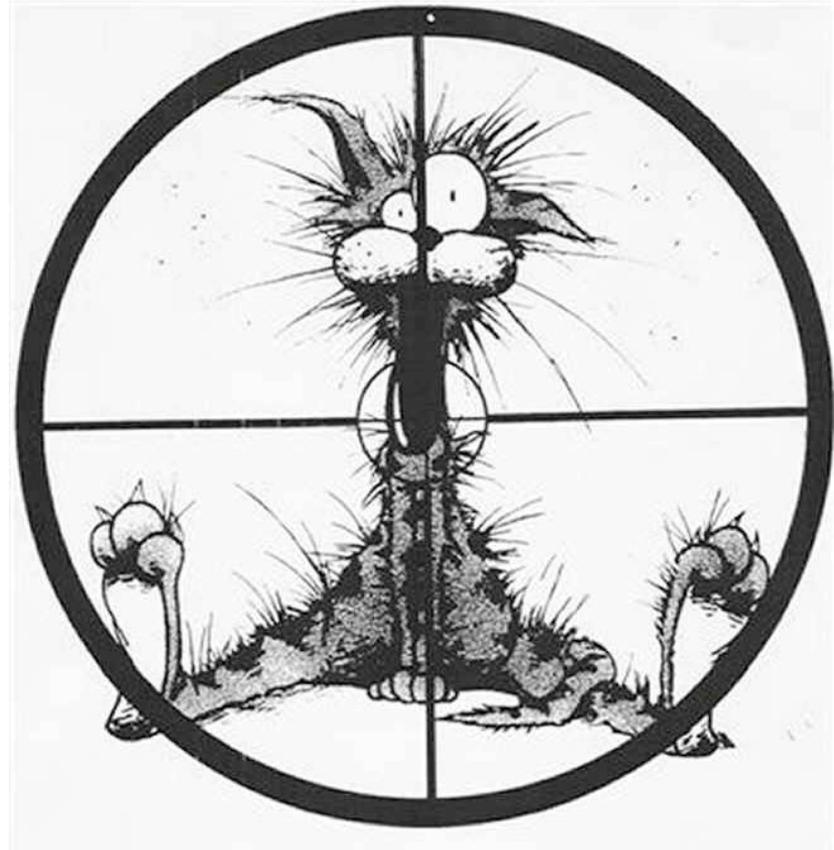
- High quality publications
- Collaborative Science is important-“added value”
- Risky stuff that can’t be done elsewhere
- Community Service
 - Institutional Biosafety Committee
 - Search committees
 - ACUC
 - Fellow reviews



Maintaining Funding

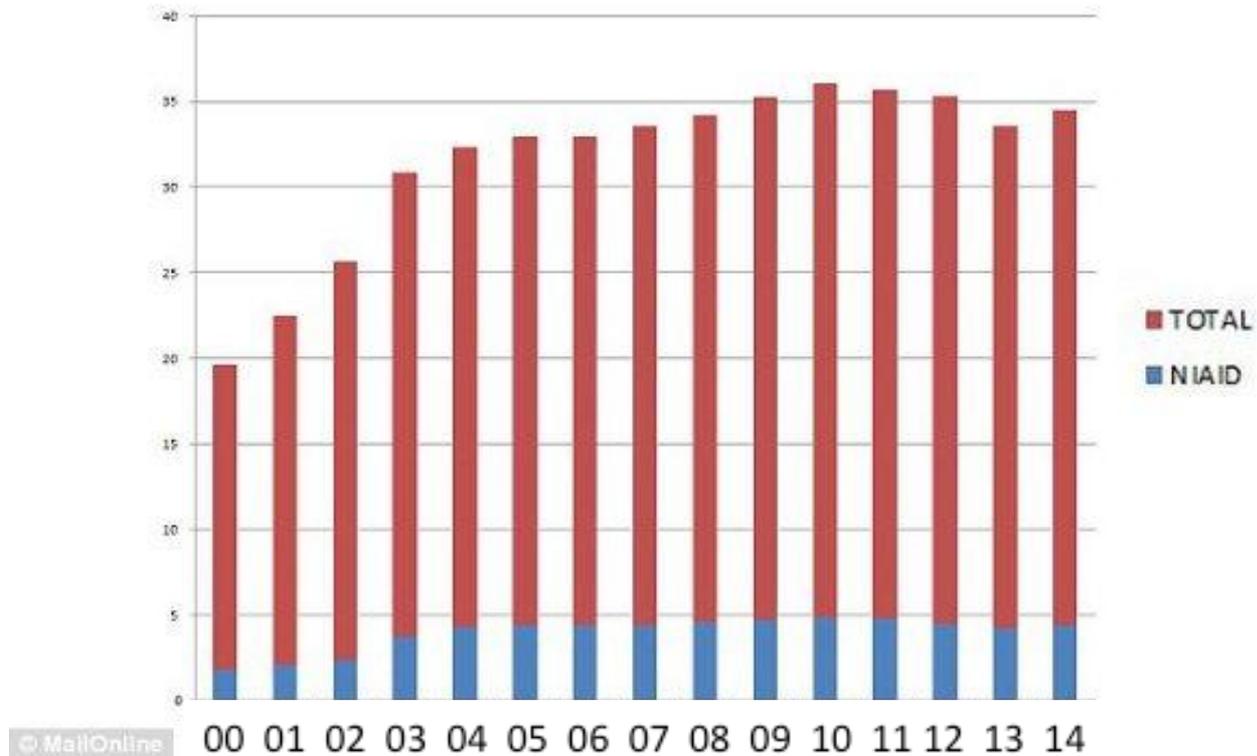
(The Site Visit Process)

- Fully external review
- Entire program under review
 - Productivity (Publish)
 - Innovation and creativity
 - Community involvement
- Two significant outcomes
 - Outstanding
 - Outstanding-Excellent
 - Excellent-Outstanding
 - Excellent
 - Excellent-Good
- Their opinion must get a 2nd from BSC



Outreach and Awareness

Funding 2000-2014 for the National Institutes of Health and the National Institute of Allergy and Infectious Diseases in billions



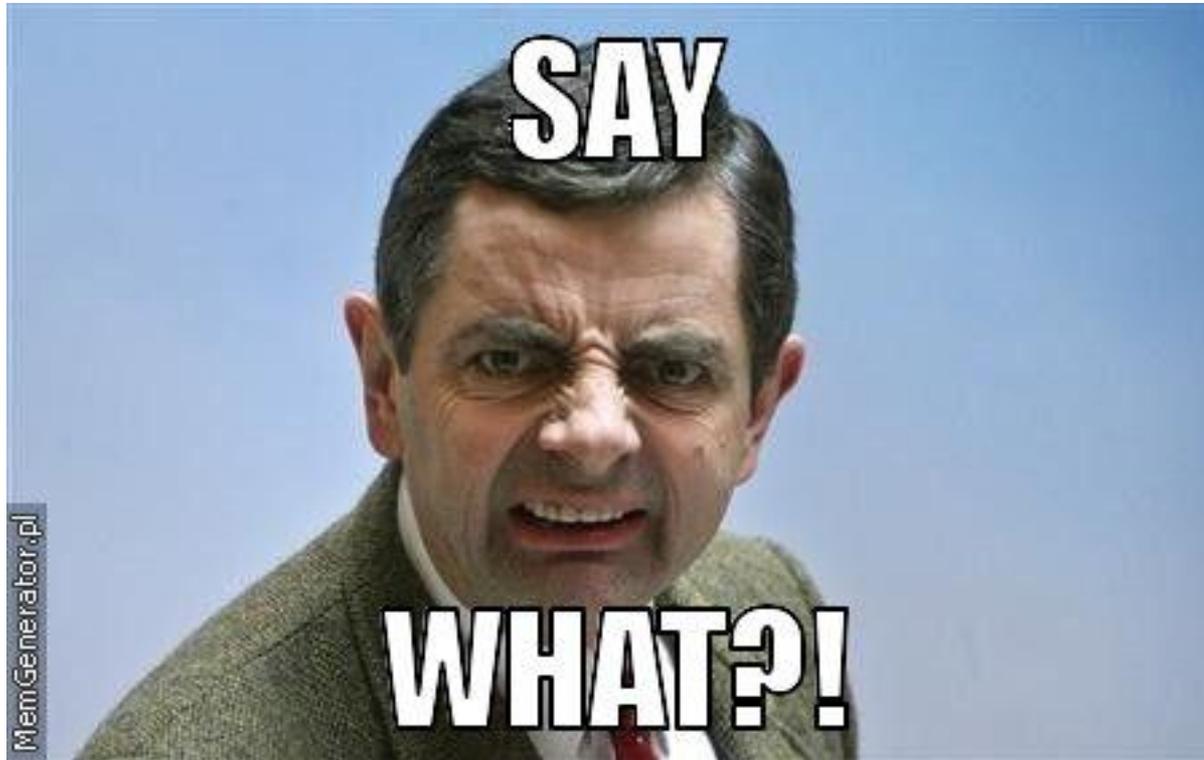
Creating a Fruitful Training Environment for Students and Postdocs

- Make expectations clear
- Give feedback often
- Foster creativity and independence
- Challenge
- Encourage new directions
- Help them network
- Introductions
- Joint Meetings
- Don't be an ass!
- Delegate some responsibility
- Let them take stuff with them



**BEATINGS
WILL
CONTINUE UNTIL
MORALE
IMPROVES**

Maturing Relationships with Partners



Favorite and Least Favorite Parts

Least Favorite:

- Government Red Tape
 - Ethics- massive headache for simple things
 - Travel- think cattle
 - Training-
 - computer training
 - ethics training
 - travel training
 - safety training
 - credit card training
 - records training
 - government car training
 - sexual harassment training
 - diversity training
- No Teaching
- No Grad Students
- Lower salaries



Favorite and Least Favorite Parts

Favorite Parts:

- Its academic science
- No grant writing
- Fellows and students
- Flexibility
- Tenure is closer to real tenure

