TUM Postdoc Workshops & Postdoc101 Talks
Summer Semester 2024
Dear Postdocs,

The TUM Talent Factory supports postdoctoral researchers at TUM and continuously expands and improves its program. Please check out our broad program of transferable skills workshops as well as online courses you can take at any time from any place. Additionally, we organize together with the Munich Postdoc Network the Munich Postdoc101 Talks, a talk series open to all postdocs based in the Munich area.

We warmly invite all postdocs at TUM to register for our workshops and online courses. For further suggestions on topics and formats you think would be useful for postdoctoral researchers, please contact us anytime via postdoc@tum.de.

The TUM Talent Factory is recruiting international postdocs for TUM and supports researchers of all levels applying for third-party funding.

At TUM, there are various teams and points of contact offering workshops and support measures for postdocs. Therefore, we also inform about these offers in this brochure.

To stay informed about all our offers and events as well as interesting calls we kindly invite you to register for our TUM Postdoc Newsletter and to follow us on our TUM Postdoc LinkedIn and Twitter/X!

Please also share this program with other TUM postdocs who might not receive our program yet.

We are looking forward to welcoming you soon at one of our events!

Best regards,

The TUM Talent Factory Team

https://www.forte.tum.de/en/talent-factory/ | postdoc@tum.de
TUM Postdoc Workshops & Postdoc101 Talks | Summer Semester 2024

For detailed information and registration, please see the descriptions below.

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| 22, 29 + June 06 | TUM Postdoc Workshop | Grant Proposal Writing – Tap Into EU & International Grants  
(Susanne Hollmann & Babette Regierer) |                                                      |
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| 05           | Postdoc101 Talk | Biases in Society, Social Media & Science  
(Alina Gales) |                                                      |
| 11           | TUM Postdoc Workshop | Info-Session: Research and Commercial Cooperations – Basic Knowledge for  
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(Carla Herrmann) |                                                      |
| 25–26        | TUM Postdoc Workshop | My First DFG Proposal  
(Alexander Schiller) |                                                      |
| 26           | Postdoc101 Talk | Research Career Perspectives at the Interface Between Academia and Industry  
(Christian Tidona) |                                                      |
| July         |             |                                                                              |                                                      |
| 16–17        | TUM Postdoc Workshop | Professor Wanted – How To Apply for Professorships *(for advanced postdocs)*  
(Dieta Kuchenbrandt) |                                                      |
| 24           | Postdoc101 Talk | Vom Postdoc zur Professur an einer Hochschule für angewandte Wissenschaften *(in German)*  
(Tina Scheibe & Dennis Rivera Villa) |                                                      |
### Talent Factory for Postdocs

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| 30–31  | TUM Postdoc Workshop                       | Building & Managing Your Research Group  
(for advanced postdocs with (initial) leadership experience)  
(Thomas Koch)                                      |

**Online Courses you can access anytime as a TUM Postdoc – please follow the instructions on our webpages:**

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**Further Points of Contact for Postdocs at TUM (for detailed information, please see below)**

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The TUM Talent Factory cordially invites postdoctoral researchers at TUM to participate in a series of workshops designed to enhance research and transferable skills. Workshops are mostly held in English and include online as well as on-site events.

We particularly recommend taking part in workshops that go beyond your day-to-day research, i.e., to learn more about topics such as career building, teamwork or conflict management. Most workshops are designed for early to mid-career postdocs, but we also added various workshops specifically for advanced postdocs and research group leaders, particularly TUM Junior Fellows.

**Registration & Deadlines:** You can register for the workshops by filing our registration form. Except for Info-Sessions, where the number of participants is not limited, registration opens ca. 6 weeks before the start of a workshop. Registration closes 2-3 days before a workshop starts. In the case of a late registration, please send us an email at postdoc@tum.de. The selected applicants are expected to participate in the entire workshop.

You need to use your TUM email address to register for a workshop. If you do not have a TUM email address yet, please explain your situation in the motivation statement to ensure that you are eligible. Researchers who still join TUM during the next months with a position or fellowship can already register for workshops.

**Workshop Registration & No Show Policy:** We invite professional external trainers for our workshops, who usually work with small groups of 8-12 postdocs. Since these workshops are both costly and in high demand by many postdocs, we ask participants to only accept their spot if they are able to participate. Last-minute cancellations or absences without prior cancellation are unfair to those on the waiting list and may reduce the funding we receive for these workshops in the future. We therefore politely ask you to make sure that you are able to participate in the respective workshop or to cancel at least 10 days before the event.

For further questions, please feel free to contact us via postdoc@tum.de.
Grant Proposal Writing – How to Design and Communicate Your Project Convincingly

Date: 19 & 26 April 2024, 17 & 21 May 2024

Format: Online workshop via Zoom, 9.00–12.30 (each day) – Please note that you are expected to participate the whole time!

Description: Successful grant proposal writing is a fundamental basis to fund a career in research. There are plenty of national and international funding programmes with different funding schemes. Each scheme has its individual context and thematic focus, eligibility and funding rules, submission and evaluation process, and evaluation criteria. Thus, the detailed features and aspects of a successful proposal in one funding scheme are naturally differing from those of a successful proposal in another funding scheme. However, the process of how to work out these details is a common denominator to the different funding schemes. It requires skills way beyond the ability to work out a research idea in detail. Therefore, this workshop focuses on a) how to develop your idea for a project into a sound work programme, b) how to match it to the requirements of the funding programme and c) how to facilitate the communication with the reviewer by presenting your complex ideas in an easy-to-understand way.

To achieve this, we will try out the RaumZeit Toolkit for designing and communicating your research project convincingly by working on your own research project. This may be a new idea for a real grant proposal or your current research project. This may be a new idea for a real grant proposal or your current research project. Besides, you will obtain a lot of background information on different funding programmes, evaluation processes and potential pitfalls.

Please bring an idea for a new research project to work on during the workshop.

Trainer: After obtaining her PhD in Astrophysics, Dr. Sabine Preusse decided to quit academia in 2006 and move on to the project management of European Funded Research projects in the Steinbeis-Europa-Zentrum. Besides writing grant proposals and being a project manager in the field of production technologies, she further trained herself as a business economist (IWW) and a professional business trainer. With this, she founded her own company RaumZeit e.K. Coaching Training Beratung in 2011 and is now (also as a professional business coach) supporting researchers of all levels and disciplines in grant proposal writing, the implementation of research projects, dissemination and exploitation of project results, and Open Educational Resources. Since 2011, Sabine Preusse has given more than 150 two-day workshops on grant proposal writing and more than 80 coaching sessions with respect to grant proposal writing, design of research projects, and career for young researchers, postdocs, and professors.
Info-Session: Career Paths in Academia – (Funding) Opportunities for Postdocs

Date: 21 May 2024

Format: TUM Info-Session / Online mini-workshop via Zoom, 13.00 –15.30

Target group: early-career postdocs

Description: It is well known that pursuing a career in academia can be tedious and many young researchers continue their career beyond a PhD without being aware of the career system. They are expected to raise third-party funds, but are not given any advice and training on how to apply for these funds.

In this workshop, you will get an overview of the largest funding organizations in Germany and the third party funding system, as well as general insights in the career paths at a university. The workshops aims at early career researchers and doctoral students who want to gain insight into the system and prepare for their first application in Germany.

Trainer: Carla Herrmann works at the TUM Office for Research and Innovation (TUM ForTe). She is part of the TUM Talent Factory Team which offers a wide range of career services to TUM postdocs and to external postdocs interested in joining the TUM.

Cooperation Partner: TUM Graduate School
Grant Proposal Writing – Tap Into EU & International Grants
Date: 22 & 29 May 2024 & 05 June 2024

Format: Online workshop via Zoom, 09:30 – 13:30 (all days)

Description: The training program provides an introduction on principles in proposal writing for a grant application. This comprises detailed information on the principles of the planning and proposal writing process, examples and exercises for common proposal elements, incl. abstract, title, aim and objectives, state-of-the-art, research concept, relevance and impact, implementation plan and budgeting. The discussion on the perspective of funders and deciphering their programme requirements will help the participants to make appropriate choices for the funding program they want to target and design their proposal accordingly. In addition, participants get an insight to the evaluation process that is useful to optimise the proposal writing and make them aware of the evaluators as specific target audience for their proposals. Through examples of funding programs incl. from the European Commission and other relevant international funders, participants will learn how to develop their funding idea by matching it to the goals of a chosen funding program. Examples and tips will help participants not only to structure their proposals that they comply with funding agency requirements but also to write proposals that reflect the reading behaviour of reviewers.

Methods: Lectures, group discussions, individual work, and trainer feedback

Objectives: The participants will learn how to
- View proposal writing as an instrument for career advancement.
- Develop and sell your research idea by matching it to the objectives of the targeted funding body.
- Structure a research proposal and design contents for each section.
- Convince reviewers of the relevance and importance of the research idea.
- Understand reviewers’ reading behaviour and engage the reviewer to advocate on their behalf to the review panel.
- Comply with formalities and manage timelines and deadlines.

Trainer: Dr. Susanne Hollmann (CEO) has a PhD in biochemistry and is a licensed coach for career development. Susanne wrote and advised more than 200 proposals and is working as evaluator for different funders. She was involved in the foundation of several companies, incl. SB Science Management in 2024. Dr. Babette Regierer is co-founder of SB Science Management and is consultant and trainer for a broad variety of customers since more than 20 years. Babette was involved in writing and consultancy of many proposals for different funders, among them also EU.
Info-Session: Research and Commercial Cooperations – Basic Knowledge for Postdocs

Date: 11 June 2024

Format: TUM Info-Session / Online mini-workshop via Zoom, 09.00 – 10.00

Target group: postdocs who are interested in or actively pursuing research and commercial cooperations

Description: In the context of increasingly complex scientific challenges, researchers of all levels need to work collaboratively to achieve results. Therefore, cooperation with academic as well as industry partners is becoming more widespread, advancing research and education as well as promoting application-oriented innovation.

In order to manage and facilitate the constantly growing number of research and commercial cooperations, TUM has adopted a number of guidelines and standard formats for collaboration. Knowing and applying them is also of great interest to TUM postdocs – whether you are managing an industry cooperation at your chair or you are collaborating with researcher from other institutions. In this Info-Session you will learn about different types and formats of cooperation, how these collaborations are administratively supported and which points of contact are available to you at TUM.

Trainer: Carla Herrmann works at TUM ForTe – Office for Research and Innovation. She is part of the team for Research and Commercial Cooperations as well as of the TUM Talent Factory.
My First DFG Proposal

Date: 25–26 June 2024

Format: Online workshop via Zoom, 09.00–15.00 (both days)

Description: One of the most challenging tasks in science is getting continuously funded with creative and convincing proposals. Therefore, organizational and writing tools have to be learned early in a scientist’s career. The aim of this course is to provide international postdocs with an opportunity to build their understanding, skills and confidence in writing and evaluating their own grant proposals to get funded. Special emphasis is put on project management in grant writing, key message, abstract, structure, work packages, texting, scientific storytelling, data visualization, contingency plans, appropriate funding calls, financials, and the evaluation process. Examples from the trainer’s successful research grants (DFG, EU, etc.) will be used. The participants create their individual proposals with title, abstract, outline, work packages and financial plan. Specific details for the first DFG proposal will be of central importance.

Topics:
- Grant Proposal
- Key Message
- Scientific Storytelling
- Project and Time Management in Grant Writing

Trainer: Dr. ès sc. habil. Alexander Schiller was a DFG Heisenberg fellow and junior professor for inorganic chemistry at the University of Jena (Germany). In 2011, he started the project Schiller & Mertens. Since 2016 he is a full-time trainer, certified coach and facilitator: teaching advanced research skills, such as communication in science, team building and leading competences and didactics and methodology in university teaching. As researcher and group leader Dr. Schiller knows the challenges of scientists and addresses them interactively in an innovative setting. He is a member in the „Bundesverband für Training, Beratung und Coaching“. Since 2018, Dr. Schiller is a „Certified Advanced Coach“ by the The Thiagi Group, Inc.
Professor Wanted – How to Apply for Professorships *(for advanced postdocs)*

Date: 16-17 July 2024

**Format:** Online workshop via Zoom, 09:00 - 17:00 (both days)

**Target group:** advanced postdocs

**Description:** The workshop aims to give you insights into the application procedure for professorships (Focus: Germany) – a procedure that is highly formalized but often lacks transparency and differs in many aspects from other application formats in academia. In this seminar, we deal with your written application as well as topic-related and strategic advice for your selection interview, scientific presentation and teaching demonstration. We focus on different aspects of the appointment procedure, such as typical and critical questions during the interview, potential snares during the scientific talk and teaching demonstration, or ambivalent interests among the members of the selection committee. Moreover, we work on how to present yourself and your academic profile successfully and how to emphasize your particular expertise.

**Trainer:** [Dr. Dieta Kuchenbrandt](mailto:) studied Psychology at the University of Greifswald, spent her postdoctoral years at the Center of Excellence in Cognitive Interaction Technology (CITEC, Bielefeld University), and was a visiting professor for Social Psychology at the University of Osnabrück. In addition, she completed a two-year training program in management consulting and coaching (Deutsche Psychologenakademie). Today, she is the co-owner of [schainundkuchenbrandt](http://schainundkuchenbrandt.com), working as a trainer and coach dedicated to the interests and concerns of scientists in academia. Her work particularly focuses on career planning and applying for professorships.
Building & Managing Your Research Group

(for advanced postdocs with (initial) leadership experience)

Date: 30-31 July 2024

Format: On-site workshop, City Center Campus, two-day workshop,
Day 1: 9:00-17:00 & Day 2: 9:00-13:00, plus 3.0 hours pre-workshop activities
+ optional: personal consulting sessions in the following days

Target group: New research group leaders, professors on tenure track and advanced postdocs with (at least) initial leadership experience

Content and aim of the workshop: The workshop raises critical awareness of how to build research capacity and navigate research leadership with confidence. By reflecting on different styles of leadership, it provides hands-on tools and techniques to develop vision and mission, set goals, identify specific needs, recruit and develop research talent, manage expectations and review progress.

Your benefits: By participating in the workshop, you will be better equipped to:
- enhance research capacity as your career advances
- understand what makes an effective research leader
- set out vision and direction for your research group
- identify your needs and recruit the most qualified candidates
- employ appropriate tools and techniques to foster progress
- and realise your full research leadership potential

Methods: This highly interactive workshop employs theoretical input and practice scenarios, plenary discussions, individual and small group work, experience sharing, and expert advice. It is limited to 12 participants and will be presented in English.

Trainer: Dr. Thomas Koch is a research management consultant, certified business trainer and coach. Holding a PhD in physical chemistry from the UK, he builds on more than ten years of international research experience. For twelve more years, he has worked as a research manager and senior administrator, delivering high-level support and advisory services for both researchers and university top management at the universities in Bochum (RUB) and Munich (LMU). In 2016, he started up his own consultancy academic futures to provide hands-on workshops and individual guidance for researchers to realise their research ideas and career objectives.
Munich Postdoc101 Talk Series | Wednesdays 16.00 – 18.00

With the Munich Postdoc101 Talk Series, we provide crucial information about a variety of topics that are of particular importance for postdoctoral researchers. The talks are organized together with the Munich Postdoc Network as an open format for all postdoctoral researchers in the Munich area.

The talk series takes place on Wednesdays between 16.00–18.00 h. The series will be conducted online via Zoom. We have invited many internal and external speakers who will share their expertise with you in an open and accessible format.

**Registration & Deadlines:** The series is open to all postdocs in the Munich area and we do not limit the number of participants. For this format, there is no selection process and you do not need to inform us when you are unable to participate.

You can sign up for one, a few or all the talks via our registration form. The Zoom link will be sent to everyone who registered for the talk (or all talks) on Tuesday at noon before the respective talk.

The talks all include a Q&A session, so you have the chance to ask questions. Since the speakers will talk to a significantly larger audience than in our workshops, we will bundle the questions and moderate the sessions. However, the talks cannot offer the space to discuss personal situations or issues in detail.

If you have further ideas for topics that appeal to a larger group of postdocs, you are very welcome to contact us anytime so we can take your ideas into consideration for further events!

**Cooperation Partner:** [Munich Postdoc Network](#)
All You Need to Know about the "Wissenschaftszeitvertragsgesetz"

Date: 15 May 2024

Description: Most pre-docs and postdocs at German universities are working in limited-term employment contracts according to the Wissenschaftszeitvertragsgesetz (WissZeitVG). The WissZeitVG limits the overall duration of employment in limited-term contracts at German universities or research institutes for qualification purposes to 12 years (15 years in the field of medicine). In certain cases, for example for childcare, the WissZeitVG allows extensions of the maximum period of employment. It also contains special clauses for limited term employment in third-party funded projects. This talk aims to equip participants with the necessary basic knowledge of WissZeitVG that is essential for the planning of a career in science. The talk will be held in English.

Speaker: Dr. Vanessa Adam is a lawyer and head of human resources at Deutscher Hochschulverband, Bonn (DHV). Her professional focus is employment law in academia, university law and civil servant law.
Description: The demands of research and teaching often lead to exhaustion, overload and stress. Even worse, tight deadlines, many anxieties and huge workloads threaten to impair our mental health. – This talk provides insights and methods to work in a productive and sustainable way. It is based on research and extensive work experience in various fields from business to academia. In addition to individual practices, the talk also helps to set up structures that support students and colleagues to work more efficiently. – The participants will be given the opportunity to share their best practices and receive additional information and resources to keep up the great work without sacrificing mental health and well-being.

Contents

- The best rules for sustainable productivity and how to put them into practice
- How to increase energy, focus and clarity for yourself and the people you work with
- Beyond the hamster wheel: How to reduce the tunnel vision of constant time pressure by realigning our mindset
- How to rest and recover most effectively
- How to deal with anxiety and increase positivity about work

Speaker: Stephan Pfob is Smart Work Guide and CEO of Berlin Alley, specialized in feedback, organizational culture and the psychology of sustainable work. He has extensive work experience in different fields, ranging from academia to administration, from teaching to business intelligence and information design. With his colleagues, he has written a practical guide to appreciation and operates the softskill platform Toolbox für Gute Arbeit. He is a coach at Science & Startups and trainer for Tum ForTe since 2020.
Description: Biases make us human. Our world view is influenced by our own biases and thus, how we interact with each other, in our private lives, online and also at university. Why does this matter? Because it impacts the distribution of privileges and discrimination not only in society but also through algorithmic decision-making and Artificial Intelligence – and it affects the way we work in academia.

Contents

- Reasons for human biases and stereotyping
- Representations of certain privileges and discriminations in science
- Ramifications of your behavior and your work in your personal, scientific and digital space
- Roles of AI design, applications and use cases

Speaker: In her position as Head of Staff Unit Diversity & Equal Opportunities, Dr. Alina Gales consults the Senior Vice President for Talent Management and Diversity, Prof. Dr. Claudia Peus, in strategic activities to advance the Technical University of Munich to an even more diverse and inclusive university and workplace. She completed her PhD in Gender Studies in Engineering & Science at the TUM during which she was a visiting scholar at UC Berkeley in the USA. Next to her research interest in the mutual influence of technology and society with regards to women, Dr. Alina Gales is a speaker on biased Artificial Intelligence.

Website: www.dr-alina-gales.com
Description: Christian Tidona, the founder and managing director of the BioMed X Institute in Heidelberg, Germany, will talk about his journey as a scientist entrepreneur. In his talk, you will learn about the three success factors for innovation and new opportunities in emerging technology fields, such as spatial multi-omics, bioconvergence, and artificial intelligence. You will get first-hand advice on bridging the gap between academic biomedical research and successfully developing new therapies for the benefit of patients, as well as guidance on transitioning from academic research to building a pharma industry career or a startup company.

Speaker: Christian Tidona is a biotech entrepreneur and founder of the BioMed X Institute in Heidelberg, Germany. He studied biology and received his doctoral degree in natural sciences from the University of Heidelberg. Throughout his career, his focus was always to seed innovation at the interface between academia and industry. Christian is co-founder of BioRN in Heidelberg, the cluster management organization at the heart of one of the strongest biomedical innovation hubs in Europe, co-founder of the Heidelberg Institute for Stem Cell Technology and Experimental Medicine HI-STEM, and member of the Board of Directors of Yeda Research and Development, one of the world's most renowned technology transfer organizations at the Weizmann Institute of Science in Israel. Christian is married and father of two children.
Vom Postdoc zur Professur an einer Hochschule für Angewandte Wissenschaften (in German)

Date: 24 July 2024

Please be aware that this presentation is conducted exclusively in German, as it is the primary language of instruction at Universities of Applied Sciences (Hochschulen für Angewandte Wissenschaften, HAW) in Germany. Typically, a native-level language proficiency (C1-C2) is expected for a professorship at these institutions. Nevertheless, feel free to participate in the talk if your language proficiency is at least at a B2 level.

Beschreibung: Im Verlauf ihrer wissenschaftlichen Laufbahn stellen sich viele Postdoktorand:innen die Frage, ob sie eine Professur an einer Universität anstreben oder aus der Wissenschaft aussteigen sollen, um in der Industrie zu arbeiten. Eine Professur an einer Hochschule für angewandte Wissenschaften (HAW) bietet Postdoktorand:innen eine alternative Möglichkeit, weiterhin eng mit Industriepartnern zusammenzuarbeiten und ihrer Leidenschaft für Forschung und Lehre nachzugehen.

In diesem Vortrag werden alle grundlegenden Informationen zu den Anforderungen einer HAW-Professur zusammengefasst und es wird erklärt, inwiefern sich diese Anforderungen von einer universitären Professor unterscheiden. Zusätzlich werden der aktuelle Wandel der Hochschullandschaft und neuere Professurmodelle erläutert, die insbesondere Postdocs den Einstieg erleichtern können. Der Vortrag soll als kompakte Einführung in das Berufsbild der HAW-Professur dienen und gleichzeitig die Gelegenheit bieten, individuelle Fragen zu stellen.

Sprecher: Dr. Dennis Rivera ist seit Oktober 2023 an der TUM Graduate School für die Durchführung des vom BMBF geförderten Projekts „Attract2HM“ verantwortlich. Ziel des Projekts ist es, über den Weg zu einer HAW-Professur zu informieren und Promovierende sowie Postdocs durch gezielte Angebote zu unterstützen.

Sprecherin: Dr. Tina Scheibe ist als Senior-Referentin in der Graduate School der Hochschule München für Qualifizierungswge nach der Promotion verantwortlich. Dabei konzipiert und koordiniert sie Programme für Postdocs und Nachwuchsprofessuren und berät Wissenschaftler:innen bei Karriereentscheidungen.
Online Courses You Can Attend Anytime

Nature Masterclasses

TUM has an institutional subscription to Nature Masterclasses. As a member of TUM, this subscription grants you access to all currently available online courses on the Nature Masterclasses platform. For details on what the courses are about and how you can get access to the content, please see our website.

Webcast “How to Apply for Professorships”

Format: The webcast includes 3.5 hours of video material as well as work materials (handouts, sample CVs, list of questions from commission discussions).

Description: Every scientist who decides to stay permanently in academia sooner or later faces what is supposed to be career’s hardest challenge: applying for full professorship. The aim of the webcast is to provide participants with detailed information about all phases of the appointment procedure for professorships (with a focus on Germany), and to give them concrete advice and tips for their applications. The webcast will first deal with the procedure and the formal aspects of the appointment process. Afterwards, all necessary application documents (especially CV, cover letter, research and teaching concept) will be discussed in detail and partly illustrated with sample materials. The third part addresses all aspects of the hearing. Participants will learn about the requirements for the application talk and the demonstration lecture. In addition, the most frequently asked questions in the interview with the selection committee will be discussed.

Provider: Dr. Dieta Kuchenbrandt studied Psychology at the University of Greifswald, spent her postdoctoral years at the Center of Excellence in Cognitive Interaction Technology (CITEC, Bielefeld University), and was a visiting professor for Social Psychology at the University of Osnabrück. In addition, she completed a two-year training program in management consulting and coaching (Deutsche Psychologenakademie). Today, she is the co-owner of schainundkuchenbrandt, working as a trainer and coach dedicated to the interests and concerns of scientists in academia. Her work particularly focuses on career planning and applying for professorships.

Webcast details and registration: As a member of TUM, you can register for access to the webcast on our website. We will send you your login data within a week.
In addition to the Postdoc Workshops, you may also take a look at the Leadership and Project Management courses offered by the TUM Institute for LifeLong Learning.

The TUM Institute for LifeLong Learning stands for evidence-based, future-oriented and sustainable continuing education. Adopting a holistic approach, it offers a wide range of individual courses and structured programs to support professionals in academia and business to advance their capabilities and to face current and future job-related and societal challenges effectively.

The TUM Institute for LifeLong Learning offers programs for TUM employees, including:

**TUM horizons**: TUM horizons offers coaching and workshops on the topics change, communication, leadership, budgeting and digital working. Some of these courses are free of charge. Please note that most workshops are held in German.

**Effective Science Management**: The course program includes, among others, workshops on project management, agility, mental health, leadership and diversity.

For further questions and suggestions, please contact sciencemanagement@lll.tum.de.

**CareerDesign@TUM**: CareerDesign@TUM is a structured qualification program for mid-level academics. It offers five attractive qualification paths that allow participants to develop their talents in interests:

- TUM Researcher (Research)
- TUM Learning Professional (Learning and Development)
- TUM Science Manager (Science Management)
- TUM Entrepreneurship Advisor (Innovation and Spin-off Management)
- TUM Technical Expert (Technical Operations and Technology Management)

For further questions, please contact careerdesign@lll.tum.de.
TUM ProLehre | Media and Didactics

**ProLehre | Media and Didactics** team’s aim is to improve your teaching, expand your teaching skills and make best use of the design possibilities of Educational Technologies.

- issues courses and certification (Certificate for Teaching in Higher Education of the Bavarian Universities) at a foundation, advanced and specialisation level
- advices and supports you in developing your repertoire of teaching and evaluation tools
- offers a variety of materials, tools, and online-videos that help you improve your teaching skills.

For further information, please visit their website.

TUM University Library

**The University Library** offers much more than just books and databases! The library supports you with a wide range of publishing and consultation services in such areas as research data management, citation, open access, and bibliometric. We particularly recommend their workshops and courses.

Their services include

- courses and e-learning, such as e-courses on literature research and Citavi
- courses on research data management
- information and trainings on publishing and citing
- the TUM Workbench, a tool for an integrated project and research data management with which you can create for example electronic lab books and data management plans
- support to researchers according to TUM’s Open Access Policy, for example by a publishing fund, consultation services and mediaTUM as TUM’s self-archiving platform
- library tours
- themed weeks with a program on a variety of different topics

All dates and the complete course program are available on the Library’s website. For more information, please contact the Library’s Information Literacy Team.
TUM Language Center

**German Language Courses**
The TUM Language Center provides German language courses for international fellows and offers intercultural communication courses and events to enhance intercultural discourse. They offer special courses for the TUM staff, which makes it also a great opportunity to meet other researchers at TUM.

For updated information and other languages offers, please visit this website.

**English Writing Center**
The English Writing Center offers free one-on-one consulting in English writing to all members of the TUM community. Both professional language instructors and student Writing Fellows, all of whom are native (or near-native) English speakers, staff the Center. Contact them to develop long-term proficiency in English writing or to polish your papers in progress!

For updated information, please visit this website.

TUM Institute for Advance Study (IAS)

The TUM Institute for Advanced Study (TUM IAS) serves as a flagship institute for top-level international research at TUM, and has helped to drive the university’s development into one of Germany’s top academic institutions. The IAS Fellowship Program offers excellent guest scientists from academia and industry, as well as early-career scientists the chance to conduct world class, interdisciplinary research at TUM.

For updated information, please visit their webpage.
TUM Global & Alumni Office

The TUM Global and Alumni Office is your central hub to learn about international exchange opportunities, as well as the university's worldwide partnerships and networks.

Welcome Services for international researchers
With its Welcome Services, the TUM Global and Alumni Office supports international postdocs, guest professors and TUM hosts, regarding all formalities related to relocating to Munich. We are the central point of contact for the campuses in Munich, Garching, and Freising and aim to help researchers integrate smoothly into TUM's academic life.

For further information, please visit this website.

TUM Global Events
The TUM Liaison Officers in Beijing, Brussels, Mumbai, San Francisco, and São Paulo regularly organise events in their regions. The Series provides an opportunity to learn more about TUM's dialogue with international cooperation partners.

Find out more about their programme on the website of the TUM Global & Alumni Office.

TUM Community
The TUM Community comprises all alumni, students, doctoral students, and postdocs, as well as all employees of TUM. The TUM Community

- offers advice on all stages of your career cycle. The Career Service organizes for example application trainings, career counselling and an online CV-Check.
- provides mentoring for scientists
- organizes regular events such as talks, discussions, and networking events for TUM students and alumni

Visit this website to stay connected!
Technical University of Munich
TUM Talent Factory
TUM Office for Research and Innovation (TUM ForTe)

Arcisstrasse 21
80333 München

http://www.tum.de/postdoc | postdoc@tum.de

Twitter/X: @tumpostdoc

LinkedIn: @TUM Talent Factory for Postdocs