

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

2.14	What Goes On at Faculty Meetings?	43
2.15	Serving as a Mentor	45
2.16	Undergraduate Advising	46
2.17	Graduate Advising	47
2.18	Your Role in the Professional Societies	48
2.19	Translators	49
2.20	Is Mathematics Just a Service Department?	51
3	Sticky Wickets	57
3.1	How to Deal with a Sequence of One-Year Jobs	58
3.2	What to Do If You Cannot Get Along with a Colleague	59
3.3	What to Do If You Cannot Get Along with Your Students	62
3.4	What to Do with a Problem Graduate Student	63
3.5	Jobs in Industry	65
3.6	What Do People in Industry and Government Do?	67
3.7	What About Tenure?	69
3.8	Sex and the Single Mathematician	70
3.9	First Kill All the Lawyers	72
3.10	The Two-Body Problem	73
II	Living the Life	77
4	Research	79
4.1	What Is Mathematical Research?	80
4.2	How to Do Mathematical Research	82
4.3	How to Establish a Research Reputation	85
4.4	Seminars	87
4.5	Writing Papers	89
4.6	Writing Books	92
4.7	Working on Your Own	94
4.8	Working in Collaboration	96
4.9	Publishing Papers	98
4.10	Being a Referee	99
4.11	How to Apply for a Grant	101
4.12	How to Give a Talk	105
4.13	Graduate Teaching	110
4.14	Directing a Ph.D. Thesis	112

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	<i>A Mathematician's Apology</i>	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

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

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**