

Career and Leadership Development for Mid-Career Faculty

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Mid-Career Faculty

- Definition*
 - Period starting from the end of probationary period until preparation for retirement
 - Coincides with their most productive and influential years of their life
 - Pass through significant life transitions
 - Coincides with the period when people rethink their commitment and paths through life
 - Time of reflection and reassessment

Context*

- Absence of strong external motivating forces
 - Only two promotions in career
 - Modest salary raise pool in recent years
- Professional goals can sometimes become less clear
 - What next?
 - What am I going to be known for?
 - How am I going to stay competitive?
- Inertia – Tendency to stay on course
- Neglect
 - Mid-Career faculty get less attention
 - Little or no mentoring
 - Young faculty are a priority
- Negative Perceptions
 - Administrative dark side

*Baldwin, et al., 2008

Good Institutional Practices

- Talent Spotting
 - Passive Intervention
 - Asking “Are you interested in an administrative position?” as part of the annual report
 - Annual conversations with Chairs
- Training and Development
 - Workshops for faculty
 - Running meetings, searches, governance, conflict management, budget management, mentoring

Typical Workshop Titles

- Department Chairs and School Directors: What Do These Roles Entail?
- Crossing the Divide: Transitioning From Faculty to Administrative Positions
- The Role of the Public Intellectual in Higher Education
- Post-Award Tactics - Large Project Management
- Effective Faculty Mentoring
- Associate Dean: What Does This Role Entail?

Good Institutional Practices

- Job Shadowing Positions
- Recognition
- Mentoring
- Focusing on practices and processes rather than the passion of a leader to promote a nurturing environment

Extramural Programs

- Committee on Institutional Cooperation (CIC) Academic Leadership Program
 - Fellows participate in a series of three two-day seminars
 - Seminars employ format designed to maximize interaction among fellows
 - Program faculty develop aspects of topic through case studies, workshops and group exercises
 - Readings and participation in related activities organized on the home campus

Extramural Programs

- Center for Creative Leadership
 - Core Programs
 - Leadership Fundamentals (Leading Self)
 - Maximizing Your Leadership Potential (Leading Others)
 - Leadership Development Program (Leading Managers)
 - Leading for Organizational Impact
 - Leading the Organization
 - All use 360-degree assessment and performance support tools
- Custom Programs

You can't jump a chasm in two bounds – Chinese saying