

**Agreement for research with Lauren Emberson.  
Postdoc, graduate student, lab staff**

**Part I. Here's what you can expect from me**

**Consistent support and renewable perspective-taking.**

- My role as the Principal Investigator (PI) of the lab. I have a unique role in the lab and that means that I have a different set of responsibilities from other researchers in the lab (e.g., graduate students, postdocs, staff members, undergraduates). In general, I conceive of my role as being the person who is responsible for the lab as a whole and who determines the direction of the lab. My personal analogy is that I am the host of our research party. I decide on the invite list, I am responsible for the overall theme (perception, learning, development, the infant brain!), I try to make sure the party has everything it needs (snacks! decorations! Or maybe grant funding, a new lab coordinator). I am responsible if we get too loud and neighbours complain. If a guest is problematic, I am also responsible for showing them the door. But, the party is for all of us. We are here to push the boundaries of human knowledge through research, to learn and grow as individuals, to share what we find and what we do with others through outreach and education, and to have fun (in our geeky/nerdy ways!). **Welcome to my research party!**
- I will work hard for the good of the lab. The success of each member of our group and the lab as a whole is my top priority. This work involves supporting individual members, the whole community as well as individuals that we are connected to outside of the lab (colleagues/collaborators at our institution, at other institutions, granting agencies). Another key part of my role is building and maintaining the financial and administrative infrastructure of the lab, as well as connecting you to opportunities outside of the lab (e.g., in the department and in the field).
- I have an incomplete and likely non-accurate understanding of what it's like to work with me. I will check in with you about this regularly (e.g., at the beginning of each semester). In this conversation, I truly would like to hear about your challenges and where you think there's room for improvement in any aspect of your work life, including our advisor-advisee relationship.

**Regular, helpful and supportive communication**

- I will be available for regular meetings. At our scheduled one-on-one meetings, we can address anything related to your work life. It is my responsibility to help you succeed, and I can do that best if I know what you're up to. It is a great time to discuss research ideas, bring up your questions or concerns including the latest challenges in your research. There are a myriad of uses to these regular meetings, and please try to use them well. For example, **I prefer for you to come prepared with an agenda or at least a specific idea of what you want to talk about.** I will sometimes have items for our meeting as well (I usually make notes in my calendar item for our meeting throughout the week as I think of them and may refer to that when we meet). Feel free to share materials or data with me ahead of time via email and I will do my best to look at them in preparation. These meetings are the main venue by which our working relationship will thrive and the best form of communication for us (i.e., long form! and in person or "in person"). Always feel free to cancel a meeting if there's not much to talk about. Also, feel free to stop by my office if the door is open for unscheduled meetings or more informal chats. If I'm busy and not available for an unscheduled chat (e.g., writing), I will close my door. If you have a meeting scheduled and my door is closed, please knock. You are on my calendar and thus are my priority! ☺
- Feel free to complement our meetings with other forms of communication. Email is a great way to communicate with me especially about smaller items (e.g., follow ups from our meeting, short questions) but expect a lag time. I try to keep my email up to date within a day or two, but I can fall behind and particularly in busy times (e.g., when I have a grant due, I'm traveling or have a lot of family obligations). I don't respond very quickly to emails on evening or weekends, because I spend this time with my family and doing non-work activities. You can call or text if something is urgent and other methods of communication haven't worked (e.g., you are concerned that I won't submit a recommendation letter on time and it is due today) or if I give you the ok to communicate with me this way (e.g., I am traveling but we are urgently working on something and I know I won't be very up to date by email). We haven't started using Teams yet but that might be a way to get more of a text-like reply.
- Personal life boundaries. One goal I have as your PI is to see you as a whole person. You have a life outside of the lab and so do I! These lives are extremely important. However, I also want to have

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boundaries regarding our personal lives. I view these boundaries as being important part of our functional professional relationship and maintaining lab harmony. To provide an example, one frequent problem regarding bias in labs is when a PI plays 'favourites.' Playing favourites often happens when the PI makes stronger personal connections with one member of the lab than others (often with someone that they share identity characteristics with), and this often bleeds over to giving that personally-preferred person different professional opportunities. Who you are as a person outside of your research/academic identity should never affect how you are treated professionally, the professional opportunities that you have etc. For this reason, I try to maintain some personal boundaries from the folks in the lab. The logic here is that it is natural to connect with some people more than other (we are human) but I don't want those people who I connect more easily with to become preferred professionally (e.g., to have better access to me). However, this doesn't mean that I am not interested in you as a person. For example, we might have personal interests in common (some of mine: plants, cooking, backcountry hiking, crafts, dogs, traveling, the Indigenous history of North America, activism, raising kids). I am open to discussing these shared interests with you and will enjoy that greatly. However, I want to make sure that these discussions don't overtake what the main purpose of relationship is (to do great research, learn, grow, get you where you want to go in your life!) and to head us into this world of playing favourites.

- However, communicating about personal lives at times is important particularly if it gives context about what you need in your work life. This is part of goal to see you as a whole person. Are you having stressful time because of something personal? Do you need more structure and accountability to help you through this time? How do your personal goals influence your professional priorities at the moment (e.g., coordinating your professional goals and the professional goals of your partner)? You don't need to communicate details to me if you don't want to (unless I need to know for some reason and then I will try to be as respectful as possible), or you can communicate details if you feel like it is important to you that I know. I will do the same. The lab was one of the first groups of people that I told when I was pregnant (when I was ready for it to be public information).
- If a boundary is crossed. If I cross a boundary in these or any other communications, please let me know in whatever way you are able (I prefer direct but respectful ways but will do my best to look for indirect ways). If you cross a boundary (e.g., asking about something too personal), I try to simply say that I don't want to discuss that but sometimes use more subtle communication (e.g., changing the topic, backing off). In general, I view it as my responsibility to communicate my boundaries clearly to you if you are crossing them. If you are able to communicate re: your boundaries with me, I will appreciate that and welcome it but, as your PI, I see it as my responsibility to try to be disproportionately sensitive re: boundary crossing as I recognize that it is hard to communicate this to those in authority.
- I am committed to our research projects though they are principally your responsibility. I will help in planning and directing our collaborative projects, help you to set goals that are a combination of being ambitious but also reasonable and attainable goals, and establish a timeline for completion of projects. Part of this is communicating my own goals, timelines, and needs in these projects. I will help you to push forward the conceptual, methodological and data analysis problems that need to be solved to be successful in a project. I will also be involved in writing up the project (abstracts for conferences, papers for publication etc). If it seems like a project is not getting my attention, please bring it up (e.g., in a meeting). I have many projects with each person in the lab so it is not uncommon for something to slip from my attention. In general, **I expect you to maintain the thread between our meetings, to push forward on what we agreed on in the meetings, to communicate to me what you need to achieve success in the project, etc.** Also feel free to advocate for what you want to do in a project. We can have an open discussion about our relative priorities and our respective roles and create a mutually agreed upon plan.
- I will strive to be supportive, equitable, accessible, encouraging, and respectful. I will try my best to understand your unique situation (see above re: personal life and boundaries). I am mindful that each person comes from a different background and has a different set of circumstances, strengths, and weaknesses. It will help if you keep me informed about your experiences and remember that this is a job with very high expectations. I view my role as fostering your professional confidence and encouraging your critical thinking and research creativity. If my attempts to do this are not effective for you, I am always open to talking about other ways to achieve these goals.

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- I will listen. At each meeting, tell me what you want to discuss, what you've been thinking about, and what's on your mind. I know how important it is for an advisor to listen. I will do my best to hear you out and have informed discussions about experiment design, data analysis, the graduate program, your career goals, etc. Note that I will push back on your ideas or decisions if I feel there's validity to my perspective. **I will push my ideas as if I'm right and listen as if I'm wrong. This is my training as an academic and a scientist.**
- I am not always right. You have unique expertise and a unique perspective. I know it can be hard to present a view counter to your advisor (and an opinionated one at that). But sometimes I will propose something that just plain doesn't make sense. For example, I might think that recruitment will happen in a certain amount of time and you know that recruitment is taking much longer than that. Or, I might think that the fNIRS machine can export a certain kind of data but it can't any more or we do it totally differently now. Please let me know if based on your experience that is not correct. The reality is that I am not in the lab and having my hands on these research projects day in and day out like you are. I rely on those in my lab to keep educating and re-educating me as to the realities in the lab and doing the research. So please respectfully let me know that I am out of touch and re-educate me. I will do my best to always be open minded to this.

**A positive, healthy lab culture.**

- I have worked to create a lab that's full of generous people. My hope is that you will benefit from and contribute to this culture during your time in the lab.
- I will be a human shield and protect you from external forces that would negatively impact your research. I will do all I can to make sure you are treated fairly by people in the lab, department, university, and field. Also, you will not have to worry about basic infrastructure of the lab: the equipment, the basic research funds, the necessary personnel, etc.
- I will provide a work environment that is safe and free of harassment.
- I will actively prevent and avoid unnecessary drama, because it reduces your quality of life both inside and outside of work. Drama affects everyone's ability to be at their best.
- I will try to help everyone - including myself - learn from mistakes.
- I will promote open science.
- I will provide a work environment that is intellectually stimulating and emotionally supportive.
- I will encourage incremental progress and celebrate small wins. To me, submitting a paper is the biggest thing to celebrate! It is what we have the most control over and is a huge accomplishment. I will also celebrate your big accomplishments (getting published! receiving an award! landing your next dream position!). 😊
- I will discuss authorship policies with you. I will acknowledge your scientific contributions to research in the lab, and I will help you publish your work in a timely manner. While authorship is a notoriously tricky issue in science, I prioritize fairness and clear communication and have generally found this reduces 99% of the complexity of this issue. I try to set up collaborations where authorship order is clear, and welcome direct conversations about this topic and am always here to hear your concerns at any point in the project. While the role we have in the project (e.g., the amount and kind of work we are doing) is the biggest determiner of author order, I also try to prioritize authorship for more junior members of the research team as it has a disproportionately greater impact on their career success.

**Help with requirements and professional milestones.**

- I will help guide you through program requirements, teaching experiences, human subjects guidelines, and professional milestones and responsibilities. However, I will rely on your own monitoring of deadlines and requirements and communication to me of what you need and when.
- You can count on me to do my very best to promote you as a scientist. My primary roles are to (1) help you think clearly about theoretical issues driving your research, (2) work with you on designing, analyzing, and writing up experiments, and (3) successfully bring in grants and steward our resources so that you benefit to the maximum extent from our joint efforts. The success of these grant proposals is largely based on the work that you do, and in this way, every lab member contributes to our success.

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- I will lead by example and facilitate your training in the skills necessary to be a successful scientist, such as oral and written communication skills, grant writing, lab management, human research policies, and scientific professionalism. I will encourage you to seek opportunities in teaching, even if not required for your funding, because I believe this is an important component of your education.
- I will help you generate and test good ideas, and I will do all I can to kill off bad ideas. Generally, I believe that ideas should meet high standards of evidence and argumentation.
- I will not require you to perform tasks that are unrelated to your professional development or role in the lab. As it is appropriate to your stage of career and position in the lab, you will be asked to help with tasks that are not directly involved in your main research projects. To provide some examples, lab coordinators are asked to do much more lab administrative work than graduate students because it is part of the responsibilities of their position. Postdocs are sometimes asked to help with high-level administrative responsibilities (e.g., ethics, grant writing) because it is part of their training to become PIs. Anyone in the lab might be asked to help with doing something for a grant or a key collaborative project if it is important for the broader good of the lab. However, I try to keep these asks to a minimum and to be appropriate to your position. If you ever have questions about any of this including ways in which folks are being treated differently across different positions, please feel free to ask. I am happy to talk explicitly about these topics.
- I will encourage you to attend conferences, and I will do all I can to provide funding.
- I will make every attempt to help you land your next position. Broadly, I will help you meet relevant people, I will connect you with opportunities and help you make the transition to your next position (and beyond). It is never too early to start talking about and thinking of next steps so you can focus your time in the lab to get you where you want to go!
- I will support you in your path toward academic and non-academic careers. You can always count on me to cheer you on for research and/or teaching positions at universities, higher ed admin, industry, data science, government, nonprofits, education, and more. In my opinion, the best outcome of your time in the lab is that it facilitates the next step on your professional path. If your next step is not academia, I will happily support you in that next step (and beyond).
- I will provide honest letters of evaluation for you whenever you request them. Writing letters is an important part of my job as it supports you and your career development. However, it can be unnecessarily burdensome on faculty members. I have many people to write letters for (I am still writing letters for folks that I advised at the University of Rochester!). Moreover, there are seasons of letter writing where I have many, many due each week from many different people. So, please give me as much advanced warning as possible (it honestly can't be too early! I'll just put in in my plan and on my calendar) and include all the information you think I might need. Likely we will have been talking about this application in our weekly meetings. Please also be organized with a list if you have multiple letters that includes deadlines, any particularities of each letter, how they will be submitted (email, URL request). I will submit all the letters at once as it is easiest for me. So do your best to not make additional requests after the fact and have all the requests waiting. I will write you when I've submitted so you know. I try not to leave them to the last minute as I know it can be stressful (I remember refreshing the page every day to see if my recommenders submitted!), but I am also juggling a lot so this might not always be possible. If it is urgent and you've already emailed to remind me and not heard back, text me. If you are stressed, feel free to communicate that to me and remind me. I've only once had a student remind me too much (and I just told them what was happening and everything was fine!).
- I am committed to mentoring you, even after you leave my lab. I will gladly advise and guide your career development – to the extent you wish – long after you leave. I will happily write you letters as long as they are useful to you. Never hesitate to contact me any time in the future for help. If you want to maintain contact with me after you've left the lab, please do. I like staying in touch. Often through sporadic emails. However, don't feel obligated and if it doesn't feel genuine, don't sweat it. You can always ask me out of the blue to do something to help you out even years down the road. There is no need to maintain contact to ask me for further support. Recent example, two undergraduates that I mentor in 2013-2015, wrote me this year to ask for letters of recommendation as they wanted to apply for graduate school in research and didn't have any letters in the interim period from an academic mentor. I was happy to write them letter (or update ones from the past). No need to keep in touch just to ask for support (that you are

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entitled to) in the future.

**Part II. Here's what I expect from you**

**Take ownership of your projects and your time in the lab.**

- Acknowledge that you have the primary responsibility for your success. This success hinges on your commitment to your work. You should maintain a high level of professionalism, self-motivation, engagement, scientific curiosity, and ethical standards.
- Ensure that you meet regularly with me and provide me with updates on the progress and results of your activities and experiments. Make sure to also use this time to communicate new ideas about your work and challenges that you are facing. Remember: I cannot address or advise on issues that you do not bring to my attention.
- Be honest when you make mistakes. There's no need to feel embarrassed or worried. We have all made mistakes. We can address **any** mistake in a productive way, and it is best if it is done as quickly as possible. **I will never shame you for bringing mistakes to my attention.** In fact, I try to congratulate you for finding the mistake (often not easy to do! and shows that you are being diligent) and your bravery in correcting it.
- Be knowledgeable of the policies, deadlines, and requirements relevant to you. For example, a graduate student needs to consider the graduate program, the graduate school, and the university. Comply with all institutional policies, including academic program milestones, laboratory practices, and human-research policies. If you are unsure, please ask. If you have any concerns, please talk to me.
- Understand that there will be cyclical highs and lows. This job (i.e., being a researcher and academic) is hard. In particular, academia can sometimes be hard on your self-esteem. There can be a lot of rejection and there are a lot of challenges in what we do. We are literally pushing the edge of human knowledge! Often no one knows the right answer or how to do something. So, when lows hit, know that you are not alone. Seek out support (from me, from your peers, from others in the lab, from your friends and family). We are here to help each other (see above for generous lab!). Be professional, mature and thoughtful in your reactions to the hard times. I have many strategies for dealing with the hard parts of this work, so talk to me! Also, some days, we just need to take a break and walk away and do something good for ourselves and know that that is part of what this work is like.

**Be generous. Be a team player.**

- Attend and actively participate in all lab meetings, seminars, and talks. Participation in lab meetings does not mean only presenting your own work but providing support to others in the lab. Asking questions is just as valuable as giving presentations! If there is a reading for a meeting, read it and come prepared with things to say. If someone is presenting, pay attention and give all the feedback that you can. If you feel shy in group contexts, you can email (I often start an email to someone during the talk and use that to take notes and then send it to them afterwards). We can also brainstorm ways that can help you to more actively participate in these contexts.
- Strive to be the very best lab citizen. Take part in shared lab responsibilities and use lab resources carefully and frugally. Maintain a safe and clean lab space where data and research participant confidentiality are protected. Respect individual differences in values, personalities, work styles, and theoretical perspectives. If you treat a colleague with disrespect, or if you talk down to someone in an egregious way (regardless of your respective ranks or roles), we will have a problem.
- Try to spend your time in the lab. There is no better way to contribute to the lab and to maximize learning than actually being there. Casual conversations in the hallway can be extremely helpful; helping others troubleshoot will help you build technical (and teaching!) skills (as well as boosting your self-esteem).
- Help others learn whatever precious knowledge you possess! I'm particularly referring to methods and statistical analysis techniques. Help mentor and train undergraduates – it's a crucial part of your professional development.
- Actively acknowledge the efforts of everyone in the lab. Be generous with praise. Most of the time our work is group-based. If you receive praise, share it with the group (when appropriate). You should do this

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by acknowledging them in the moment (to the person giving you praise) and also with the members of the group after, if they were not present. Some people get disproportionate praise and credit (partly due to systemic biases but also due to role and other factors). It is important for every individual to combat this inequality and particularly the person receiving disproportionate praise. These considerations are also when you are giving praise.

**Develop strong research skills.**

- Take advantage of your opportunity to work at a world-class university by developing and refining stellar research skills. There's high-quality science happening all around you.
- Challenge yourself by presenting your work at meetings and seminars as early as you can, and by preparing articles that effectively convey your work to others in the field. **The currency in academia is published papers.** They drive a lot of what we do, and because our lab is predominantly supported by taxpayer dollars, we have an obligation to complete and disseminate our findings. I will push you to publish your research as you progress through your time in the lab, not only at the end. At first, I will heavily edit your manuscripts, but as you progress, I will expect you to take a lead role in authoring scientific papers. Please don't sit on interesting data, even if you have null results. Get them out the door. Part of doing this is making writing a regular activity. I write every work day (at least 30 min) which helps me keep manuscripts flowing out the door. Please talk to me if you are having trouble prioritizing writing. I can help!
- Keep up with the literature so that you can have a hand in guiding your own research.
- Maintain detailed, organized, and accurate lab records. Be aware that your notes, records and all tangible research data are my property as the PI. When you leave the lab, a full set of all data must stay on the lab server, with appropriate and accessible documentation. You may also take a copy of the data when you go. If you want to do something with the data in the future, talk to me and we'll figure out the best way forward. Keep the server up to date with data, analytic code, etc. If possible, work from the server so this is never an issue. Don't wait to do it all around publication time or when you are leaving the lab. See the lab manual for more specifics on what I mean here and how this relates to open science.
- Back up your computer. It is important that your computer be backed up. If you are not sure if this is happening, see me and we can sort it out. I am responsible for making sure that the server and the lab computers are getting backed up.
- Be responsive to advice and constructive criticism. The feedback you get from me, your colleagues, your committee members, your course instructors, and peer reviewers is intended to improve your scientific work. Sometimes it can be hard to get this feedback but do your best to not take it personally. However, if you sense unfair treatment from anybody and to anybody, please tell me.
- Become an independent researcher. This is the ultimate goal of graduate school, a postdoc etc., and it takes years to reach independence. Collaboration is wonderful, but you can't collaborate effectively without having strong, independent research skills. To me, independence is marked by being able to do the following things without much help: generating new ideas, setting goals for yourself, stating objectives for the week/month, reading core literature, developing effective communication skills, seeking out resources and literature for new ideas, seeing experiments to the very end no matter how difficult, refining lab methods, analyzing data in contemporary and ethical ways, supervising undergraduates, thinking of follow-up experiments, predicting what peer reviewers might say, asking questions confidently both in small and large meetings, developing an ability to present scientific findings at conferences in a compelling and accessible way to a wide range of audiences, withstanding intense Q&A from colleagues, being able to spontaneously reference diverse literature, organizing ideas coherently in writing, and writing solid first drafts of manuscripts and grants. If that sounds like a lot, then understand why academic training takes a long time!

**Work to meet deadlines.**

- Strive to make and meet deadlines: this is the only way to manage your progress. Deadlines can be managed in a number of ways, but I expect you to work your best to maintain these goals. We will establish mutually agreed upon deadlines for each phase of your work. Treat these respectfully like they are externally determined deadlines (within reason, sometimes we don't anticipate how hard something

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might be e.g.,). You should find a balance between your different obligations (e.g., research, teaching, mentoring, taking classes, administrative responsibilities). If you are unsure how to weight these things, please talk to me. As long as you are meeting expectations (i.e., hitting these goals), you can largely set your own schedule. It is your responsibility to talk with me if you are having difficulty completing your work necessary to meet these deadlines. I will consider your progress unsatisfactory if I need to follow up with you about completion of your lab work or you are consistently not meeting these deadlines.

- Be mindful of the constraints on my time. When we set a deadline, I often block off time to read and respond to your work. If I do not receive your materials, I will move your project to the end of my queue. Allow a minimum of one week prior to submission deadlines for me to read and respond to short materials such as conference abstracts and two weeks or more for me to work on manuscripts or grant proposals. Please do not assume I can read materials within a day or two without prior agreement. I will always try to be as efficient and responsive as I can, but I have a myriad of other work and non-work constraints on my time.

**Communicate clearly.**

- Let me know the style of communication that you prefer. If there is something about my mentoring style that is proving difficult for you, please tell me so that you give me an opportunity to find an approach that works for you. No single style works for everyone; no single style is expected to work all the time. Do not cancel meetings with me if you feel that you have not made adequate progress on your research; these might be the most critical times to meet with a mentor. Meetings should be about both challenges as well as progress!
- Learn the value of having a lively exchange of ideas with others.
- Be prompt but also know that email isn't your #1 responsibility. Please respond promptly to emails from me, other professors, or anyone in our lab group, and show up prepared and on time for meetings. Here is what I mean by prompt: I don't mean within seconds. I try to respond to emails within a day or two. I expect you to do the same and ideally a bit more quickly as you have many fewer emails (I get 100s a day. It was a big increase when I became a professor!). However, we all must find a balance between being on email, doing our non-email work, and living our lives. I don't expect you to email back in the evenings, on weekends, when you are taking holidays (I encourage you to take a break from email and work during these times!!). If you need time to gather information and something is urgent, a good strategy is to acknowledge receipt of the message and indicate when you will be able to provide the requested information. However, if something is not urgent, feel free to wait to respond until you get the information necessary. **Generally, I prefer fewer more informative emails if possible.**
- Discuss work hours, sick leave, and vacation with me directly. Consult with me and notify fellow lab members in advance of any planned absences (e.g., vacations!). I expect that most lab members will not exceed 4 weeks of personal travel away from the lab in any given year. I believe that work/life balance and vacation time are essential for your research success, happiness and good mental and physical health, and I encourage you to take regular (and real!) vacations. But please plan vacations smartly and strategically. There are times when more effort is needed toward your work. As for work hours, my personal preference is to having regular work hours. For me, it helps to have this structure to achieve better life/work balance, to plan my days, to turn off my research brain at night and on weekends (sometimes I think of these as mini-vacations, mostly because I love vacations). To some extent, our work pushes us towards standard working hours as you will be involved in running studies and meeting with participants, and the lab is only open certain hours and days. However, for some, flexibility is a great perk of the work that we do. So, I am also open to less standard work hours as long as you are productive, and it doesn't interfere with your work as part of our research team (with myself or anyone else). If you are experiencing a major health problem (including mental health) or a personal issue that is substantially impacting our work productivity for more than a couple of weeks, let's discuss. I might suggest that you take a leave of absence so you can focus on your self-care and come back to research when you are ready. Also, during hard times, the flexibility of our work hours can be a benefit so we can more effectively juggle between our obligations but please be attentive to the difference between flexibility and not getting your work done.
- Discuss any projects with me before you start them, to help ensure that we're in agreement. This

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discussion would also be a good moment to discuss authorship. Barring unusual circumstances, it is my policy that researchers are first author on all work for which they took the lead on experiment design, data collection, and preparation of the initial draft of the manuscript. **All research in my lab needs to be approved by me before it starts.** See the lab manual for more specifics on what I mean here and how this relates to open science. My research encompasses a wide range of topics, but there are topics that are outside of my research umbrella. If you are interested in one of these topics, feel free to bring it up with me. I am open to you exploring other interests and having some outside collaborations (ones that involve me and ones that do not). However, the majority of your research should be in the lab and on topics that fall into the umbrella of the lab. If you are finding that this is not the case, this would be a good time to discuss whether the lab is a good fit for you and productively consider your options.

- Openly talk to me about my effectiveness as an advisor. Regularly (e.g., the start of every semester), we will discuss your goals and take a moment to check in. Part of this check in is giving me feedback about how our advisor-advisee relationship is going for you. We can discuss ways to improve it, and I am excited about the possibility of doing so. I will also tell you if I am satisfied with the progress you're making. Throughout the year, if you feel uncertain, overwhelmed, or want additional/different support, please let me know. I welcome open communication and consider supporting you to be an important part of my job. An open and effective advisor-advisee relationship is one of the most important things to ensure success in graduate school, your postdoc, and beyond.
- Let me know, even if it is (possibly) negative. As a person, a scholar and an advisor, I value direct communication. Please communicate directly to me even if that could be negative. To give an example, it is common for researchers to have a party in their honour when they graduate or leave the lab. I look forward to these parties and so do a lot of the lab members, However, it doesn't feel great to everyone, and if it is your time to have a party and you would rather not have this party, I would welcome for you to tell me well in advance. I want to celebrate you in a way that feels good to you! We can find a way to both be happy and content with the situation. That is simply an example of something that could conceivably be negative but that I would welcome for you to bring up with me directly. 😊

**For us to add, items that are specific to our working relationship and your/my expectations/goals for our time working together:**

- 1)
- 2)
- 3)
- 4)

Thanks, and I look forward to working with you.

\_\_\_\_\_  
Lauren Emberson

\_\_\_\_\_  
Date

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\_\_\_\_\_ Date