e.g., at Stritch we have an intensive animal laboratory experience, we require an oral comprehensive examination of all medical students, and we offer abundant tutorial and special help sessions. If a candidate cannot cope with animal labs, oral exams, or tutorial teaching, he would not function well in our program. Similar unique considerations exist in other departments; e.g., a bioengineering approach, highly developed computer-assisted instruction, and no animal labs.

Criteria to Assess Service Competence of a Young Faculty Candidate

The third dimension of a faculty member is the ability to function in service or administration in the Department, the School of Medicine, and the University. All divisions of the educational enterprise require faculty service on various committees, task forces, and governance groups. Some general characteristics of a candidate who will be able to function in this aspect of the profession of the academic physiologist are listed in Table 7. Even though these characteristics seem quite agreeable, anyone in an administrative role will relate to how commonly they are lacking in faculty members. Most chairmen are especially sensitive to the ability of a candidate to share the service load and do not want faculty who are above the pedestrian tasks of running the Department, the School, and the University.

The small department has unique features that influence the selection of faculty (Table 8). All faculty must accept service assignments: small departments have many committees, tasks, and so forth to fill and fewer faculty to fill them. In a small department, the personnel interactions are close: a good criterion of a candidate's "people-handling" skills is the ability to interact with all levels of the chain of command—superior, peers, and subordinates.

Finally, a candidate must be prepared to accept the tradition of the individual department; e.g., at Stritch we have weekly faculty meetings, we are committed to shared decision-making, and we operate on the principle that if a faculty member is given the responsibility for a service function, he then has the authority. Other departments have different traditions and operating styles, but the criterion of how a candidate would function in serving the community within the Department, the School, and the University is as important in the long run as research and teaching criteria.

Table 7

General Characteristics of a Faculty Member Who Will Most Likely Develop into an Effective Administrator

1. Conscientious
2. Good communicator
3. Meets deadlines
4. Appreciates order, hates chaos
5. Appreciates need for planning

Table 8

Unique Features of Administration/Service in a Smaller Department

1. Numerous committee assignments for fewer faculty
2. Interact well with all levels of personnel
3. Adjust to departmental traditions—regular faculty meetings, shared decision-making, responsibility with authority

Concluding Remarks

This presentation has stressed the criteria to evaluate the general characteristics of a faculty candidate who should function successfully in the three major professional commitments of an academic physiologist, namely, research, teaching, and service. In addition, some unique features of the three fundamental functions in a small school setting have been presented. It should be emphasized that these criteria are a chairman's objective and may not be agreed upon by all chairmen. Lastly, no attempt has been made to discuss how these criteria are evaluated; i.e., how a department conducts its screening, search, interviews, and final selection. This topic may be appropriate to a future symposium of the Career Opportunities Committee.

Announcements

Annual Meeting
Society for Industrial Microbiology

The 1982 annual meeting of The Society for Industrial Microbiology will be held August 8–13 at the University of Minnesota, St. Paul, MN. The program will include symposia on Agricultural Biotechnology, Biotechnology of Pharmaceuticals and Health Care Products, Biotechnology of Chemical Products, Process Development for Biotechnology, Genetics of Food Microorganisms, and Subsurface Microbiology. *For more information contact:* Ann Kulback, Society for Industrial Microbiology, 1401 Wilson Blvd., Arlington, VA 22209. Telephone: (703)256-0337.

Fourteenth Miles International Symposium on Cell Fusion

The Fourteenth Miles International Symposium on Cell Fusion will be held at Johns Hopkins Medical Institutions, Baltimore, Maryland, USA, June 7–9, 1982. The preliminary program is as follows: Haploid Cell Fusion (Fertilization), Bennett M. Shapiro (Seattle); Protoplast (Plant and Bacterial) Fusion, Edward C. Cocking (Nottingham); Hybridomas, J. Thomas August (Baltimore); Cell Fusion other than Hybridomas, Francis H. Ruddle (New Haven); Plant Cell Fusion, Eugene W. Nester (Seattle); Monoclonal Antibodies, to be selected. A session consists of 5–6 presentations of 20–25 minutes each and concludes with a 50–60 minute discussion moderated by the session Chairman. *For further information contact:* Edward G. Bassett, Ph.D., Symposium Coordinator, Miles Laboratories, Inc., P.O. Box 40, Elkhart, IN 46515. Telephone: (219)264-8460.