

Information for Department Chairs Regarding the Use of Career Path Materials

The University of Houston has been awarded a National Science Foundation Institutional Transformation ADVANCE grant to create a Center for ADVANCING UH Faculty Success (please see <http://www.uh.edu/advance/> for more information). The NSF ADVANCE program and grant focus on:

- Increasing the number and success of women faculty in the science, technology, engineering, mathematics (STEM), and behavioral sciences fields.
- Supporting sustainable activities and programs that are part of a systemic effort to transform the institution.

As a part of this program at UH, interviews were conducted with STEM women and men faculty (including faculty of color) who currently held or had held various administrative leadership positions. Results from these interviews indicated that challenges faculty faced included *undefined career pathways/models* (i.e., lack of a transparent career pathway for emergent or current faculty leaders) and *few professional development opportunities* to develop leadership readiness and competencies. To address this issue, the Career Paths Subcommittee within the Center for ADVANCING UH Faculty Success was established to develop leadership career paths to help guide faculty in terms of their professional development toward attaining leadership positions. The Department Chair Career Path is one of the resources developed by this committee to help Department Chairs:

- Increase awareness among their faculty about leadership roles and development opportunities
- Encourage faculty to pursue leadership roles, such as becoming a Department Chair, as a viable future leadership pathway at the appropriate time in their career.

The challenge of developing newly tenured faculty: While receiving tenure is an important accomplishment worth celebrating, the reality is that post tenure many faculty members often feel a bit lost. After receiving tenure, faculty members are regularly expected to teach more courses, perform more service, while maintaining and/or growing their research efforts. At the same time, the guidance and support for faculty often declines because much of the support provided in academic environments is targeted largely at pre-tenure faculty.

New resources to assist: The Department Chair Career Path materials enclosed were developed to help encourage mid and later career faculty to consider pursuing various departmental leadership positions and to support the professional development of newly tenured faculty (i.e., faculty who have received tenure within the last three years). The goal is to help all tenured faculty move successfully to the next level of leadership in their career, whatever that may be for an individual, by encouraging them to seek out resources to increase their leadership skills and abilities.

As the Department Chair, we encourage you to:

- Use the enclosed career path materials to have individual conversations with your (newly) tenured faculty members regarding their future career aspirations relative to leadership.
- Convey to them that there are many options available regarding their future career paths.
- Use these materials to provide suggested activities that faculty may select to pursue/get involved with to enhance their skills in various areas as they prepare to take on leadership positions in the future.
- Engage in a continuing dialog with your faculty about their leadership career goals, with the enclosed materials as a resource to support these important conversations.

You are free, of course, to add to this information based on your own experiences and use these materials in a way that best fits your department and the faculty involved in the conversations.

Thank you for your time. The Center for ADVANCING UH Faculty Success greatly appreciates your support. For inquiries, please visit <http://www.uh.edu/advance/contact/>.