

Discussant: Dr. Wayne Lutters, UMBC and QEM Consultant

- **The rhetoric of a singular vision vs. the opportunistic reality of our research programs.**

As Dr. King noted, do your best to avoid being “scattered,” learn to say “no” to opportunities that will diffuse your direction or distract your attention, and maintain as coherent a narrative as you can. Keep your eyes on your goal.

- **Value of ILDP for your P&T self-assessment**

As Dr. Bramwell noted earlier in the deliberations regarding your proportion and tenure, your institution is making a multi-million dollar investment. This is certainly a very high risk decision for them and it is your job to convince them that this a risk well worth taking. One key component that was not discussed earlier was your self-assessment. This is a document where you clearly explain your accomplishments and career goals. The ILDP development exercise this week is extremely valuable toward that effort.

- **Aligning your research with funding agency priorities**

- NSF’s 1950’s charter acknowledging our unique braintrust as a national treasure, how to retain and grow?
- As a program officer one of the most heartbreaking/troublesome moments is watching a new investigator lose enthusiasm for their project. After tremendous pressure from Dean, Chair, and colleagues to receive external funding a proposal is finally recommended for an award. Celebration! Often followed by the postpartum realization of “I’m stuck doing **THIS** with **THEM** for the next 3-5 years?!? That is 10% of my entire academic career. What have I done?” Of course this is rare, but not as rare as you might think.
- **Do NOT** chase trends of funding agencies. Whims shift like the wind. Tell take of DoD “career destroyer”
- **Do** understand the priorities, incentives and opportunities of funding agencies.
- **Do** work to align your research with your intended funding source.