

## Faculty Mentoring Program - Guidelines

*Adopted January 10, 2013*

### **Mission**

The College of Medicine is committed to the recruitment and retention of outstanding faculty. Given the pivotal role that faculty plays in the success of meeting the mission of the College of Medicine, it is critical to develop and maintain a qualified cadre of faculty. Departmental mentoring of faculty is fundamental to the attainment of this goal and our mentoring program has as its central goal to assist and catalyze faculty in developing their professional career to a maximal potential.

The College of Medicine strongly supports and encourages the mentoring mission as follows.

- The department chair, designee and/or division chief serve as program administrator.
- Experienced faculty members serve as programmatic mentors.
- Procedures are in place to identify and address problems at all stages of the careers of faculty members.
- A system for documentation is established (e.g. yearly performance reviews) and maintained.
- Information regarding the departmental faculty mentoring program(s), policies and procedures are given to faculty on arrival and reviewed by him/her with the mentor (see *Appendix 1.*)

### **Definition of Mentoring**

A mentor is a trusted counselor or guide. In an academic setting, a mentor is typically a senior faculty member who advises or guides another faculty member (sometimes a junior member, but not necessarily) in matters relating to achievement of academic success. In the College of Medicine, it is expected that the mentor will assist the protégé in creating a career development plan for working toward their professional development goals and will provide the protégé with insights into the realities and approaches of building a successful academic career at UVM. As such, the mentor is an active participant in the process and extends beyond just serving as a role model for the protégé.

### **Role of the Department Chair in Mentoring**

The department chair has overall responsibility for the success of the faculty and, by logical extension, the mentoring process. In addition to taking an active interest in the progress of each faculty member in all career activities, the department chair ensures that a departmental faculty mentoring program is implemented; and to achieve that goal makes the assignment of a faculty mentor for each relevant member of the faculty. The department chair will identify the mentor or mentors in the Appointment Authorization Form so the mentoring process can start as soon as possible. (*Appendix 2* details the mentoring guidelines and the responsibilities of mentor and protégé that the chair oversees.)

### **Program Oversight**

The department chair will be responsible for ensuring that the goals of the program are being met, for monitoring the effectiveness of the program on an on-going basis and for ensuring that the documentation requirements (i.e., annual performance reviews) established by the College of Medicine are met.

### **Evaluation and Reporting**

The faculty mentoring program will have a uniform evaluation and reporting process throughout the College of Medicine. Important to the process is:

- Meetings between mentor and protégé at least twice a year and on an as needed basis
- A simple record of all meetings with the protégé
- Meetings will focus on, but not be limited to, issues relating to developing an academic career:
  - research
  - teaching
  - publications and other scholarly works
  - career networking and advancement
  - service
  - clinical skills/programs
  - career development plans
  - review policies and procedures relevant to reappointment and promotion

## **Faculty Mentoring Program Guidelines: APPENDICES**

*The appendices are guidelines which are intended to assist departments in developing their departmental faculty mentoring programs.*

### **Appendix 1: Example Departmental Mentoring Policy**

- 1) Each faculty member will be given a complete description of the following:
  - a. faculty mentoring program of the department (i.e., this document or similar)
  - b. College of Medicine Handbook
  - c. College of Medicine Standards and Guidelines.
- 2) The faculty member's job description will define clearly the service, teaching, research, and organizing role of the department within the context of the health and academic system.
- 3) The departmental faculty mentoring program will include a written description of the criteria regarding the selection of a mentor, a statement advising that the mentor will meet with the protégé at least twice each year, and topics for discussion with the protégé (e.g., career development, promotion, etc.)
- 4) A record of the issues discussed with the faculty member protégé will be maintained.

### **Appendix 2: Mentoring guidelines and the responsibilities of mentor and Protégé**

#### **Selection of a mentor(s)**

The mentor should:

- Be accessible to the protégé and meet with him/her on a regular basis, as agreed upon by the mentor and protégé
- Provide constructive feedback
- Advise the protégé on relevant issues related to developing an academic career, including research and/or related scholarly activities, budgeting time (particularly important for junior faculty with clinical responsibilities), participating on committees, and participating in external professional activities that establish a national/international reputation;
- Assist the protégé in establishing short-term (1-2 years) and long-term (5 years) career goals
- Provide guidance and information regarding issues such as scholarship, publications in professional journals, supervision of students and trainees, presentation at conferences, research support, administrative duties, consulting, and collaboration with colleagues
- Provide guidance for teaching, especially for educator track faculty; include information regarding such areas as the protégé's teaching skills, lecture notes and slide presentations; provide constructive criticism and monitor progress in these areas

- Assist the protégé in identifying the skill areas on which they most need to work and assist in improving their skills or suggest other members of the faculty or administration who may assist in particular areas which may not be the strength of the mentor
- Be familiar with resources offered by the University, the College of Medicine and the department regarding issues relating to faculty development (grant and manuscript writing, funding opportunities, supervisory skills, interpersonal skills, special support groups such as Women in Medicine, etc.)
- Advise the protégé concerning the importance of networking and networking strategies
- Be familiar with and explain the departmental, College of Medicine and University criteria, policies, and procedures regarding faculty tracks, reappointment, promotion and tenure; advise protégé that recommendations for reappointments and promotions are the responsibility of the department chair and the protégé should address questions regarding their own situation to the department chair;
- Advise protégé on importance of being a team player
- Advise protégé on how and when to say “no”
- Maintain confidentiality
- Terminate the relationship if appropriate

### **Responsibilities of the Protégé**

The protégé should:

- Assume responsibility for his/her career
- Ask for and accept advice and constructive criticism
- Actively participate in the mentoring relationship
- Become familiar with the department, College of Medicine and University criteria, policies, and procedures regarding faculty tracks, reappointment, promotion and tenure, as applicable
- Continue to add to the knowledge base in his/her area of expertise
- Develop professional network which includes mentor’s recommendations and those personally identified
- Maintain confidentiality
- Strive for academic excellence in all areas of field of expertise and provide documented evidence of productivity, particularly in the area of publications and teaching