Programs Organizations and Offices

Institute for Broadening Participation (IBP):
The mission of the Institute for Broadening Participation is to increase diversity in the Science, Technology, Engineering and Mathematics (STEM) workforce. IBP-STEM initiative activities and resources support underrepresented students in their efforts to seek and successfully apply to research, funding, mentoring, and professional development opportunities and go on to succeed in their chosen academic and career pathways; assist faculty and administrators in their efforts to support and mentor students, build partnerships, and contribute to the pool of best practices; and grow diversity awareness and cultural competency in programs, departments, and institutions.
http://www.pathwaystoscience.org/projects.aspx

Teaching to Increase Diversity and Equity in STEM (TIDES):
This is a grant from the Leona M. and Harry B. Helmsley Charitable Trust and executed by Association of American Colleges & Universities (AAC&U). The overall goal of this three-year initiative is to increase the learning outcomes and retention of students historically underrepresented in the computer/information sciences and related STEM disciplines. The website provides links to several videos as part of the TIDES Institutes and Workshops, which were held throughout 2014-2016 for participating institutions.
https://www.aacu.org/tides

The Center for the Integration of Research, Teaching, and Learning (CIRTL):
CIRTL is an NSF Center for Learning and Teaching in higher education. CIRTL uses graduate education as the leverage point to develop a national STEM faculty committed to implementing and advancing effective teaching practices for diverse student audiences as part of successful professional careers. Established in fall 2006, the CIRTL Network was comprised of Howard University, Michigan State University, Texas A&M University, University of Colorado at Boulder, University of Wisconsin-Madison, and Vanderbilt University. After substantial expansions in 2011 and 2016, the Network now includes 43 research universities across the nation.
https://www.cirtl.net/

National Center for Faculty Development and Diversity (NCFDD):
The National Center for Faculty Development and Diversity is an independent professional development, training, and mentoring community of over 40,000 graduate students, post-docs, and faculty members. You will need to register as an Institutional Subaccount Member, and they will verify your membership.
http://www.facultydiversity.org/

Alliance for Graduate Education and the Professoriate (AGEP):
The National Science Foundation's AGEP program is committed to the national goal of increasing the numbers of underrepresented minorities (URMs), including those with disabilities, entering and completing STEM graduate education and postdoctoral training to levels representative of the available pool. Increased URM participation in advanced STEM education and training is critical for supporting the development of a diverse professional STEM workforce especially a diverse STEM faculty who serve as the intellectual, professional, personal, and organizational role models that shape the expectations of future scientists and engineers. To achieve this long-term goal, the AGEP program supports the development, implementation, study, and dissemination of innovative models and standards of graduate education and postdoctoral training that are designed to improve URM participation, preparation, and success.
https://www.nsf.gov/funding/pgm_summ.jsp?pims_id=503563

National Alliance for Doctoral Studies in the Mathematical Sciences:
Administered through Purdue University the program seeks to ensure that every underrepresented or underserved American student with the talent and the ambition has the opportunity to earn a doctoral degree in a mathematical science. The National Alliance was founded in 2001 as a partnership between the math sciences departments at the three Iowa State Regents universities (University of Iowa, Iowa State University and University of Northern Iowa) together with math departments at four Historically Black Colleges and Universities (HBCUs) (Alabama A&M University, Benedict College (South Carolina), Florida A&M University and Jackson State University). Through partnerships and initiatives, the National Alliance has evolved into a program that serves students from their first year in college to their postdoctoral studies and covers the spectrum of fields in the mathematical sciences from pure and applied mathematics and mathematical biology, to statistics, biostatistics and measurement and testing.

https://mathalliance.org/

**Future Faculty Fellowship:**
Northeastern University created the Future Faculty Fellowship (postdoctoral fellowship program) in fall 2012. This program strives to early identify young scholars for postdoctoral studies and possible consideration for a future faculty position at Northeastern University. We invite nominations and applications from candidates in all disciplines represented at Northeastern University for the Future Faculty Fellowship Program. Northeastern University’s mission emphasizes translational research that addresses global challenges and enhances social well-being. Northeastern University strives to create a vibrant and diverse community, characterized by collaboration, creativity, and unwavering commitment to excellence and an equally unwavering commitment to exhibiting respect for one another. Northeastern celebrates diversity in all its forms and fosters a culture of respect that affirms inter-group relations and builds community.

http://www.northeastern.edu/advance/recruitment/future-faculty-fellowship/

**The Carolina Postdoctoral Program for Faculty Diversity (CPPFD) fellowship:**
This is one of the oldest diversity fellowship programs in the nation and receives strong support and recognition at the University of North Carolina at Chapel Hill and peer institutions. Top-level administrators, departments, centers and institutes offer program support to our postdocs. The program is part of the Office of Postdoctoral Affairs, a unit of the Office of the Vice Chancellor for Research.

http://research.unc.edu/carolinapostdocs/about/

**Center for Careers in Science & Technology: The American Association for the Advancement of Science:**
AAAS is an international non-profit organization dedicated to advancing science for the benefit of all people. The world's largest multidisciplinary scientific society and a leading publisher of cutting-edge research through its Science family of journals, AAAS has individual members in more than 91 countries around the globe. The Center for Careers in Science and Technology is a collaboration of AAAS departments and its affiliated organizations. Collectively, these groups offer a wide range of programs and services for AAAS members and the larger science community.

https://www.aaas.org/page/about-center-careers-science-technology

**Leadership Alliance (Washington University in St. Louis):**
WashU is a partner in the Leadership Alliance Summer Research Early Identification Program (SR-EIP). The Leadership Alliance is an academic consortium of 32 institutions of higher learning, including leading research and teaching college and universities. The mission of the Leadership Alliance is to develop underrepresented students into outstanding leaders and role models in academia, business and the public sector.

http://dbbs.wustl.edu/divprograms/SummerResearchforUndergrads/Pages/LeadershipAlliance.aspx

**HHMI Exceptional Research Opportunities Program:**
EXROP aims to ensure that a diverse and highly trained workforce is prepared to assume leadership roles in science, including among college and university faculties responsible for developing the next generation of
scientists. To do so, EXROP leverages the resources and expertise of HHMI's Science and Science Education departments.

http://www.hhmi.org/developingscientists/exceptional-research-opportunities-program-exrop

NIH Office of Equity, Diversity, and Inclusion:
EDI cultivates a culture of inclusion where diverse talent is leveraged to advance health discovery. The office provides consultation, cultural awareness, training and education, conflict resolution, diversity related information and data, and policy development.

https://www.edi.nih.gov/

Networks and Websites

STEMCentral.net:
STEMCentral.net is a community of practice and database of resources focused on improving undergraduate STEM education. Since its launch in 2011, the community has grown to over 3000 STEM faculty and administrators around the country, including those from minority serving institutions and community colleges. Recent efforts have focused on promoting a shared knowledge, understanding and appreciation for the evidence-based and culturally responsive undergraduate teaching strategies that will result in a more diverse and competitively trained STEM workforce. STEM Central is supported by a grant from the National Science Foundation and the Association of American Colleges and Universities in partnership with the American Society for Engineering Education.

https://stem-central.net/

Searching for Excellence & Diversity: Recruiting Resources for Search Committees:
Developed by the Women in Science and Engineering Leadership Institute at the University of Wisconsin Madison the guidebook for search committee members incorporates information, questions and recommendations for an inclusive search process.

http://wiseli.engr.wisc.edu/docs/SearchBook_Wisc.pdf

MinorityPostdoc.org:
MinorityPostdoc.org is the premier web portal on the minority postdoctoral experience especially in the science, technology, engineering, and math (STEM) disciplines. We feature articles, resources, & events about career advice, professional development, jobs, funding, fellowships, mentoring, and diversity issues. MinorityPostdoc.org is published by the non-profit, DiverseScholar, a project of the fiscal sponsor Community Partners.

http://www.minoritypostdoc.org/

GEM:
GEM is a network of leading corporations, government laboratories, top universities, and top research institutions that enables qualified students from underrepresented communities to pursue graduate education in applied science and engineering. Founded in 1976 at the University of Notre Dame, the mission of The National GEM Consortium is to enhance the value of the nation’s human capital by increasing the participation of underrepresented groups (African Americans, American Indians, and Hispanic Americans) at the master’s and doctoral levels in engineering and science.

http://www.gemfellowship.org/

JustGarciaHill:
JGH is committed to increasing the number of minorities entering science careers and to celebrating contributions to science by minority scientists. The JGH portal provides a supportive environment for stimulating underrepresented minorities to pursue and strengthen scientific output in the United States and improve the health and wellbeing of minority populations.  
http://justgarciahill.org/  

WashU Diversity Groups Listing:  
This site is a virtual hub containing a listing of affinity and diversity groups at WashU, including a link to the School of Medicine.  
https://diversity.wustl.edu/get-involved/-groups | https://mddiversity.wustl.edu/studentlife/student-affinity-groups/  

Gender/Sexuality  

Association for Women in Science:  
AWIS promotes women leaders in STEM by driving systemic change through research, advocacy, talent and leadership development, and career-focused initiatives.  
https://www.awis.org/  

Women in Neuroscience:  
The Society for Neuroscience provides opportunities to highlight the scientific excellence of women neuroscientists, address the challenges women may confront in academic and other professional settings, educate about and overcome gender-bias, and advance training opportunities for women. Activities include opportunities for women scientists to earn annual travel awards to SfN’s annual meeting, participate in mentor/mentee partnering, and participate in career development programs.  

Culture and Ethnicity  

Scholars in Science: Native American Path (SSNAP):  
Developed by SACNAS, SSNAP provides year-round mentorship, workshops, networks, and support for Native American undergraduate and graduate students pursuing degrees in STEM. SACNAS is an inclusive organization dedicated to fostering the success of Chicano/Hispanic and Native American scientists, from college students to professionals, in attaining advanced degrees, careers, and positions of leadership in STEM. Paid membership is required.  
http://sacnas.org/what-we-do/native-american-programs/  

Society for the Advancement of Chicano/ Hispanic and Native Americans in the Sciences:  
SACNAS is an inclusive organization dedicated to fostering the success of Chicano/Hispanics and Native Americans, from college students to professionals, in attaining advanced degrees, careers, and positions of leadership in STEM.  
http://sacnas.org/  

Mentoring  

Center for the Improvement of Mentored Experiences in Research:
CIMER faculty and staff investigate approaches for improving research mentoring relationships for organizations and institutions. CIMER develops, implements, and evaluates mentor and mentee training using theoretically-grounded, evidence-based, and culturally-responsive training interventions and investigations. 
http://cimerproject.org

**National Research Mentoring Network:**
NRMN is a nationwide consortium of biomedical professionals and institutions collaborating to provide all trainees across the biomedical, behavioral, clinical and social sciences with evidence-based mentorship and professional development programming. NRMN’s program models emphasize the benefits and challenges of diversity, inclusivity and culture within mentoring relationships, and more broadly the research workforce. The Goal of the National Research Mentoring Network is to enhance the diversity of the NIH-funded research workforce. https://nrmnet.net/

**For Faculty, Staff, and Teachers**

**Summer Institutes on Scientific Teaching: Yale Center for Teaching and Learning:**
The Summer Institutes model the scientific teaching principles they teach. Participating college and university faculty, instructional staff, and future faculty to develop teaching skills at multi-day workshops to transform the undergraduate STEM classroom. Summer Institutes draw on the expertise of both presenters and participants. Current research, active learning, assessment, and inclusive teaching are woven into the program, creating a forum to share ideas and develop innovative instructional materials to be implemented upon returning home. 
http://www.summerinstitutes.org/

**The Summer STEM Faculty Institute on Teaching (STEM FIT):**
STEM FIT comprises three days of interactive workshops and working-group sessions in which faculty collaboratively design a plan to implement and assess evidence-based teaching in STEM. STEM FIT is designed to catalyze adoption of evidence-based teaching that can improve student learning and help diverse students persist in STEM. Launched in 2014 for Washington University faculty the institute is now regional. 
https://teachingcenter.wustl.edu/programs/faculty/symposia-institutes-and-speakers/stem-faculty-institute-on-teaching/

**Nanotechnology Experiences for Students and Teachers (NEST) - for Teachers:**
Funded by the National Science Foundation, the Nanotechnology Experiences for Students and Teachers (NEST) is a two week (July 11-July 22, 2016) summer program that provides a unique opportunity for high-school teachers to explore the interdisciplinary field of nanotechnology at Indiana University–Purdue University Indianapolis
http://www.engr.iupui.edu/infofor/community/summer-camps/nest-forteachers.php

**Massive Open Online Courses on STEM Teaching: Cornell University:**
These massive open online courses are designed to prepare aspiring faculty in STEM fields (natural and social sciences, technology, engineering, and mathematics) to be more effective teachers. This eight-week course draws on the expertise of STEM faculty, educational researchers, and staff from university teaching centers, many of them affiliated with the Center for the Integration of Research, Teaching, and Learning (CIRTL), a network of 43 research universities collaborating in the preparation of STEM graduate students and postdocs as future faculty members. 
http://gradschool.cornell.edu/cu-cirtl/mooc

**GEM: The Future Faculty and Professionals (FFP) Symposium:**
This program is GEM’s signature career development program for junior and future faculty members as well as industry professionals. Designed to create self-supporting networks FFP brings together senior faculty, managers, and researchers to network and mentor underrepresented students making vital decisions about the remainder of the graduate school experience and post-graduation careers. Particular emphasis is placed on current doctoral students interested in pursuing faculty careers at colleges and universities. FFP Symposium offers two and a half days of workshops led by experts in their respective fields. The workshops address effective mentoring, conflict resolution, dissertation and grant writing, multiculturalism in the workplace, research opportunities, and successfully managing career transitions.

http://www.gemfellowship.org/aboutgem/gem-events-and-conferences/ffp/

For Post-Doctoral Scholars/Future Faculty

Future Faculty Career Exploration Program: Rochester Institute of Technology:

The Future Faculty Career Exploration Program (FFCEP) is the cornerstone of the recruitment strategy and critical to the success of RIT’s diversity goals. This program increases the diversity among faculty at the Rochester Institute of Technology. The program brings brilliant scholars who are nearing the end of their doctoral or MFA studies, as well as post-docs and junior faculty, to experience RIT as a prospective faculty member. Participants have the chance to discover RIT’s unique teaching and research philosophy from their faculty. The FFCEP program allows participants to engage RIT Deans and Department Chairs in their academic work and career interests. Selected participants in this program are eligible for an all-expenses-paid trip to visit the RIT campus in Rochester, New York.

http://www.rit.edu/academicaffairs/facultyrecruitment/future-facultyprograms/future-faculty-career-exploration-program

GEM: The Future Faculty and Professionals (FFP) Symposium:

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http://www.gemfellowship.org/aboutgem/gem-events-and-conferences/ffp/

NC State's Building Future Faculty Program (BFF):

The NC State University Building Future Faculty (BFF) Program is a two-day all-expenses paid workshop for doctoral students and post-doctoral scholars who are interested in pursuing academic careers and who are committed to promoting diversity in higher education. The program is targeted to graduate students who are in the dissertation phase and post-doctoral scholars. During the workshop, which is held each spring at NC State University, the participants attend sessions describing life as a faculty member at a research extensive university, expectations of new faculty, and resources available to faculty for help with research and teaching. Participants attend presentations on research and teaching and faculty development, as well as having discussion sessions with current faculty at all levels from assistant to full professor. Each participant is matched with an academic department whose interests closely match their own.

https://oied.ncsu.edu/faculty/building-future-faculty-program/

Future Faculty Fellowship:

Northeastern University created the Future Faculty Fellowship (postdoctoral fellowship program) in fall 2012. This program strives to early identify young scholars for postdoctoral studies and possible consideration for a
future faculty position at Northeastern University. We invite nominations and applications from candidates in all
disciplines represented at Northeastern University for the Future Faculty Fellowship Program. Northeastern
University’s mission emphasizes translational research that addresses global challenges and enhances social well-
being. Northeastern University strives to create a vibrant and diverse community, characterized by collaboration,
creativity, and unwavering commitment to excellence and an equally unwavering commitment to exhibiting respect
for one another. Northeastern celebrates diversity in all its forms and fosters a culture of respect that affirms inter-
group relations and builds community.
http://www.northeastern.edu/advance/recruitment/future-faculty-fellowship/

The Carolina Postdoctoral Program for Faculty Diversity (CPPFD) fellowship:
This is one of the oldest diversity fellowship programs in the nation and receives strong support and
recognition at the University of North Carolina at Chapel Hill and peer institutions. Top-level administrators,
departments, centers and institutes offer program support to our postdocs. The program is part of the Office of
Postdoctoral Affairs, a unit of the Office of the Vice Chancellor for Research.
http://research.unc.edu/carolinapostdocs/about/

Science Teaching Experience for Postdocs (STEP): The Future Faculty Fellows Program:
Since 2004, 100 postdocs from over 30 different University of Wisconsin Madison and allied departments
have participated in the STEP Program. The postdocs have designed and taught 30 innovative seminar courses for
University of Wisconsin Madison undergraduates. The Future Faculty Fellows program aims to prepare postdoctoral
scientists for successful careers that combine research, service, mentoring, and teaching. There are two components
to the program: a workshop on teaching and career development and a teaching apprenticeship program that
provides a faculty-mentor experience in designing and teaching an undergraduate course.
http://www.uwmedicine.org/research/events/future-faculty

For Students K-12, Undergraduates, Graduates, and PhD

The Center to Reduce Cancer Health Disparities (CRCHD) CURE program:
CURE offers unique training and career development opportunities to enhance and increase diversity in the
cancer and cancer health disparities research workforce. The CURE program identifies promising candidates from
high school through junior investigator levels, and provides them with a continuum of competitive funding
opportunities. The CURE-funded training opportunities are designed to support high school and undergraduate
students interested in cancer and cancer health disparities research to enter the research field, work directly with
scientists and community leaders, gain laboratory experience, and develop research skills; Assist graduate students
pursuing a Ph.D. degree, combined M.D./Ph.D. degree, or other formally combined health professional degree and
research doctoral degree to obtain funding for cancer or cancer health disparities research; Facilitate the transition of
postdoctoral scholars pursuing a career in cancer and cancer health disparities research into becoming funded
investigators; Support junior investigators working in cancer and cancer health disparities research who are seeking
research opportunities in biomedical, behavioral, or clinical sciences that lead to research independence.
https://www.cancer.gov/aboutnci/organization/crchd/diversity-training/cure

The Posse STEM Program:
This is a specialized initiative of the Posse Foundation Inc. to recruit, train and support Posse Scholars in
science, technology, engineering and math (STEM). The STEM initiative helps institutions of higher education
improve the numbers and performance of underrepresented students majoring in STEM fields while also helping to
develop campus communities that are more welcoming to students from diverse backgrounds. Posse is one of the
most comprehensive and renowned college access and youth leadership development programs in the United States.
Founded in 1989, Posse identifies public high school students with extraordinary academic and leadership potential
who may be overlooked by traditional college selection processes. Posse extends to these students the opportunity to
pursue personal and academic excellence by placing them in supportive, multicultural teams—Posses—of 10
students. Posse partner colleges and universities award Posse Scholars four-year, full-tuition leadership scholarships.
U.S. Department of Energy: Science Undergraduate Laboratory Internships (SULI):
The SULI program encourages undergraduate students to pursue science, technology, engineering, and mathematics (STEM) careers by providing research experiences at the DOE laboratories. Selected students participate as interns appointed at one of 17 participating DOE laboratories/facilities. They perform research, under the guidance of laboratory staff scientists or engineers, on projects supporting the DOE mission.
https://science.energy.gov/wdts/suli/

The National Institutes of Health (NIH) Undergraduate Scholarship Program:
UGSP offers competitive scholarships to students from disadvantaged backgrounds who are committed to careers in biomedical, behavioral, and social science health related research. The program offers scholarship support, paid research training at the NIH during the summer, and paid employment and training at the NIH after graduation.
https://www.training.nih.gov/programs/ugsp/

National Alliance for Doctoral Studies in the Mathematical Sciences:
Administered through Purdue University the program seeks to ensure that every underrepresented or underserved American student with the talent and the ambition has the opportunity to earn a doctoral degree in a mathematical science. The National Alliance was founded in 2001 as a partnership between the math sciences departments at the three Iowa State Regents universities (University of Iowa, Iowa State University and University of Northern Iowa) together with math departments at four Historically Black Colleges and Universities (HBCUs) (Alabama A&M University, Benedict College (South Carolina), Florida A&M University and Jackson State University). Through partnerships and initiatives, the National Alliance has evolved into a program that serves students from their first year in college to their postdoctoral studies and covers the spectrum of fields in the mathematical sciences from pure and applied mathematics and mathematical biology, to statistics, biostatistics and measurement and testing.
https://mathalliance.org/

Annual Biomedical Research Conference for Minority Students (ABRCMS):
ABRCMS (pronounced aber-cams) is one of the largest communities of underrepresented minorities in science, technology, engineering and mathematics. Students attend the conference to present their research, explore graduate schools, and network. Research faculty and program directors play an essential role in mentoring students and strategies for facilitating student success. During the four-day conference, over 1,800 students from over 350 colleges and universities participate in poster and oral presentations in twelve STEM disciplines.
http://www.abrcms.org/

Scholars in Science: Native American Path (SSNAP):
Developed by SACNAS, SSNAP provides year-round mentorship, workshops, networks, and support for Native American undergraduate and graduate students pursuing degrees in STEM. SACNAS is an inclusive organization dedicated to fostering the success of Chicano/Hispanic and Native American scientists, from college students to professionals, in attaining advanced degrees, careers, and positions of leadership in STEM. Paid membership is required.
http://sacnas.org/what-we-do/native-american-programs/

The National Science Foundation (NSF) Graduate Research Fellowship Program (GRFP):
The NSF Graduate Research Fellowship Program recognizes and supports outstanding graduate students in NSF-supported science, technology, engineering, and mathematics disciplines who are pursuing research-based Master's and doctoral degrees at accredited United States institutions. As the oldest graduate fellowship of its kind, the GRFP has a long history of selecting recipients who achieve high levels of success in their future academic and professional careers. Since 1952, NSF has funded over 50,000 Graduate Research Fellowships out of more than 500,000 applicants. Currently, 42 Fellows have gone on to become Nobel laureates, and more than 450 have become
members of the National Academy of Sciences. In addition, the Graduate Research Fellowship Program has a high rate of doctorate degree completion, with more than 70 percent of students completing their doctorates within 11 years.  
http://www.nsfgrfp.org/

**STEM Faculty Launch Workshop at Worcester Polytechnic Institute:**
The STEM Faculty Launch is a premier workshop for graduate students and post-doctoral researchers seeking tenure-track positions in the STEM fields. This two-day workshop covers best practices for pursuing, applying for, and establishing faculty careers. This annual workshop is open to candidates nationwide. 
https://www.wpi.edu/news/calendar/events/stem-faculty-launch-workshop

**Summer EDGE Program (Enhancing Diversity in Graduate Education):**
Morehouse and Pomona Colleges administer The EDGE Program with the goal of strengthening the ability of women students to successfully complete PhD programs in the mathematical sciences and place more women in visible leadership roles in the mathematics community. Along with the summer session, EDGE supports an annual conference, travel for research collaborations, travel to present research and other open-ended mentoring activities.  
https://www.edgeforwomen.org/

**Scientist Mentoring and Diversity Program: The International Center for Professional Development (ICPD):**
This program promotes career success in the fields of science, technology, engineering and mathematics (STEM). The one year career mentoring program pairs ethnically diverse students (Post-baccalaureate, Master or Ph.D.) and early career researchers with industry mentors who work at companies in the medical technology, biotechnology and consumer healthcare industries. With their mentors, Scholars attend a 5-day training session to learn about career opportunities in industry and receive career development coaching. They also attend a major industry conference.  
http://smdp.icpdprograms.org

**For a Wide Range**

**Neuroscience Scholars Program:**
Within the Society of Neuroscience, the NSP is a two-year training program open to underrepresented graduate students and postdoctoral researchers. Building on the 30-year history of NSP, the program supports annual travel awards, mentoring, and the professional development of up to 15 candidates known as NSP Fellows. 
https://www.sfn.org/Careers-and-Training/DiversityPrograms/Neuroscience-Scholars-Program

**NIH Office of Diversity in Extramural Programs:**
Information about how NIH promotes a diverse scientific research workforce. Learn how diversity supports NIH’s mission; find opportunities to participate in diversity programs; meet researchers; and more. Whether you are a science student, trainee, faculty member, or someone who is interested in diversity programs, you can find what you are looking for through this office.  
https://extramural-diversity.nih.gov/

**Institute on Teaching and Mentoring:**
Since the first conference in 1993, The Compact for Faculty Diversity sponsors the Institute on Teaching and Mentoring, a four day conference that has become the largest gathering of minority doctoral scholars in the country. The Institute gives the issue of faculty diversity a national focus and provides minority scholars with the strategies necessary to survive the rigors of graduate school, earn the doctoral degree, and succeed as a member of the professoriate.  
http://www.instituteon teachingandmentoring.org/