

DOM Mentoring and Faculty Development Plan:

**FACULTY DEVELOPMENT AND MENTORING POLICY
DEPARTMENT OF MEDICINE
April 2006**

The Department of Medicine recognizes that faculty development is a vital element in the pursuit of academic excellence and critical to the long term growth and development of the Department and its Faculty. Studies have demonstrated a correlation between career satisfaction and success and having a mentor. Multiple models of mentorship exist, including the traditional model of one-to-one mentorship and newer models such as collaborative mentorship programs. One model may not fit all, and flexibility is required to fulfill the needs of different faculty within a department as large and diverse as that of the Department of Medicine. Regardless of the model chosen, the Department strongly supports mentoring and, in accordance with the College of Medicine's Task Force on Faculty Development and Mentoring, the Department of Medicine will establish a committee to facilitate and oversee faculty development and mentoring in each of its respective Divisions.

The establishment of a Faculty Development and Mentoring Committee in no way is meant to infringe on or obviate the important role played by the Division Director in this fundamental aspect of his/her faculty's growth and development. Rather, the committee shall serve as a means of monitoring, evaluating and facilitating the progress of mentoring within each of the Divisions and within the Department in its entirety. Each Division Director shall report to the Faculty Development and Mentoring Committee, and the Committee in turn shall report to the Vice-Chair for Research (an ex-officio member of the Committee). Ultimately, the Vice-Chair for Research shall report progress and recommendations of the Committee to the Chairman of the Department of Medicine. An important goal of the Committee is to foster an environment for the development and retention of junior faculty and also to encourage and recognize the participation of senior faculty.

The Committee shall consist of a representative selection of senior professors with successful mentoring and faculty development skills to be selected by the Chairman of the Department. Membership of the Committee shall reflect the missions of the Department and College, including research, teaching and clinical service. The committee shall meet regularly to develop guidelines for faculty development and mentoring, monitor the progress of individual Divisions and faculty, and make reports to the Vice-Chair for Research.

The Committee will develop guidelines that encompass each the core components recommended by the College Task Force:

1. Develop a statement emphasizing the Department's commitment to faculty development and mentoring.
2. Define the scope and role of the Committee. For example, faculty for whom mentoring is essential shall include all non-tenure junior faculty and senior faculty with a new career track or whose funding has lapsed after two cycles.
3. Define specific roles for mentors and protégés. For example, "The mentor shall have the protégé's academic well being in mind and offer constructive, honest advice, giving praise where earned and expressing concern if the protégé is not developing in a desirable direction and with acceptable speed. The mentor shall take great care not to push the protégé in a direction that might be beneficial to the mentor but not aid the protégé in achieving independence. The protégé-faculty member shall set up regular, informal meetings with his/her mentor to discuss career planning, set goals and monitor progress towards meeting career goals."
4. Develop expectations for Division Directors, who must bear ultimate responsibility for faculty development and mentoring. Assignment of mentors should be at the discretion of the Division Director and mutually agreed upon by mentor and protégé, but the Committee shall assure that such assignments are made and shall monitor the progress of the mentoring process. The Committee shall assure newly hired junior faculty receive high priority with a mentor being identified and specified in the initial faculty contract letter.
5. Develop criteria to assess effectiveness of the mentoring relationship. For example, periodically survey junior faculty and mentors to measure satisfaction and effectiveness. Recognizing that service as a mentor is a major commitment, the Committee shall assure that successful mentors are recognized and rewarded. For example, the Department might provide recognition and a modest monetary award for the mentor selected annually as the recipient of the Outstanding Mentor Award.
6. The effectiveness of the Division Director in his/her important role in faculty development shall be measured, e.g. faculty promoted or granted tenure; number of grants submitted and awarded, especially K-awards or similar career development awards; faculty retention; faculty awards in recognition of outstanding research, education and clinical service.
7. Develop a plan to provide junior faculty as well as mentors with information essential for academic development, such as Department promotion and tenure guidelines, University-wide grant writing seminars and teaching skills seminars, etc.

DOM Faculty Mentoring and Development Policy

OUTLINE OF RESPONSIBILITIES

Vice Chair for Research	Organizes the Committee; Recruits, and Nominates Committee Members; Monitors Progress; Proposes policy and policy changes.
Division Director	Interacts with Faculty Development Committee and with Mentors, Participates in selection of mentor(s), monitors faculty members development, prepares faculty contract, defines responsibilities in contract, establishes goals (with input of Mentor(s)), Monitors progress, performs annual evaluation of the faculty member and the mentor(s).
Faculty Development Committee	Monitors, Evaluates and facilitates mentoring program. Develops written criteria for assessing effectiveness of the program. Provides mentors with direction for faculty development (career planning, policies on promotion and tenure, seminars and workshops (e.g. grantsmanship). Provides Quarterly and Annual Reports of activity to the Vice-Chair and Associate Vice-Chair for Research.
Mentors	Organizes and customizes plan of development for junior faculty. Sets Goals, Monitors activity and Progress of the mentee, Identifies resources (e.g. faculty who may assist in developing, advising, collaborating with the mentee). Coordinates program plan with Division Director. Provides input for the Division Director's evaluation of the mentee.

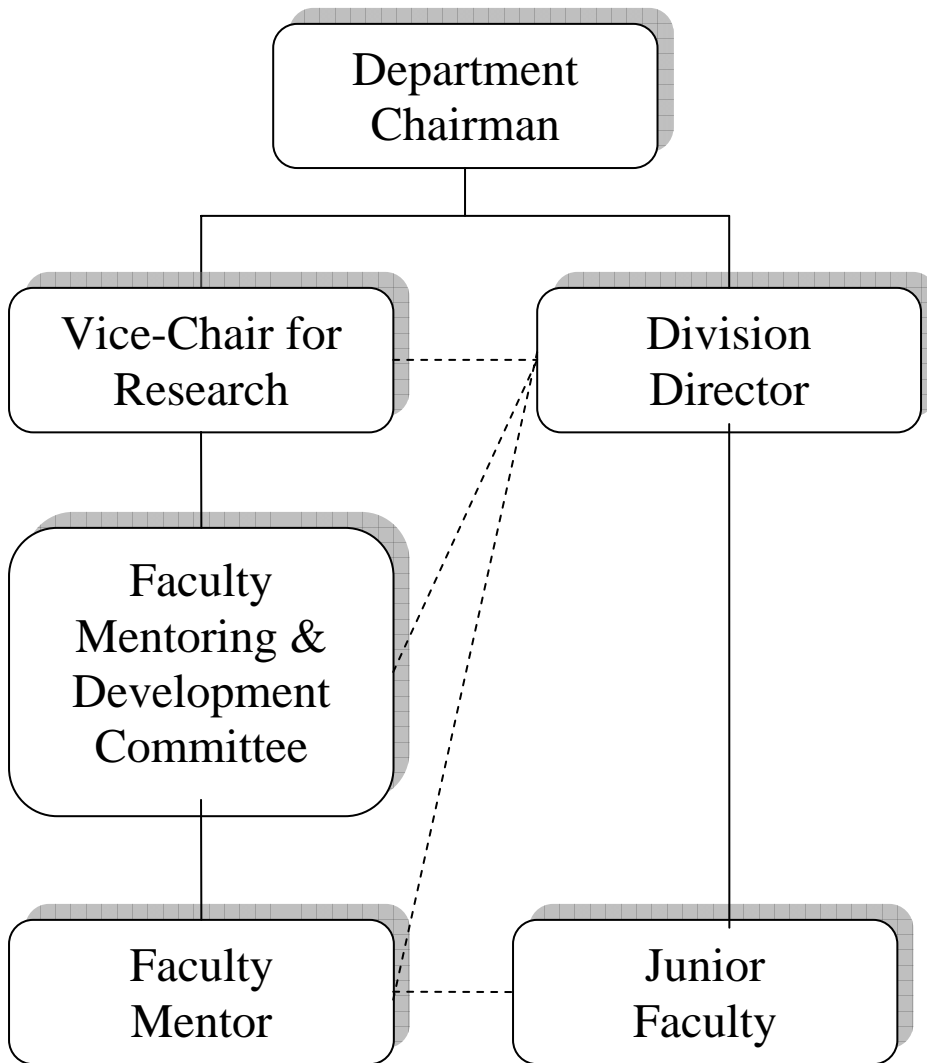
Suggested Process and Timelines:

	Junior Faculty and Division Director meet to discuss selection of Senior Faculty Mentor.
	Junior Faculty member meets with Mentor, and they develop goals and objectives for the fiscal year, and present "Plan" to the Division Director who incorporates an acceptable set of goals and objectives as part of the Junior Faculty members contract.
	Mentor monitors Junior Faculty member's progress through quarterly meetings. Mentor communicates with Division Director on progress and discusses whether there is need for adjustments to the goals and objectives.
	Mentor, Division Director, and Junior Faculty provide an annual evaluation and a set of goals and objectives for the following fiscal year (2 months prior to contract process).
	Mentor provides an annual Summary Report of Mentoring Activity to the Faculty Development Committee.

**DOM Faculty Mentoring and Development Policy
Mentoring Committee**

Members of the DOM Mentoring Committee: (*Pending*)

**DOM Faculty Mentoring and Development Policy
Organizational Structure**



Finding Faculty Mentors:

Department of Medicine Faculty Development and Mentoring Policy

The web link [Search for Faculty Mentor](#) provides a data search of Department of Medicine faculty BioSketches and CVs based on keywords that are specified. This search will find potential mentors in your identified areas of interest. Junior faculty should include their Division Director in the process of identifying and selecting a mentor.

DOM Strategic Plan (Research):

Increase grant funding to the Upper 25% for Departments of Medicine - Create a disease-focused research environment that is collegial and depends on complementary horizontal and vertical integration of expertise; increase the number of multidisciplinary research grants by one; develop DOM Mentoring Program, Create Department/Division grant review study section