Balance and Value in Your Career Portfolio

Nancy Fey-Yensan

College of Health and Human Services

University of North Carolina At Charlotte
Faculty Transitions and Career Development
Was tenure your Holy Grail?

Did you know what to expect next?
Full Professor as your Holy Grail?
Planning for your future academic life as a full professor should begin immediately upon receiving tenure. Better yet, before.
Mid-Career Balance and Goals
Six Step Mid-Career Planning Process

- Articulate career goals
- Seek information on promotion criteria
- Self-assessment
- Write a plan
- Discuss with chair and mentor(s)
- Implement plan
A Complex Environment Presents Challenges
THE LOAD

IF THEY EXPECT ME TO BRING WORK HOME...
Work-related environmental factors to get a handle on as you plan for promotion

- Departmental Culture and Disciplinary Expectations
- Department Chair and Expectations
- College/University Expectations

Are your aspirations, abilities and expectations aligned with these?

And... do they sometimes feel like a moving target?
What defines a successful career?
**Personal and Career Aspirations**

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<th>short</th>
<th>medium</th>
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Both must be articulated in tandem
Tenure PTSD or Inspiration?
Associate Professors: The Middle Child
Signals to pay attention to

- Reduced research
- Few or no publications
- Fewer hours in the Department
- No grad students and none in the pipeline
- Cutting corners in teaching
- Declining teaching ratings
- Lack of research funding
- Fewer or no collaborations
- Routinely saying “no”
What do you need as the middle child?
What do you need as the middle child?

- Tenure was motivating - now what?
- Pursuit of FP status not mandated... so....
- Hit a plateau with unclear professional goals?
- Is the “magic” is gone (or slipping away?)
- Self-responsibility and potentially, new responsibilities – readiness?
- Comfortable routines now deep ruts?
- Feeling under valued / under appreciated?
What support did you get, pre-tenure?

- Few mid-career mentoring programs
What support did you get, pre-tenure?

Few mid-career mentoring programs, but effective strategies should be a variation of the same process and of equal intensity

- Transparency in processes and expectations
- Supportive, collegial environment that demonstrates active concern around your success
- Creative support (retool in order to retain)
- Excellence acknowledged in diverse contributions
- Low risk growth opportunities available
What will be your Signature Value?

- This should be considered as you plan initially and should be revisited regularly.
- Your target signature value will have to be supported by appropriate outputs/outcomes/impacts.
What will be your Signature Value?

- The Key is Leadership... in
  - Research
  - Teaching
  - Public Engagement
  - University Service
  - Mentoring/Advising
  - Innovation (curricular, international, interdisciplinary)
Be Responsible and Proactive

- Think strategically about value career options for mutual gain
- Be an active negotiator for actions and opportunities to move you toward promotion
- Know what is expected
- Expose any vulnerabilities before things get out of hand
- Seek mentors even if you are serving as one
- If you don’t have a strong and extensive network, building one is job one
- Universities (and especially College Deans) need and want you to rise in the ranks
Action to Add Value

1. What three actions will you take in the next _____ years to add value and balance to your promotion portfolio? (identify considerations)

2. Who will you seek out as a “mentor” (inside your institution AND outside)?

3. What three actions will you take in the next _____ years to add value and balance to your personal life? (identify considerations)
Units are responsible, too

- Conduct state of the department reviews
- Monitor faculty workload
- Faculty evaluations transparent and value diverse contributions
- Consistent and relevant career development opportunities
- Welcoming work climate
- Flexible and accommodating practices
- Recognize excellence
Open Discussion and Sharing