

Hiring, Firing, Getting Money, and Other Things I Learned in the Dean's Office

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The Best Advice I Got When I Started

“The only two things that people will remember about your deanship is the people you hire and the amount of money you bring in”



John Hennessy

The Golden Rule

The only thing that matters is people

The Golden Rule

The only thing that matters is people,
in this order:

1. Professors
2. Ph.D. students
3. BS/MS students
4. Staff

Corollary to the Golden Rule

These are the other things that people will ask you to worry about:

Curriculum reform, Bologna, undergraduate teaching, graduate programs, buildings, space, laboratories, research evaluation, number of papers, citation counts, teaching evaluation, project-based learning, industrial relations, technology transfer, number of patents, number of startups, alumni relations, media coverage, outreach to the general public, toilet

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It doesn't matter

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Of course it matters, but not as much as having the right people

You Are Lucky: It is a Great Time to Hire Professors



Bernie Madoff being
taken to federal prison

You Are Lucky: It is a Great Time to Hire Professors

UC President Mark Yudof's proposal to cut faculty and staff salaries up to 8 percent landed with a thud at campuses across California this week.

Harvard's endowment tumbled 27.3 percent in its latest fiscal year, lopping off \$10 billion and shrinking its portfolio to \$26 billion.

Yale also suffered about a 30 percent loss in its endowment, to about \$16 billion, the university's president disclosed in a letter Thursday

Officials said Stanford's endowment, which funds a big portion of its budget, is expected to decline 30 percent to \$12 billion this year. The university will slash the amount it spends annually from its endowment, to about \$750 million in fiscal 2011, from \$1.1 billion in fiscal 2009

You Are Lucky: It is a Great Time to Hire Professors

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Harvard's endowment
its late

**It is a great time to hire Europeans
who are in US universities**

Yale and
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letter Th

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Hiring is often done poorly in Europe

- Bad strategy
- Bad advertisement
- Bad timing
- Bad interviewing

Strategy

- Broad search, not narrow position

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- Prevent MoM (More-of-Me) hiring

Strategy

- Broad search, not narrow position
- Always hire outside
- Prevent MoM (More-of-Me) hiring
- Attitude matters: NEVER hire a jerk
 - It's not worth it (even if he says he will win the Turing award – he won't)

Strategy

- Broad search, not narrow position
- Always hire outside
- Prevent MoM hiring (More-of-Me)
- Attitude matters: NEVER hire a jerk
- Tenure track
 - Great strategy to attract young people
 - Not sure it translates to Europe
 - Will you be able to say no in n years?
 - My guess is you won't
 - If so, then don't go there

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- Tenure track?
- Beware of interdisciplinarity
 - Beware especially of “computational science”
 - Great way to give position away to biology and physics

Strategy

- Broad search, not narrow position
- Always hire outside
- Prevent MoM hiring (More-of-Me)
- Attitude matters: NEVER hire a jerk
- Tenure track?
- Beware of interdisciplinarity
- Try to find good women candidates

Advertising

- CACM
- IEEE Computer
- cra.org
- Whatever else you want or need to do

Timing

- Synchronize with US recruiting season
 - Or you will miss 90% of the best candidates
- Advertise in November/December
 - Send in ad in September/October
- Set January deadline
- Interview in March-May
- Decide in May

Interviewing

- Treat your candidates nicely
 - All professors should attend candidate talk
 - Have a nice dinner, invite their spouse, ...
 - Make them feel wanted
- If good, they will have numerous offers
- If not, you don't want them

Recruiting of Students

- Do it as a department
- Not as a collection of individuals
- Much more successful
- It is a great time
 - US universities are broke
 - US visa system has a bad reputation

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William “Slick Willie” Sutton



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Why do you rob banks?

William “Slick Willie” Sutton



Why do you rob banks?

Because that is where the money is

Where is the Money?

- Depends from country to country
- Country-specific funding sources
- European Research Council
- EU FP7
- Industry

How to Rob a Bank?

- The best way is to have an insider on the job
- Need to infiltrate the funding agencies
- Need to convince your colleagues
 - Time is well spent
 - Need to advocate field, not just themselves
 - Need to form a unified front

European Research Council (ERC)

- + “Best” money around
- + Pure quality based
- + Significant amounts of funding
- + Little overhead
- Very competitive

ERC Grants

- Starting Investigator
 - Starter (< 6 years after Ph.D.)
 - Consolidator (6 < years after Ph.D. < 10)
 - 1.5m € over 5 years
- Senior Investigator
 - 2.5m € over 5 years
- Yearly call for proposals for each

The Budget Formula

$$\textit{budget}^{\text{CS}} \cong \textit{budget}^{\text{total}} * \frac{\textit{budget_request}^{\text{CS}}}{\textit{budget_request}^{\text{total}}}$$

Submit to ERC!

- We don't submit enough
- So we get very little money
- Encourage your professors to submit!

Prepare for ERC

- Groundbreaking research
- Get some successful proposals
- Look for cues to success
- Help your younger colleagues

EU FP7

- When the call is out, it is too late
- Need to spend time when the call is made up
- Need to convince your colleagues
 - Time is well spent
 - Need to advocate for the field, not for themselves
 - Need to form a unified front
- Most money designated for CS goes elsewhere

A Concluding Thought on Money

- Money is a goal to an end
- Money is not an end in itself
- There is such a thing as bad money

- Careful with money as an evaluation criterion
- May provide the wrong incentives

Other Things You Will Need to Do,
Some Things not to Do,
and Some Things You Should Realize

Other Things to Do (1)

- Prevent your colleagues from killing each other in public
- Computer scientists are fratricidal
- “Circle the wagons, fire on the inside”
- *Please, please wisen up*
- *This is killing our field*

Other Things to Do (2)

- Treat the average professors well
- Most of your professors are average
- They carry the department and the stars
- The stars can take care of themselves

Other Things to Do (3)

- Evaluations
- Write down the negatives
- Don't write down the positives
- Tendency is to do the opposite
- You will regret it

Things not to Do (1)

- Never help anyone who asks for it
- If someone needs help, he is probably a loser
- If he gets help, he will come back for more
- Try ask for something before you help

Things not to Do (2)

- Don't outsource your quality control
- Don't believe letters of recommendation
- Don't believe numbers of papers
- Don't believe citation counts
- Use your judgement

Things not to Do (3)

- Do NOT use the ISI Web of Science
- It's for physicists and biologists
- The results for computer science are at best bogus and at worst completely wrong

Things not to Do (4)

- Transparency
- Too much of it is bad
- Leave yourself some room to make exceptions
- You will need them

Things not to Do (5)

- Don't do too much
- Your colleagues are busy
- Don't waste their time
- Focus on a few goals

Things to Realize (1)

- You cannot solve problems
- Most problems in academia are professors
- You cannot fire them
- Just manage the problems
- And don't hire jerks

Things to Realize (2)

- There are only 10 departments in the top-10
- Don't over-promise

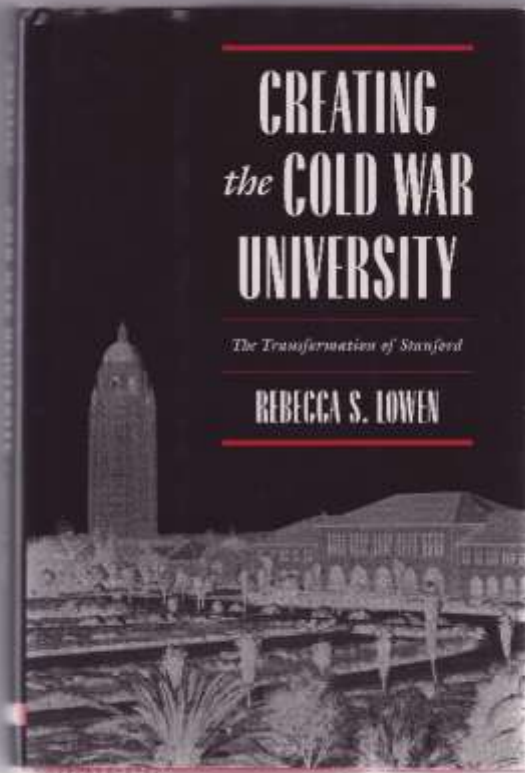
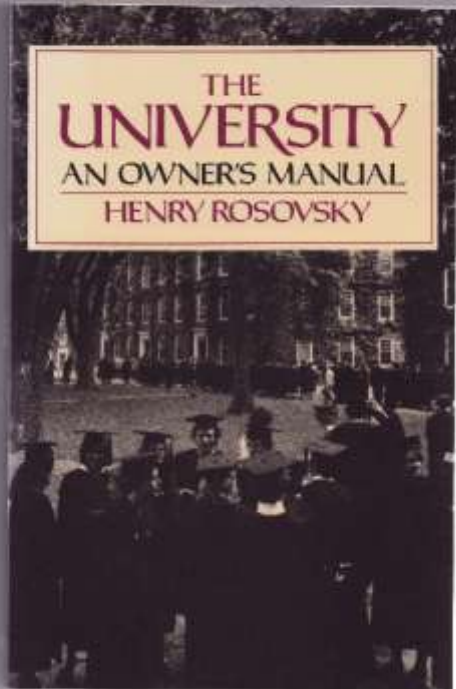
Things to Realize (3)

- The 70% Rule
- If you get 70% of what you were promised, you should be happy

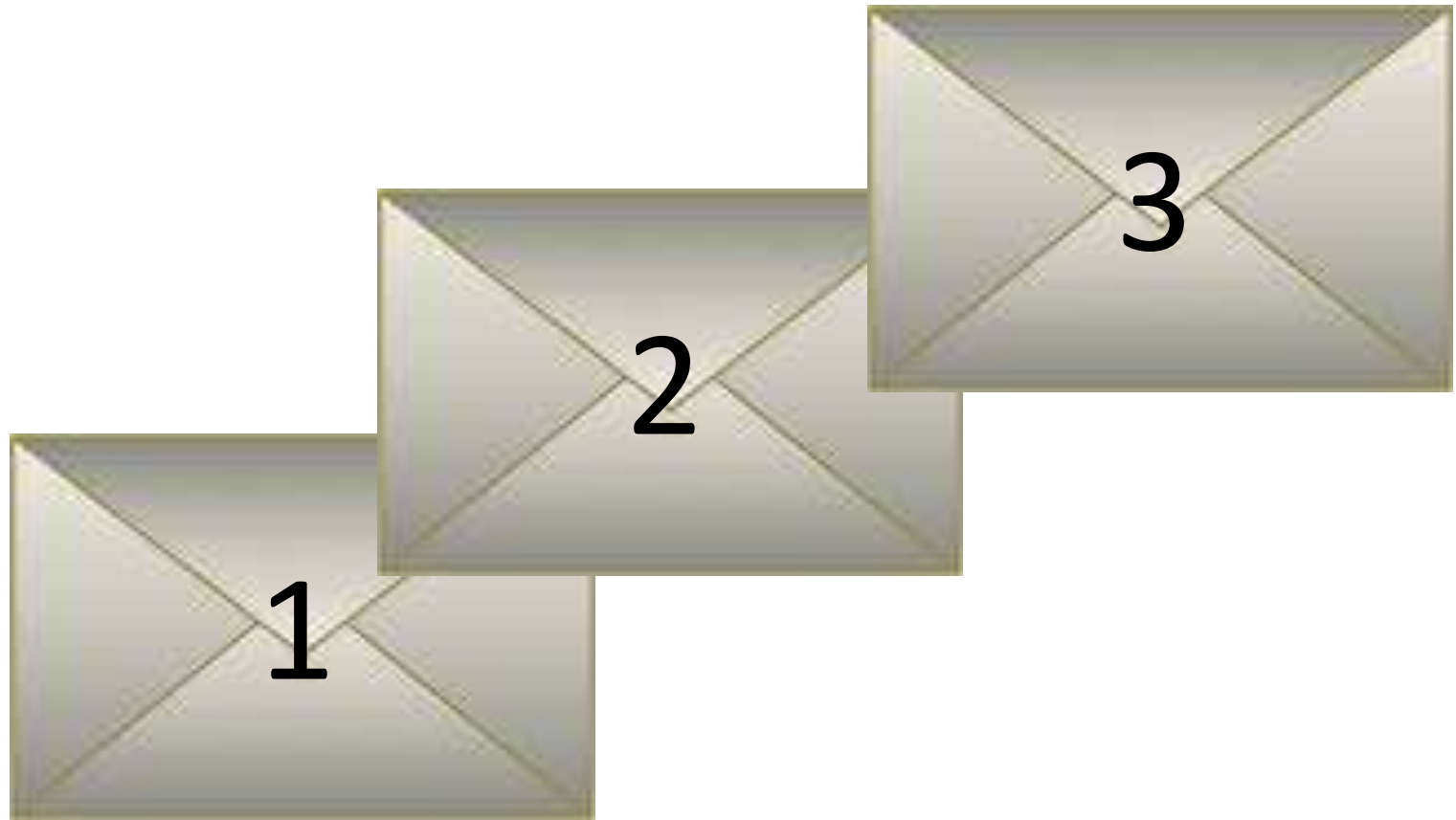
Things to Realize (4)

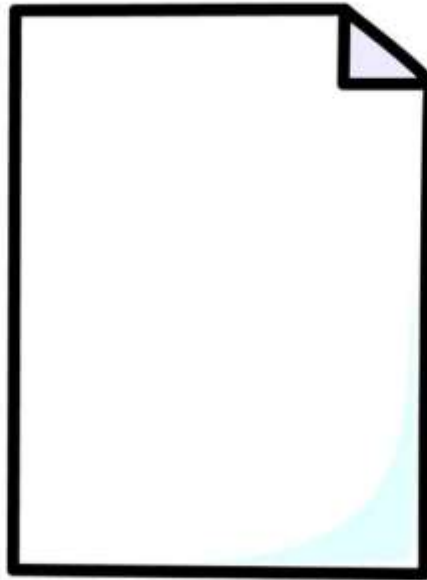
- The 80/20 Rule
- Actually, it is more 95/5
- You will spend 95% of your time with 5% of the people
- Remember what I said:
 - NEVER hire a jerk

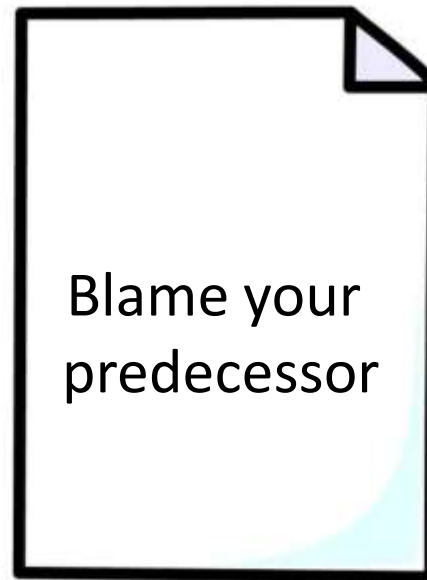
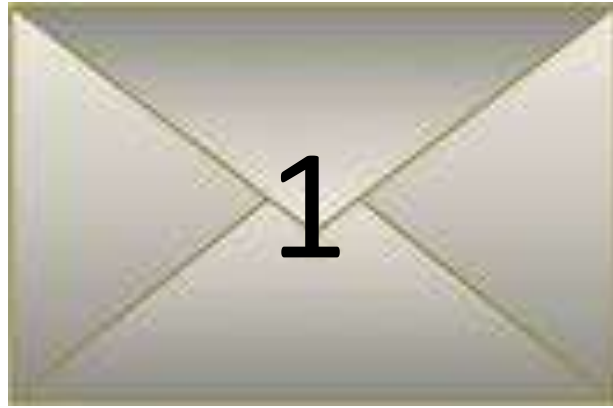
Further Readings

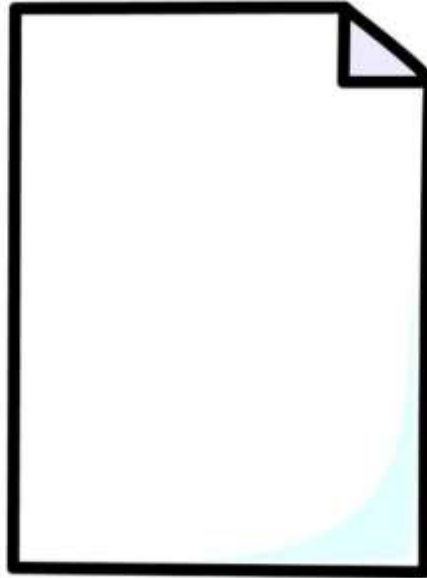
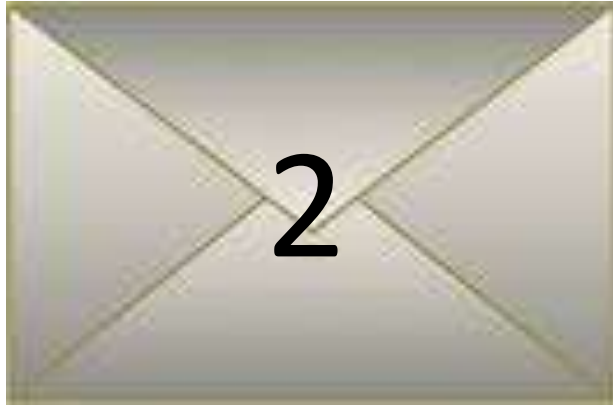


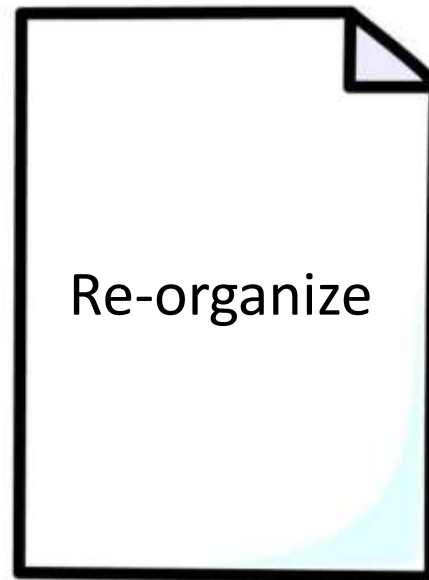
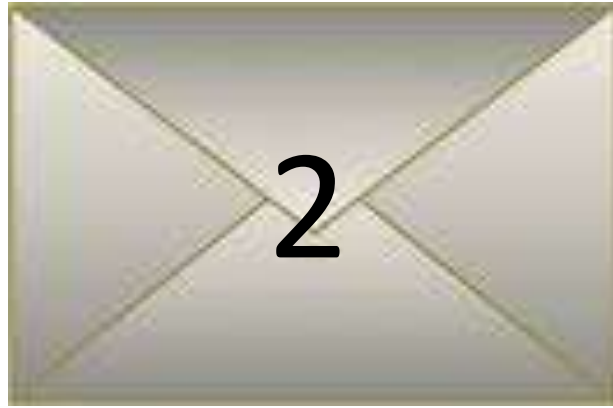
The Joke of the Three Envelopes

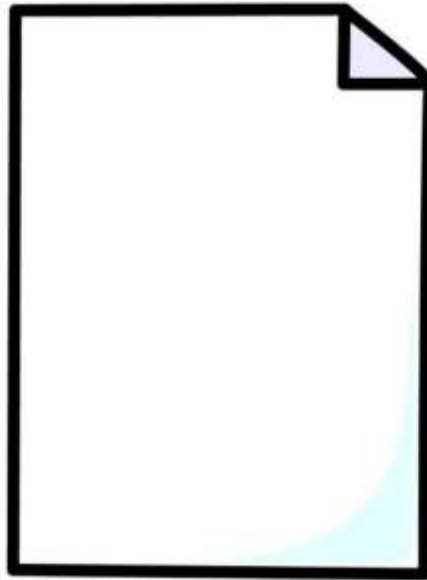


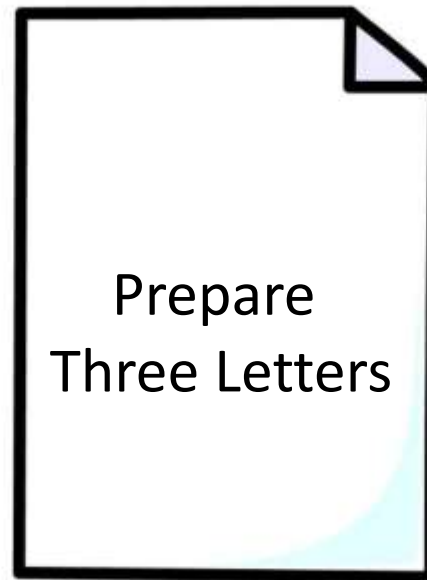












Thank you for your attention