

**CS400 – Future Faculty Seminar  
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# **“Service” in Academia**

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## How Did I Get Here?

- **Ph.D. from Berkeley in 1970**
- **14 years in Research at Bell Labs**
  - Left because Stanford asked, and I liked working with students and recent graduates
- **Joined Stanford in 1984**
  - (tenure the easy way)
- **ICL Director 93-96**
  - Because Jim Plummer became Senior Assoc. Dean
- **Since 1996: EE Chair, Senior Assoc. Dean & EE Chair**
  - Because John Hennessy and then Jim Plummer were Dean



# Professional Activities

- **Journal of Solid-State Circuits Guest Editor (1975)**
- **Int'l Solid-State Circuits Conf Chair (1981)**
- **JSSC Associate Editor**
- **JSSC Editor**
- **VLSI Symposium Chair**
- **Solid-State Circuits Council/Society AdCom**
- **SSC Society President**



## What Kind of “Academic” Career?

Are you driven by

1. Classroom teaching?
2. Mentoring the research of PhD students?
3. Personal research?

At a top-tier research university (i.e. Stanford), #2 is the most important



## At a Research University

- Young faculty must establish external visibility for research contributions
- Good teaching is necessary, but not sufficient
- Service to the institution won't count for much early on
- In the long term, external relationships are key to sustaining a research program



## Service to Research Community

- **Reviewing papers & program committee service help establish visibility, and should broaden knowledge base**
- **Avoid service with a large, ongoing time commitment until mid career**
  - e.g. conference chair or journal editor (which require capable administrative support)
  - guest editor for single issue is good



## Service to Institution

- **Department level committees**
  - Don't spend too much time being a good citizen
  - Some committees are good, w/o heavy time commitment
    - e.g. Academic Administration Committee in EE
  - Admissions Committee can help you find good students early, but is a large time commitment for a couple of months
  
- **University service**
  - Avoid until tenured



# Academic Administration

- **Hierarchy**
  - President
  - Provost
  - Deans
  - Department Chairs
  
- **President and deans focus is often external & strategic**
  - Fund raising, strategic planning, capital investment, alumni and community relations
  - The “face” of the institution
  
- **Provost and department chairs deal primarily with internal issues**
  - Appointments & promotions, operating budget, resource allocation, academic affairs





## Administration

- **If administration appeals to you, why do you want be an academic?**
  - A university is not a place that can be “managed”
  - Asking for help works a lot better than trying to tell people what to do
- **For administrative tasks, often ask people who are reluctant**
  - Already have many responsibilities
  - Must give up something (research, teaching?)
  - Willingness to “serve”



## Most Important Tasks

- **Department Chairs**
  - Appointment of new faculty
- **Deans**
  - “Appointment and promotion of faculty”
- **Provost**
  - “Appointment of deans” (from Provost at another top-tier research university)

**At all levels, devoted to supporting the academic mission, but research programs depend largely on individual faculty initiative**



# What is Most Important?

## Integrity & Fairness

