

Balance and Value in Your Career Portfolio

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Faculty Transitions and Career Development



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Was tenure your Holy Grail ?

Did you know what to expect next?



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Full Professor as your Holy Grail ?



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**Planning for your future
academic life as a full professor
should begin immediately upon
receiving tenure.
Better yet, before.**

Mid-Career Balance and Goals



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Six Step Mid-Career Planning Process

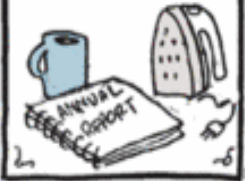
- **Articulate career goals**
- **Seek information on promotion criteria**
- **Self-assessment**
- **Write a plan**
- **Discuss with chair and mentor(s)**
- **Implement plan**

A Complex Environment Presents Challenges



THE LOAD

IF THEY EXPECT ME TO BRING WORK HOME...



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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

	short	medium	long-term
Personal			
Career			

Both must be articulated
in tandem

Tenure PTSD or Inspiration ?



Associate Professors: The Middle Child



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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



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