

Mid-Career Faculty Experience Workshop III: “No Gold at the End of the Rainbow: Dealing with Mid-Career Burnout”

12:00-1:15pm, Thursday, December 4, 2025

Upcoming Session (on Teams):

- Mid-Career Faculty Experience of Preparation for Promotion to Full Professor. Wednesday, April 29, noon – 1:15pm

For information on Mid-Career Faculty workshops, please go to:

<https://uvmd10.drupal2.uvm.edu/dofa/mid-career-faculty-experience-mcfe-program>

Mid-Career Faculty Experience Workshop III: “No Gold at the End of the Rainbow, Dealing with Mid-Career Burnout”

12:00-1:15pm, Thursday, December 4, 2025

Co-Presenter:

- Cara Hancy, Employee Wellness Manager, Osher Center for Integrative Health at UVM

Co-Presenter and Moderator:

- Lisa Holmes, Associate Professor of Political Science, College of Arts and Science; Kroepsch-Maurice Provost’s Fellow for Faculty Affairs

Objectives

1. Learn about recent research on mid-career faculty and burnout
2. Learn more about Employee Wellness
3. Spark your curiosity about resources
4. Create an action plan to try something!



Wellness Activity

Make a poem together... Winter in Vermont is?



Research on Mid-Career Faculty

- “Very little attention has been paid to this particular career span, even though it’s the longest, which means it contains the largest cohort in the academic workforce.” (*Weimer 2017*)
- “[W]e know disappointingly little about the post-tenure period and how it is experienced by faculty members.” (*Beauboeuf-Lafontant, Erickson, and Thomas 2019*)
- Defining mid-career faculty
- What research tells us about opportunities and concerns at this stage
- What research tells us about the different experiences of faculty at this stage

Research on Mid-Career Faculty

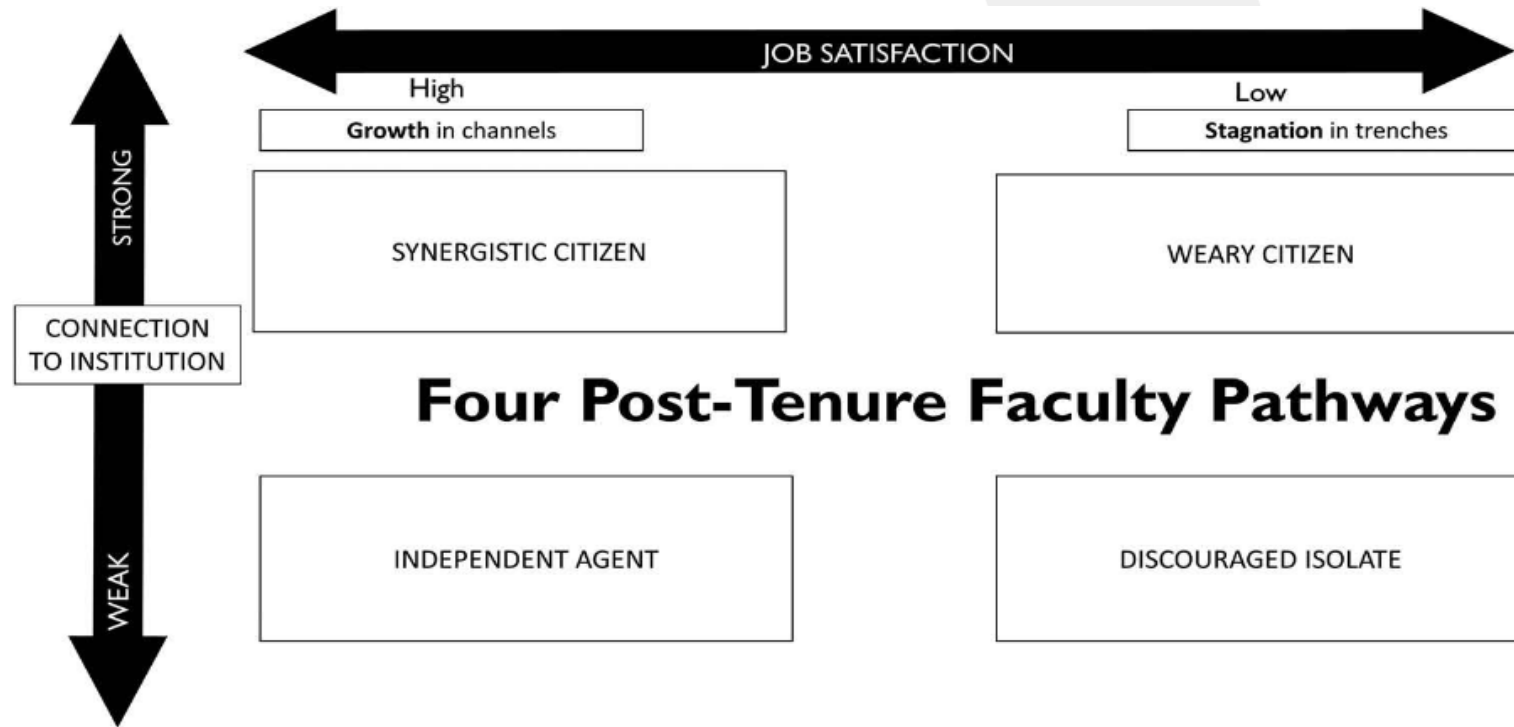


Figure 1. Post-Tenure Pathways.

Source: Beauboeuf-Lafontant, Erickson, and Thomas (2019)

Research on Mid-Career Stress and Burnout

- “Increased expectations often include more mentoring of students and junior faculty, greater productivity and garnering of funds, taking on administrative or leadership positions, and achieving professional recognition.” (Eldeirawi et al. 2023)
- “[T]he expectations and benchmarks for promotion to professor are less clear and the timeline is generally not prescribed, which may leave associate professors languishing for long periods at rank with no clear path for promotion to professor.” (Eldeirawi et al. 2023)
- “[T]his is also a time of high personal responsibility, such as raising children and caring for aging parents.” (Eldeirawi et al. 2023)
- “Mid-career faculty today are arguably one of the first generations to directly experience dramatic shifts in faculty work. This change can be characterized by an increase in nontenure-track positions; a shifting notion of higher education as a public good, which has led to a decrease in public financial investment; and a rise of discourse and actions to justify competition for scarce resources in a more capitalist market of education.” (Lester, Lebrón, and Klein 2018)
- “[W]omen and racially minoritized mid-career faculty face unusually high service, teaching, and mentoring workloads.” (Culpepper, Templeton, and O’Meara 2022)

Research on Mid-Career Stress and Burnout

- The Collaborative on Academic Careers in Higher Education (COACHE 2018) survey of over 5000 associate professors:
 - “Mid-career faculty were struggling.”
- *Chronicle of Higher Education* survey of ~4100 faculty, staff, and administrators employed at two- and four- year colleges (Lu 2025):
 - “[E]mployees in all three [groups] described ... a sense of exhaustion.”
 - Although many reported that they still loved their work, and especially working with students.
- Healthy Minds Network study of 1003 tenure-line faculty and instructors, conducted between Sept. 2022 and May 2023 (Vyletel, Voichoski, Lipson, and Heinze 2023):
 - Feelings of burnout were higher among women (69%) and gender minority faculty (71%) relative to men (57%), and was more prevalent at 4-year institutions (68%) than at community colleges (54%)

Summary: What Research Tells Us About Burnout and Mid-Career Faculty

- Less is known about the experiences of mid-career faculty.
- What we do know is that the mid-career period is a dynamic period where opportunities and challenges abound, and it corresponds with a similarly dynamic period of life.
- The challenges faced by mid-career faculty (including faculty stress, dissatisfaction, and even feelings of burnout) are not felt the same way across all faculty and incorporate consideration of marginalization and intersectionality.
- The research points to approaching and navigating this stage with intentionality, thoughtfulness, and knowledge about burnout, including that “the flipside of burnout is motivation.” (McMurtrie 2025)

Who is UVM Employee Wellness?

Cara Hancy – Manager & **Melisa Oliva** – Health and Wellness Coach

The Osher Center for Integrative Health – 184 S. Prospect, Planetary Health, Clinical, Research, & Education (CNHS & PACE), and Affiliate opportunity!

Blue Cross Blue Shield of Vermont – our operational budget & consultant

Employee Wellness Advisory Council – Guidance & Legacy

Employee Wellness Ambassadors – employee connection in units & departments

Events – UVM Calendar – [Events.uvm.edu](https://events.uvm.edu)



Osher Center
for Integrative Health



THE UNIVERSITY OF VERMONT
EMPLOYEE WELLNESS

Why Well-being at Work?

- We spend on average 90,000 hours at work over our lifetimes! 1/3 of our life!
- When employee well-being is low productivity, retention, & recruitment – and an organization's bottom line – suffers
- We are an ecosystem of connected experiences with the ability to influence & improve ourselves & each other
- Design it: To-For-With-By
- Your actions, words, & emotions have impact



Stress, Burnout, & Wellbeing

How are they connected & different

- How does Stress help you every day? "Good Stress"
- When does Stress become harmful? Long term, Persistent
- What wellbeing practices do you use to manage stress?
- Be aware of the signs & symptoms of burnout. A real mental health issue.
- Invest EAP Resources – Visit “Stress” tab & Preventing Burnout

We can't do it alone!

- UVM Wellness Ambassadors
- Be Well Vermont
- Health and Wellness Coaching
- UVM Campus Rec
- EDGE Preventative Health
- Epic Wellness
- Invest EAP
- UVM Partners – HR, Professional Development, Staff Council, Sustainability

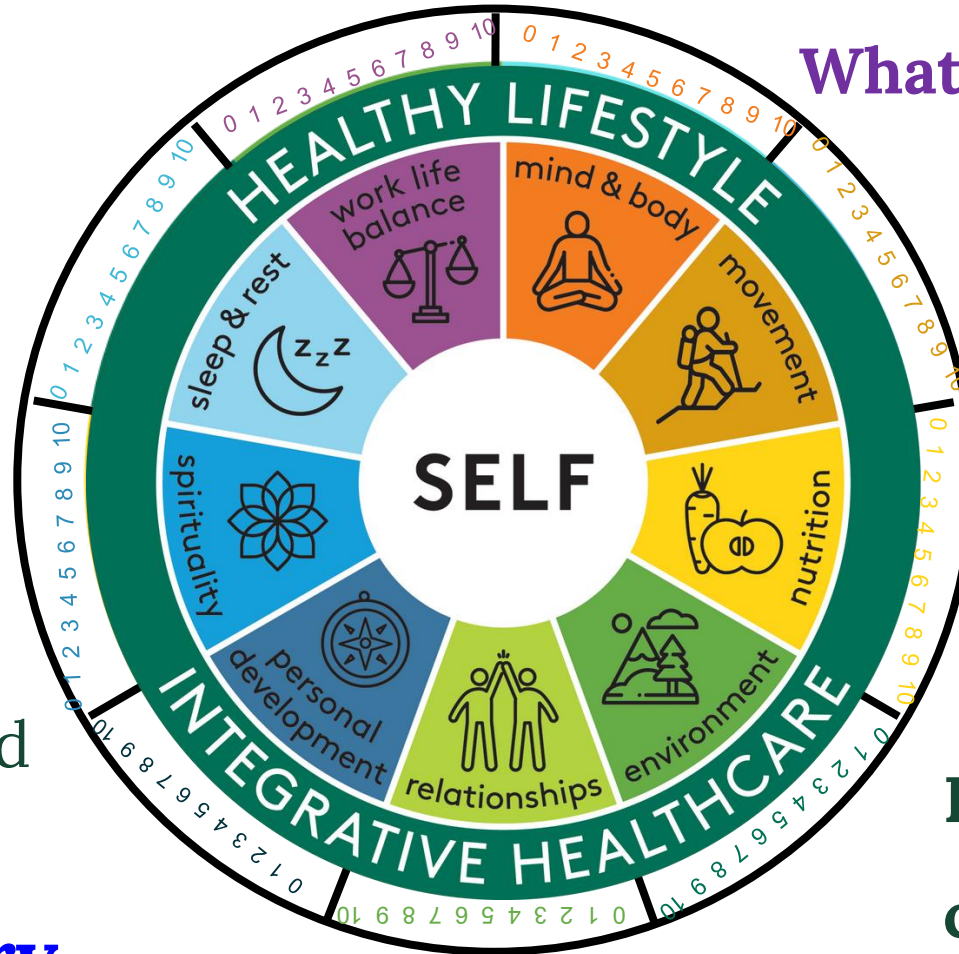


Self-Assessment

Rate how satisfied you are with each area of your Health and Wellness

on a scale of 0 to 10
0 = not at all satisfied
10 = completely satisfied

[Book A Discovery Session](#)



What are your strengths?

What supports your strengths?

What areas do you want to explore and improve?

What motivates you?

How do these areas connect to shape your vision of optimal Health and Wellness?

Wellness Resource



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Health and Wellness Coaching

A personalized integrative client centered approach to thrive and address sustainable behavior change, Free service for all employees

- Book A Discovery Session
- Explore your goals, strengths, vision for health and wellbeing
- Select a package of engagement
- Share your experience and goal with your team
- Refer your employees to coaching

Learn More

- Explore Summer newsletter – [Waves of Wellness](#)

Wellness Resource

Digital Tools & More

Be Well Vermont – powered by Personify Health

A powerful digital wellness platform to support all UVM Employees' physical, emotional, financial, and mental wellbeing.

- Sign up
- Take the Health Assessment
- Synch your wearables
- Join current healthy habits
- Explore Journeys, input health appointments, set preferences
- Start a healthy habit challenge for your colleagues!
- Earn Points toward an end of year Incentive



Employee Assistance Program –

A Vermont based program offering counseling and wellbeing resources to employees and household members.

Mental Health, Financial, Legal Support

Call: 1-866-660-9533 24/7

Schedule: [Online Scheduler Link](#)

Online Resources: Create an account, organizational password 'UVM'
www.investeap.org



Wellness Resource



UVM Campus Recreation

Free Facility Access

30% off: Group Fitness, Cat Fit, & Personal Training (EW30)

Free Pickleball Employee League



Epic Wellness

On-Campus Chiropractic Care

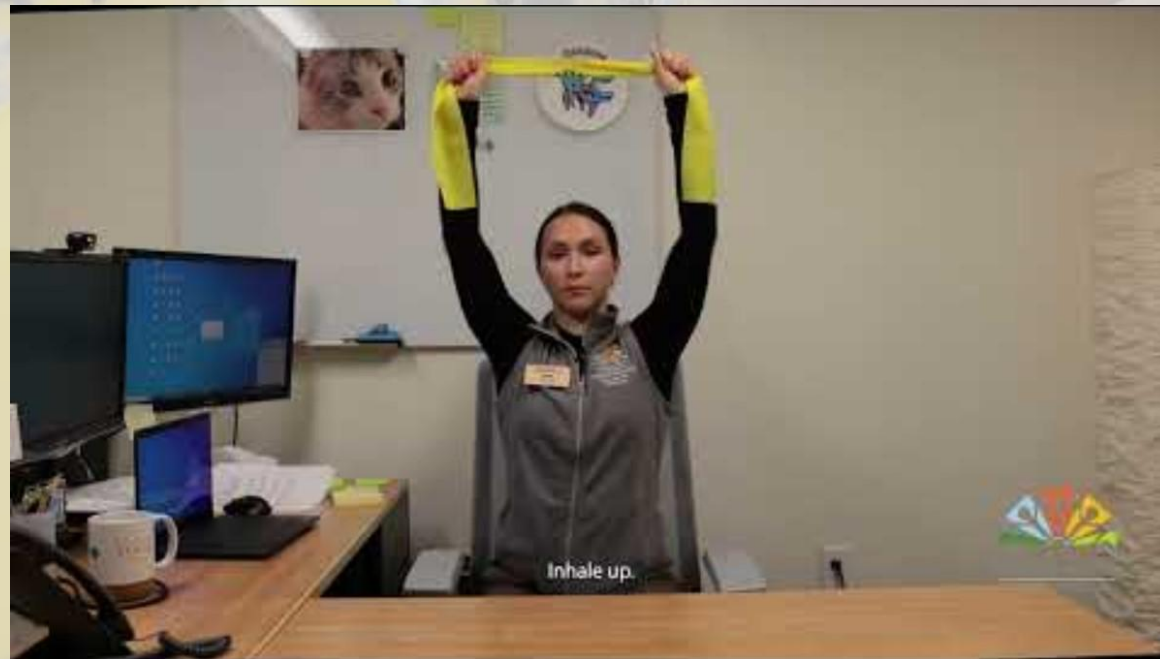
Alternating:

Tuesdays in Stafford & Osher

Thursdays in Waterman & Davis

Wellness Resource

Move At Your Desk



Wellness Events

events.uvm.edu/calendar

- Well-check & InBody Scan Dec 10th on Trinity Campus
- Mindful Mondays with EDGE via zoom, each Monday, guided meditation, 12-12:30pm
- 2 month Transition – personal coaching December 2025-January 2026 – Book at Discovery Session by 12/5
- Spring Employee Coaching Connection (ECC) – Group and Individual Coaching January 20-April 14
- Campus Rec Spring Semester Group Fitness Registration
- Spring: Healthy Habits worth double points in Be Well VT for January, Mental Health First Aid in March, Team Step Challenge in April, VT Corporate Cup in May



Lead With Well-being

Self Reflection – Stay Curious

- How does your well-being have impact on those you supervise?
- How are you a wellness role model for others?
- How do your wellness practices effect your workplace?
- How does your well-being have impact on your culture at work?
- How do you IMAGINE a culture of well-being?

How am I contributing to create a Well-Being culture?

Attribute	Needs Improvement	Doing Well	I'm a Role Model
#1 Putting well-being on the team meeting agenda			
#2 Offering to help a colleague with their project			
#3 Expressing appreciation to the team members			
#4 Celebrating someone else's accomplishment			
#5 Remaining optimistic during challenging days			
#6 Supporting a team member who is trying to develop a healthy habit			
#7 Speaking up when someone isn't acting appropriately			
#8 Sharing things about yourself that are not work related			
#9 Taking care of yourself so you can better take care of those around you			

Wellness Partner

UVM Cares

<https://www.uvmhealth.org/uvmcares>

802-542-2400



Personal Health Care Guidance with UVM Health Network



UVM Cares provides personalized care navigation and support to all University of Vermont employees and families covered under UVM's medical insurance.

Care Navigation	Transitions of Care	Chronic Condition Management	Preventing Avoidable ER Visits	Employees with Complex Needs
Access care, schedule visits and maximize health benefits Enroll with a primary care provider Set up MyChart, UVM Health's online patient portal Schedule appointments, referrals and preventive visits Support employees in using their health benefits effectively	Ensure a smooth recovery after an emergency visit or hospital stay Review post-hospital instructions Schedule follow-up visits and coordinate ongoing care Medications – review for safety, and support patients with education and adherence Identify and support potential recovery barriers such as transportation or home care needs	Manage ongoing health needs Create and adjust care plans for chronic conditions like diabetes and heart disease Support routine care, preventive screenings and medication management Connect to self-management tools and community resources Collaborate with providers to support evolving health care needs	Reduce emergency visits with proactive care Identify patterns in ER visits and assess underlying health concerns Manage ongoing health needs with personalized care plans Navigate care options, linking to clinical, community and long-term support services	Manage multiple providers, treatments and resources Provide health evaluations for personalized care plans Act as a central point of contact, coordinating referrals and follow-ups to prevent delays Ensure employees understand and follow treatment and medication plans Assist with disability, Family Medical Leave Act and return-to-work planning

Wellness Partner

UVM Talent Development

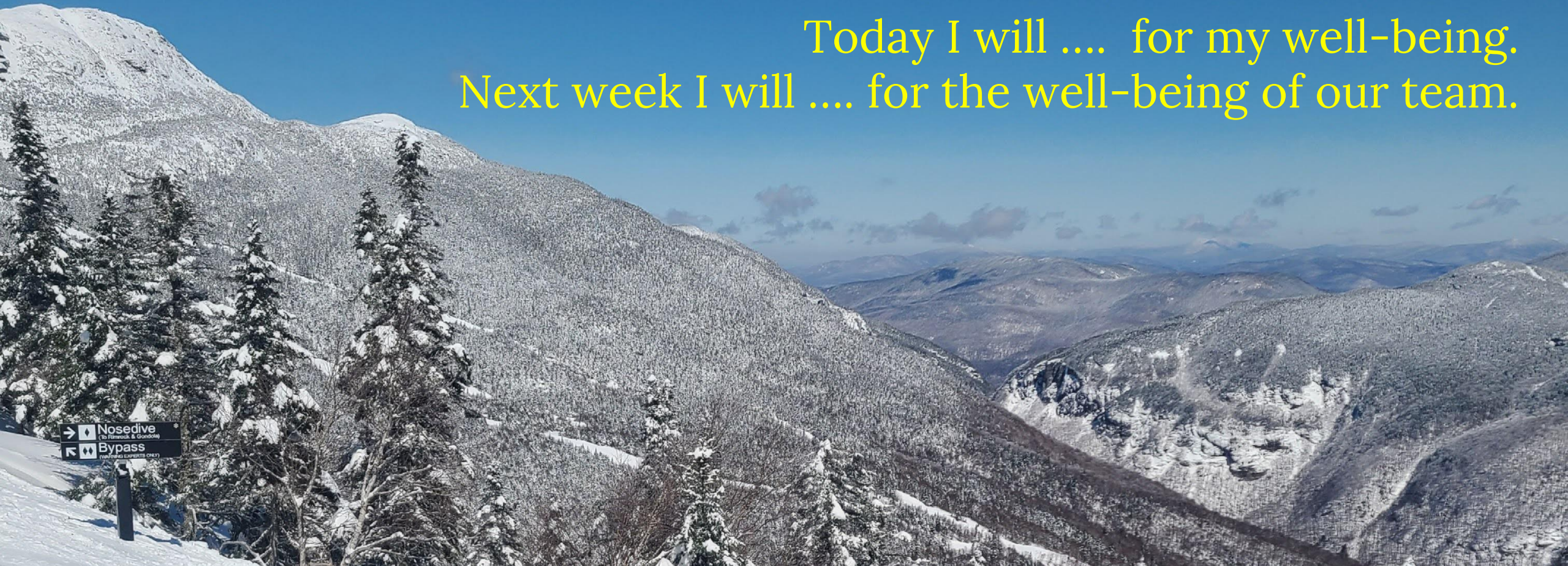
<https://www.uvm.edu/human-resources/talent-development>

Events Calendar					
					
 Jack Dorkey (he/him) Talent Dev Ctr of Excel Leader					
Upcoming Courses, Workshops, Webinars and Events					
Registration Link	Title		Start Date ↑	Modality	Category
Register	Dialogue Luncheon: Moving Forward Together	✂	12/8/2025 12:00 ...	Hybrid	Intercultural Excellence
Register	Excel Automation: VBA, Power Automate, and Office Scripts - Web...	✂	12/8/2025 1:00 PM	Online	Software Proficiency
Register	Stoicism at Work Series: Wisdom	✂	12/8/2025 1:00 PM	Online	Software Proficiency
Register	Grant Management for Administrators	✂	12/9/2025 1:00 PM	Online	Sponsored Projects Administration
Register	How to Navigate Unclear or Unrealistic Work Expectations - SKILL...	✂	12/9/2025 2:00 PM	Online	Supervision, Management, and Leadership
Register	Flash Talk Live: Lead with Questions, Not Answers	✂	12/9/2025 3:00 PM	Online	Software Proficiency
Register	Welcome to Microsoft 365	✂	12/11/2025 1:00 ...	Online	Software Proficiency
Register	PowerPoint Basics	✂	12/15/2025 1:00 ...	Online	Software Proficiency
Register	UVM Reporter Training	✂	12/16/2025 1:00 ...	Online	Safety and Compliance
Register	Copilot in Microsoft Word	✂	12/16/2025 1:00 ...	Online	Software Proficiency
Register	Domestic I9 Training - Webinar	✂	1/6/2026 9:00 AM	Online	Policy, Procedures, and Financial Management

Closing Wellness Activity

Group Share

Today I will ... for my well-being.
Next week I will ... for the well-being of our team.



Thank You

What Questions Do You Have?