



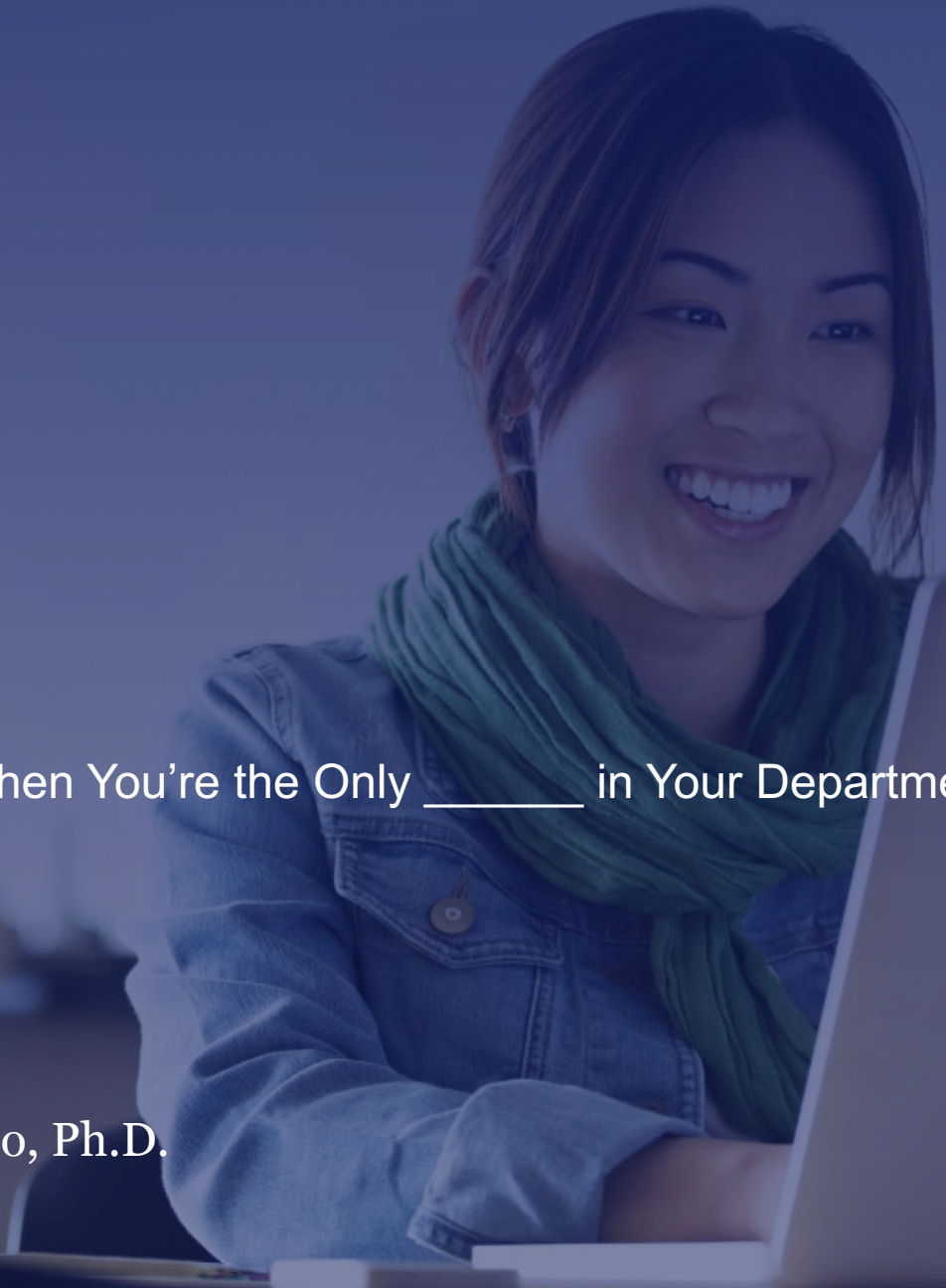
National Center for Faculty  
Development & Diversity

# Solo Success

How to Thrive in the Academy When You're the Only \_\_\_\_\_ in Your Department

Facilitated by Anthony C. Ocampo, Ph.D.

[www.FacultyDiversity.org](http://www.FacultyDiversity.org)



## Today's Facilitator



# Anthony C. Ocampo, Ph.D.

- Sociology Professor at Cal Poly Pomona (Race, Gender, LGBTQ)
- Research for movement and community building
- NCFDD faculty coach and campus workshop facilitator

## Today's Workshop

Challenges  
Faculty  
Face

Part #1

Internal  
Challenges

Part #2

The Path to  
Solo  
Success

Part #3

Post-  
Workshop  
Resources

Part #4

#1

# Challenges Faculty Face



# Tenure-Track Challenges

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The tenure-track is stressful for ALL pre-tenure faculty due to...



Varying degrees of preparation for ALL aspects of the job



Minimal feedback and support



Unclear criteria for promotion & tenure



Ever-escalating expectations for research and funding



Need to front-load research portfolio



Long probationary period (6 years) followed by a series of high-stakes, yet anonymous votes

# Common Outcomes

*All of these challenges can lead to...*



A negative impact on productivity (Years 1-3)



Engaging in **self-isolation** as a protective defense mechanism



Emotional exhaustion and anxiety



Stress-related illness



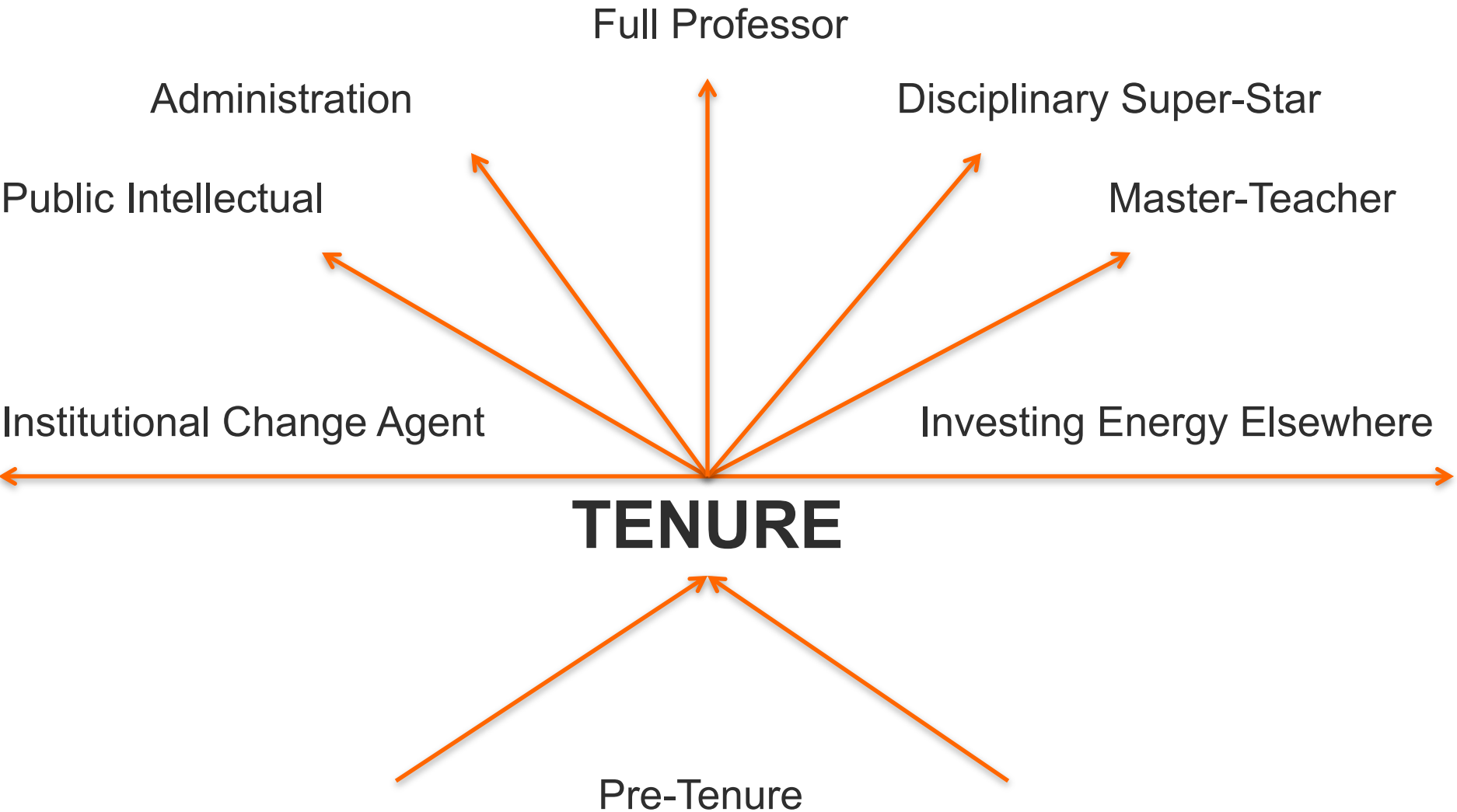
Strained relationships



Thoughts of leaving the Academy



# Post-Tenure Challenges



# “Solo” Challenges

In addition to the challenges ALL new faculty face, under-represented faculty also describe specific stressors that are due to “solo” Status:

## 1. Struggling to find time for research

- ✓ Overburdened with service demands related to diversity.
- ✓ Overwhelmed by students, seeking support, mentorship, advising and guidance.



# “Solo” Challenges

## 2. Emotional exhaustion from differential classroom dynamics

- ✓ Students get confused and can respond *differently* to majority and minority faculty.
- ✓ Differential behavior creates questions about competence and belonging, as well as annoyance and stress.
- ✓ Not getting the benefit of the doubt triggers *over-functioning* in teaching.

# “Solo” Challenges

## **3. Feeling a profound sense of loneliness and a lack of collegial acceptance that are tied to “solo” status**

- ✓ Navigating an overtly or covertly hostile environment without requisite skills.
- ✓ Managing the tension between visibility and invisibility.
- ✓ Lacking a support network, mentors, and sponsors.

#2

# Common Internal Challenges



# Clarify Your Goals (This is difficult!)

## Ask yourself:

- ✓ Who am I?
- ✓ What do I want?
- ✓ Where do I want to be in 5 years?

# Internal Challenges

You don't know what you want

Graduate  
Student  
→

Post-Doc  
→

Assistant  
Professor  
→

Associate  
Professor  
→

Professor  
→



# Internal Challenges

## You Have Some *Limiting Beliefs*

<b>Differentiating the Ideal from What's Real</b>	"It's really all about the work, so I just do great work I'll be successful."
<b>Reactive vs. Proactive Stance</b>	"Everyone's so busy, I don't want to bother anyone with _____..."
<b>Hyper-Individualism</b>	"I can figure everything out myself."
<b>Perfectionism</b>	I hold on to _____ until it's perfect..
<b>Staying Safe/Playing Small</b>	"I only connect with people in my department that I like."
<b>Super _____ Syndrome</b>	"I take care of everyone else's needs (while ignoring or neglecting my own)." "Taking care of my needs is selfish".



# Clarify Your Goals (This is difficult!)

## Ask yourself:

- ✓ Who am I?
- ✓ What do I want?
- ✓ Where do I want to be in 5 years?

#3

# The Path to Solo Success





# Understand the Game

## The Structural Challenge of Faculty Work:

The things that are the least important to your evaluation have the greatest built in accountability, while the most important factors in your tenure and promotion, your reputation as a scholar, and your mobility are the things that have the least accountability.

# Play to Win

**Your inner game shapes how you spend your time, your productivity, and how you engage your mentoring network.**

- ✓ Clarify your goals
- ✓ Develop a pro-active stance towards your career, relationships, and scholarship
- ✓ Take a communal approach to getting your needs met

# 1) Clarify Your Goals

## Ask yourself:

- ✓ Who am I?
- ✓ What do I want?
- ✓ Where do I want to be in 5 years?

# Try: Experimenting with “No”

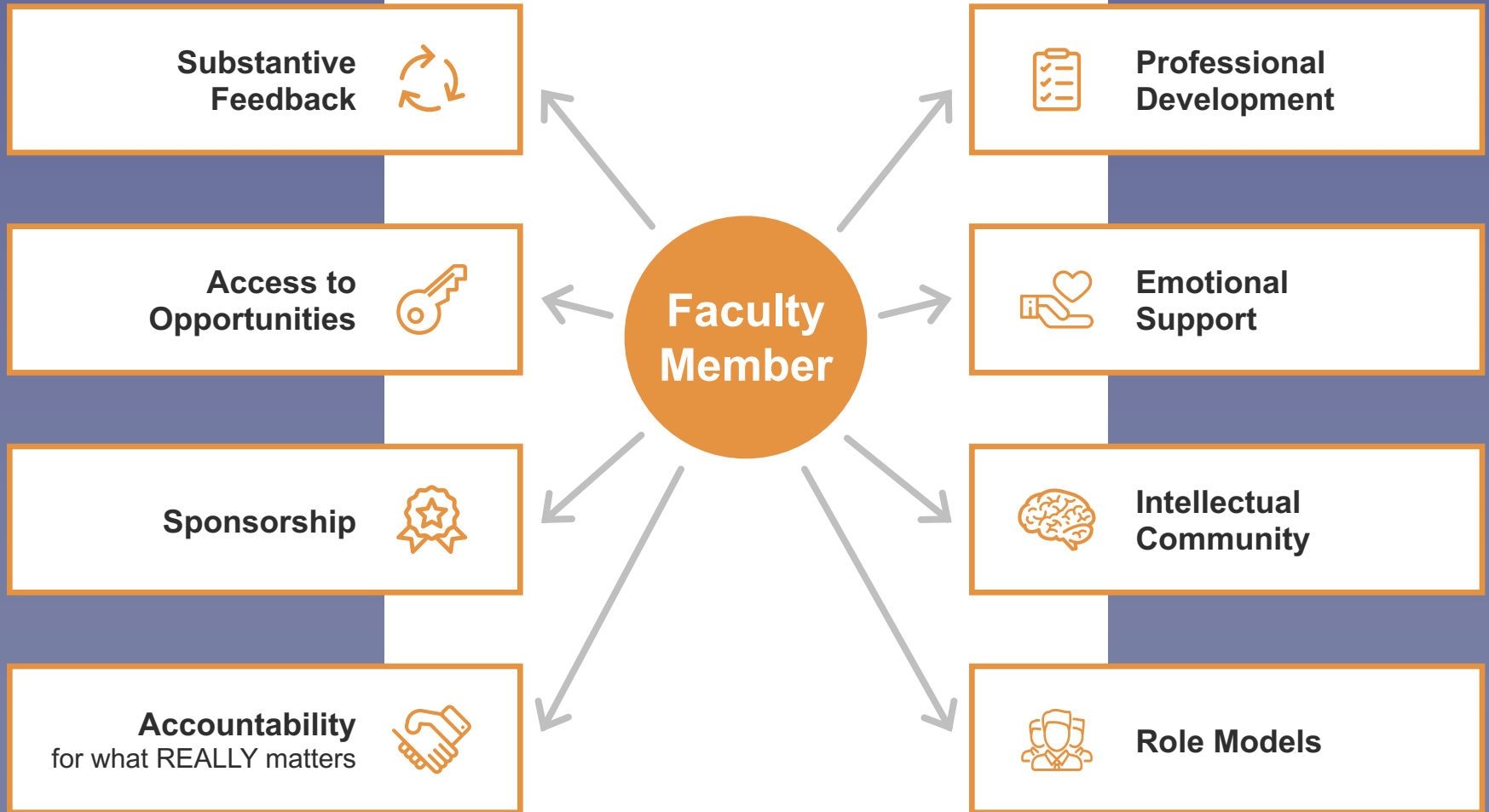
## Once you are clear about your goals:

- ✓ Say “no” to whatever doesn’t move you toward them.
- ✓ Let “no” be your default, and force people to give you an extraordinary and compelling reason to say “yes”.
- ✓ Release yourself from any anxiety, guilt, or shame over the items that are not part of your agenda.
- ✓ Start examining your beliefs about “yes”

## 2) Take a Pro-Active Stance

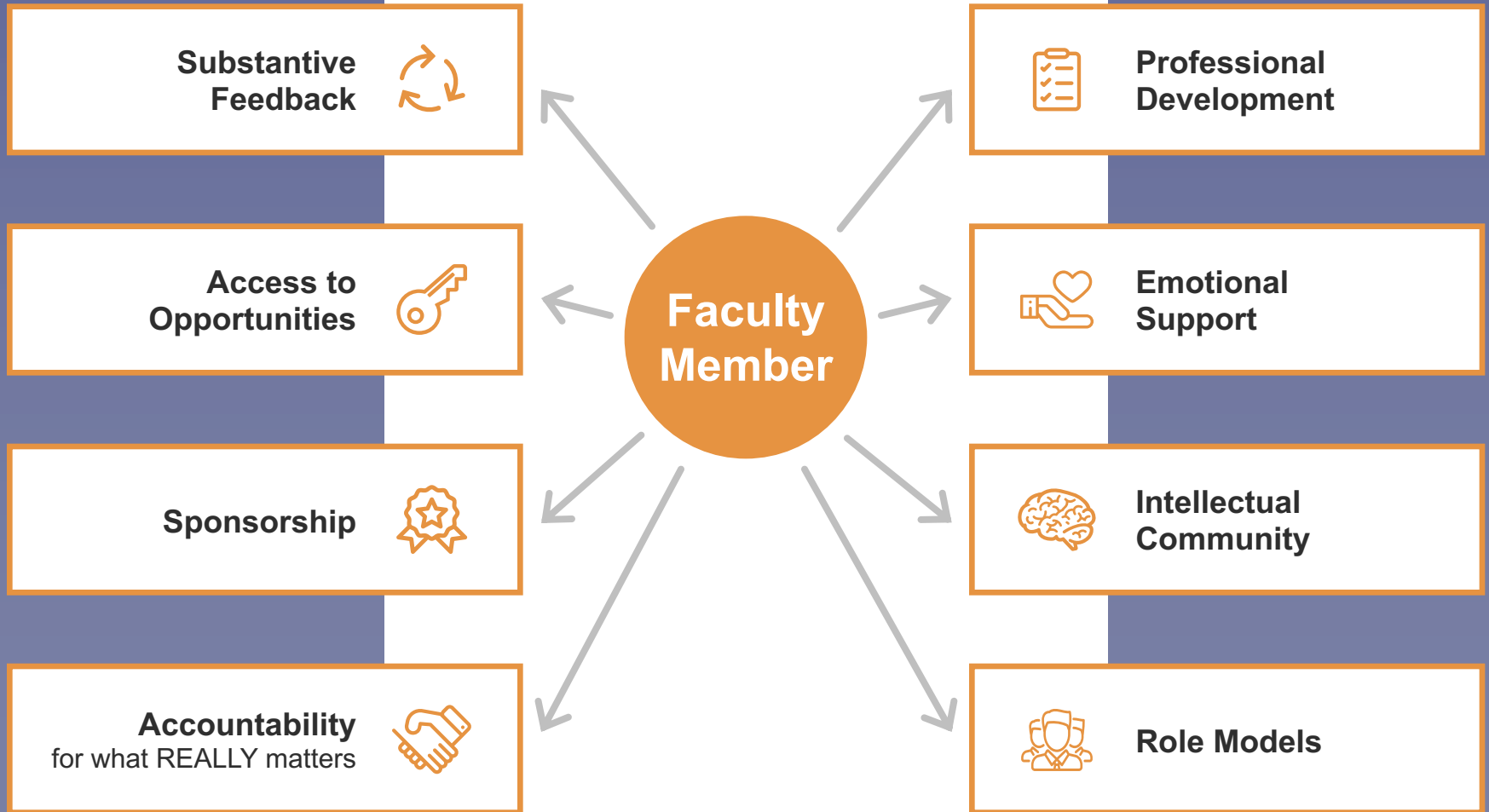
Reactive	Pro-Active
<p>I <b>imagine</b> everything will turn out okay if I just work hard</p>	<p>I <b>create</b> a strategic plan, discuss it with mentors, and ask for support</p>
<p>I <b>avoid</b> conflict until it is intolerable and then maybe, I'll seek help</p>	<p>I <b>invest</b> time in professional relationships, learn how to have healthy conflict, AND develop regular outlets for anger, frustration &amp; rage</p>
<p>I <b>try</b> to figure things out myself</p>	<p>I <b>create</b> a mentoring network to meet my needs</p>

# Try: Re-Thinking Mentoring



# Ask:

What do I need?  
How can I get it?



# This is Mentoring

**Department Colleagues**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_

**Professional Editor**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_

**Readers**  
 (see Intellectual Community)


**Senior Faculty in Your Department**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_  
 4. \_\_\_\_\_

**On Campus Mentors**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_  
 4. \_\_\_\_\_


**Off Campus Mentors**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_  
 4. \_\_\_\_\_

**Peer Mentors**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_

1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_

**Substantive Feedback** 

**Professional Development** 

**Sponsorship** 

**Emotional Support** 

**Access to Opportunities** 

**Role Models** 

**Accountability**  
 for what REALLY matters 

**Intellectual Community** 

**Safe Space** 

1. \_\_\_\_\_ 3. \_\_\_\_\_  
 2. \_\_\_\_\_ 4. \_\_\_\_\_

**On Campus**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_  
 4. \_\_\_\_\_

**Off Campus**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_  
 4. \_\_\_\_\_

**Friends**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_

**Family**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_

**Other**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_

1. \_\_\_\_\_ 5. \_\_\_\_\_  
 2. \_\_\_\_\_ 6. \_\_\_\_\_  
 3. \_\_\_\_\_ 7. \_\_\_\_\_  
 4. \_\_\_\_\_ 8. \_\_\_\_\_

**Readers**

**0-25%**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_

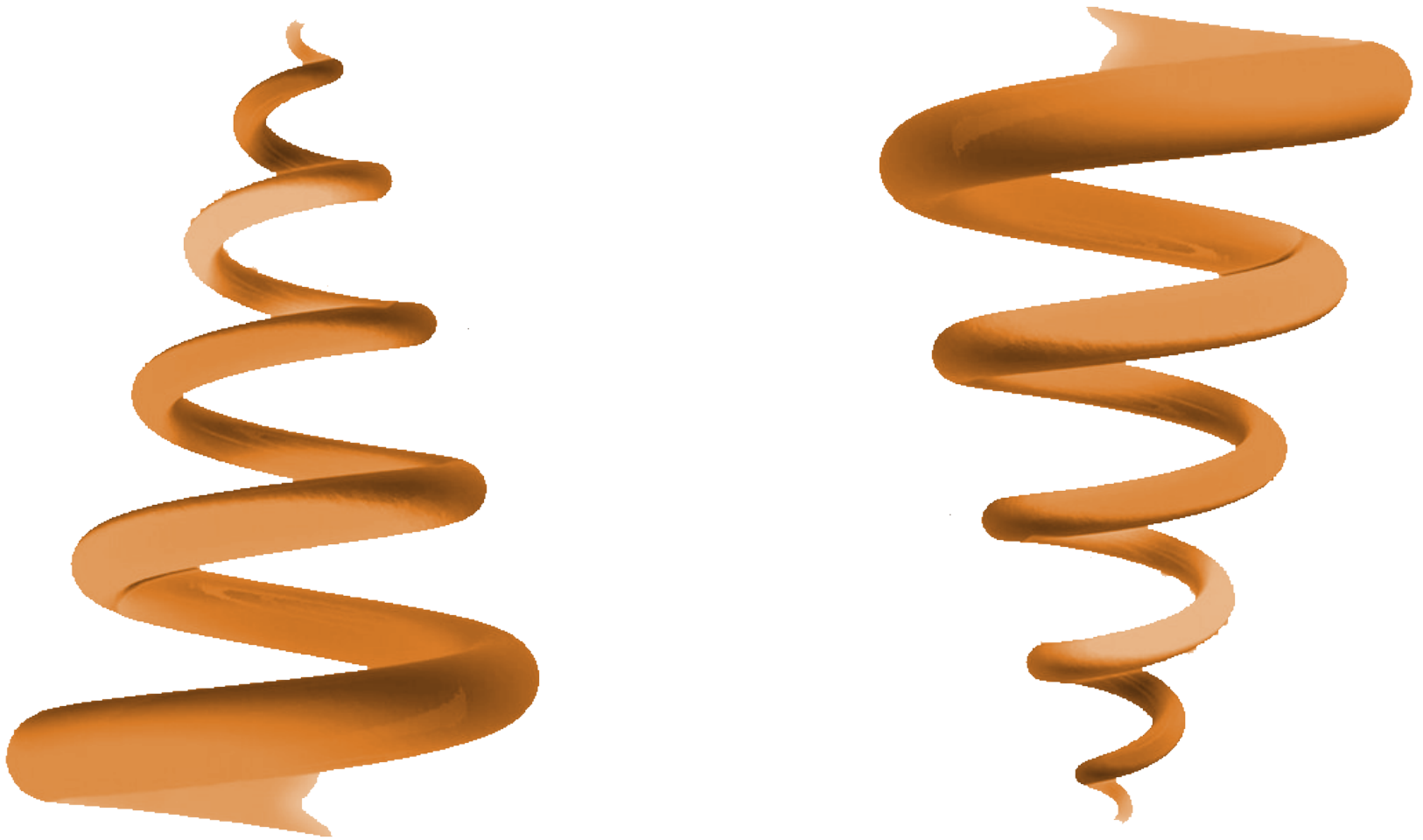
**25-50%**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_

**50-75%**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_

**75-100%**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_  
 3. \_\_\_\_\_



### 3) Community & Accountability



# Try: Writing Accountability

Accountability Structure	Need it Meets
1. Write-on-Site	Physical companionship
2. Online Writing Groups	Daily contact and peer support
3. Accountability Groups	Problem solving and support
4. Writing Coach	Individual attention and externally imposed weekly meeting
5. Buddy or Nag	Help getting started each day and daily accountability
6. Bootcamp	Structure, Community, <i>and Support</i>

# Try: Mastermind Group

## What is it?

- ✓ A small group of people who **are committed to one another's success** who come together to solve problems.

## Why does it work?

- ✓ It creates an upward spiral

## How does it work?

- ✓ 3-4 people who meet at a regular interval
- ✓ Everyone gets an equal amount of time
- ✓ Whoever is on the **HOT SEAT** is in charge of the group

# The Real Secret

## Power, Agency, and Choice

Academics often feel a sense of powerlessness at various stages of their career. While you are vulnerable in particular ways, that doesn't mean you are powerless!

### You make choices every day about:

- ✓ Your productivity
- ✓ How you spend your time
- ✓ What type of supportive communities you tap into (or create)
- ✓ How you respond to conflict in your environment
- ✓ What you choose to do at your institution when you have tenure...

#4

# Post-Workshop Resources



# NCFDD Core Curriculum



*If today was helpful...*

## NCFDD Membership



### Weekly

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Productivity Tips  
(Monday Motivator)

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### Multi-Week Courses

1. Publishing
2. Winning Grants
3. Writing Science



### Monthly

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Core Curriculum Webinars

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### Guest Expert Webinars

1. How to Negotiate Your First Book Contract
2. Time Management for New Parents
3. Teaching in Color



### Community

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Online Forums

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Buddies

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Challenges...

# www.FacultyDiversity.org

