# Table of Contents

Preface .................................................. xiii

I Simple Steps for Little Feet 1

1 The Meaning of Life 3
   1.1 What Am I Supposed to Be Doing Here? ................. 4
   1.2 Getting to Know You .................................. 6
   1.3 Getting to Know Your Teaching ......................... 8
   1.4 Getting to Know the Other Aspects of Your Life ....... 9
   1.5 Collegiality ......................................... 11
   1.6 What Else Is There to Life? ........................ 13

2 Your Duties 15
   2.1 How to Teach ....................................... 16
   2.2 How Not to Teach ................................... 21
   2.3 How Teaching Is Evaluated ........................... 24
   2.4 How to Establish a Teaching Reputation .............. 26
   2.5 Teaching in Large Lectures ......................... 28
   2.6 Choosing a Textbook ................................ 29
   2.7 Teaching Cooperatively ............................. 31
   2.8 Teaching Outside Your Specialty ..................... 32
   2.9 Media ............................................... 32
   2.10 Research ........................................... 37
   2.11 Committee Service .................................. 38
   2.12 A Panorama of Committees ......................... 40
   2.13 University-Wide Committees ....................... 41
CONTENTS

4.15 Professional Travel ......................................... 117
4.16 Sabbatical Leaves ........................................ 119
4.17 What Clique Do I Fit Into and How is It Regarded? .......... 121
4.18 The Mathematics Research Institutes .......................... 123
4.19 Outside Offers ........................................... 124
4.20 What Goes On at Conferences? .............................. 126
4.21 The International Congress of Mathematicians ............... 129
4.22 The January Joint Mathematics Meetings ........................ 130
4.23 Prizes and Encomia ....................................... 133

5 Beyond Research ............................................. 137
5.1 Writing a Textbook .......................................... 138
5.2 The Mathematics Curriculum ................................ 140
5.3 How to Be a Departmental Citizen ............................. 143
5.4 Letters of Recommendation ................................ 144
5.5 Writing and Editing ........................................ 152
5.5.1 Publishing Editors ..................................... 153
5.5.2 The Purpose of Editors ................................ 154
5.5.3 Types of Editors ....................................... 155
5.6 What If You Are from Another Country? ......................... 163
5.7 National Service ........................................... 166
5.8 A Mathematician’s Apology ................................ 168

6 Being Department Chair ..................................... 169
6.1 What Is a Chair? .......................................... 170
6.2 Characteristics of a Chair ................................... 170
6.3 First, Do No Harm ......................................... 171
6.4 How to Become the Chair ................................... 172
6.5 How to Stay Chair .......................................... 174
6.6 How to Cease Being Chair ................................... 176
6.7 The Chair’s Duties ......................................... 177
6.7.1 The Budget ........................................... 178
6.7.2 Promotion and Tenure .................................. 182
6.7.3 Hiring .................................................. 188
6.7.4 General Departmental Management ...................... 192
6.7.5 The Reward System ................................... 194
6.7.6 When One of Your People Wins a Prize .................. 196
6.7.7 Relations with Other Departments ....................... 197
CONTENTS

6.7.8 Vice-Chairs ........................................... 200
6.7.9 Committees ............................................. 200
6.7.10 Graduate Students ................................. 201
6.7.11 The Graduate Vice-Chair ......................... 203
6.7.12 Undergraduate Math Majors ...................... 204
6.7.13 The Undergraduate Vice-Chair ................. 205
6.7.14 The Curriculum ....................................... 207
6.7.15 Getting Along with the Staff ................. 208
6.7.16 Working Together as a Team .................. 210
6.7.17 Supporting Your Faculty’s Teaching Efforts .... 212
6.7.18 Teaching Assignments ............................ 214
6.7.19 Supporting Your Faculty’s Research Efforts .... 215
6.7.20 Endowed Lecture Series ....................... 216
6.7.21 Faculty Complaints ............................... 217
6.7.22 Faculty Discipline .................................. 218
6.7.23 Prima Donnas and the Like .................... 219
6.7.24 More on Outside Offers ....................... 221
6.7.25 The Library ........................................... 222
6.7.26 Computer Support and Technology for the Department 223
6.7.27 Part-Time Faculty and Freeway Fliers ........ 225
6.7.28 Chair Professorships for the Department .... 227
6.7.29 Retirement and Emeritus Professors ........... 229
6.7.30 Tenured Faculty Changing Departments ....... 232
6.7.31 Raising Money for Your Department .......... 233
6.7.32 The Interface Between the Dean and the Faculty ............................................. 234
6.8 Miscellany of Being Chair ......................... 237
6.9 The Duration of Your Term as Chair ............... 239
6.10 Staying Alive While You Are Chair ............... 240
6.11 A Second Term as Chair ............................. 241
6.12 Do You Want to Become a Dean? .................... 243

III Looking Ahead ........................................ 245

7 Living Your Life ........................................... 247
  7.1 Time Management .................................... 248
  7.2 Publish or Perish ..................................... 250
  7.3 Tenure and the Like .................................. 252
CONTENTS

7.4 How to Be a Tenured Faculty Member .......................... 257
7.5 What Happens If You Don’t Get Tenure? ...................... 258
7.6 If Tenure Doesn’t Make You Happy? .......................... 260
7.7 How to Keep Your Teaching Alive and Vital .................. 261
7.8 Promotion Through the Ranks ............................... 263
7.9 Striking a Balance ............................................ 265
7.10 How to Know When You Are Done for the Day ............ 267
7.11 Managing Your Life .......................................... 267

Glossary .......................................................... 269

Bibliography ....................................................... 289

Index ............................................................... 293