

## Leaders supporting career and professional development

National Academies' Workshop for Senior Leaders, April 2024

Select resources from lightening talk, Cynthia Fuhrmann, PhD

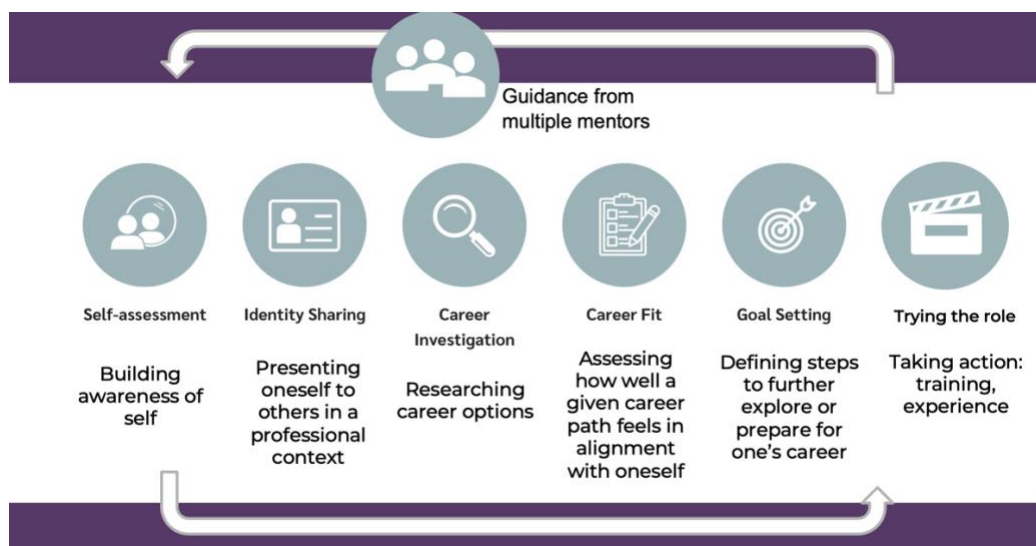


**Professional Development Hub (pd|hub)** is a national, cross-stakeholder initiative developed through working groups of the research and training community to advance inclusive, evidence based practices in PhD professional development. The NIGMS-funded **pd|hub Collections** disseminate peer-reviewed models for professional development competencies. The initial pd|hub Collection focuses on **Foundations of Career Exploration for PhD Scientists**

[Receive an email update](#) as pd|hub resources are released.

For many students, career exploration is one key component of their professional development. It can be challenging to identify potential career paths, learn about them, consider best fit, and navigate shifting career interests. The inaugural pd|hub Collection focuses on supporting students and postdocs through this process in an inclusive and equitable way.

**Career exploration involves multiple, iterative steps:**



**Individual Development Plan** tools (ex: myIDP, ChemIDP, ImaginePhD, etc.) are designed as a framework to support these steps; however, tools alone are not enough.

Key points for faculty and senior leaders:

- **Environmental factors impact career success.** Foster an inclusive research environment and **assets-based approach** for training/mentoring using **evidence-based practices**.
- **Leverage your leadership** to promote a **research culture** that values well-being and career and professional development. Build these into the core value and structures of your training programs and mentorship structures.
- **Invest in personnel** who can focus full-time and specialize in the pedagogy of supporting professional development programs and curricula.
- Use a **cohort** approach to foster peer support and normalize common challenges.
- **Respect** that lived experiences and cultures impact career planning/decisions, and promote practices that are identity-conscious and inclusive.

**Resource for evaluating outcomes related to career planning:** [I3IDP toolkit](#)

O'Dwyer, L., Schlatterer, J.C., Fuhrmann, C.N., Kuniyoshi, C.Y. (2023) Measuring Organizational IDP-Process Outcomes for STEM Graduate Students: User Guide for the Impact Indicators and Instruments for Individual Development Plans (I3IDP) Survey Toolkit. Washington DC: American Chemical Society.



**At UMass Chan, we have taken an intentional approach to bring evidence-based practices for professional development and mentorship to the core of our research culture.**

In 2013, with support from the Burroughs Wellcome Fund and NIH BEST, we **integrated career planning and professional development into our core required PhD curriculum**, with time-efficient workshops, courses, and learning community structures staged across each year of PhD training.

[Learn more about our approach and resources here.](#)

Fuhrmann, C.N., Fenn, S., Hidalgo, D., Horowitz, B., Loring, H., Nayak, S., Spears, M., Weaver, G., Lane, M.E. "Creating the 'new normal': Career development embedded into the Ph.D. curriculum for all trainees," In: Infante Lara L, Daniel L, and Chalkley R, (eds). *BEST: Implementing Career Development Activities for Biomedical Research Trainees*. San Diego: Academic Press, 2020: pp. 171-181.

In 2022, we launched the **Investigator Career Advancement Program (iCAP)**, a cohort program providing structured professional development, writing support, and mentorship for all first-year tenure track faculty across all departments. Professional development content complements that offered to graduate students and postdocs—with inclusive mentorship strategies and well-being as a focus—to foster an inclusive, supportive research environment for all, spanning graduate training through faculty development.

[Learn more about UMass Chan iCAP.](#)