Department of Medicine Faculty Mentoring Plan
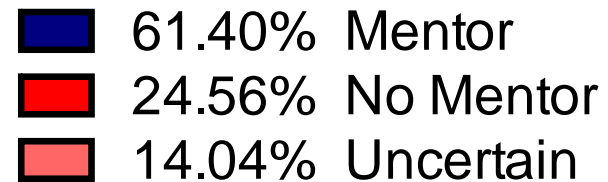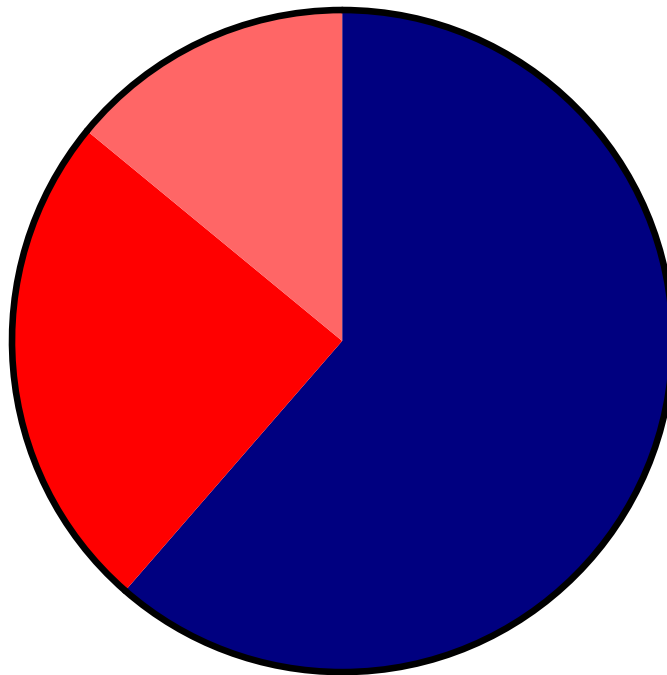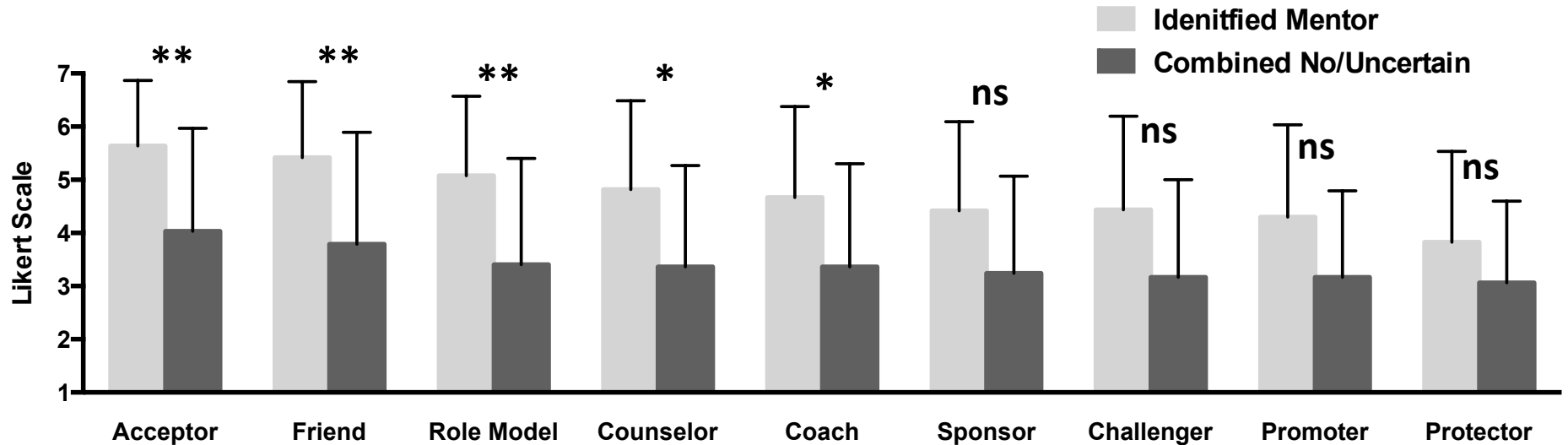
40% of junior faculty in the DOM did not have an identified mentor

Total

■ 61.40%	Mentor
■ 24.56%	No Mentor
■ 14.04%	Uncertain

Total=57

Identified Mentors:
Social Domain vs. Career Development

Likert scale: 1 (strongly disagree) to 7 (strongly agree)

Junior Faculty Mentoring: Priorities

- All junior faculty in the DOM should have at least one identified mentor:
  - **'Primary Mentor'** - overarching objective of facilitating mentee academic promotion and successful career development
  - **'Competency Mentors'**

- Primary Mentors should meet at least twice with mentee prior to Annual Review to discuss:
  - Short-term and long-term goals and strategies to achieve them
  - CV review
  - Promotion timeline and positioning
  - Annual Review Form

- Mentee should **prepare** for mentor meetings

- **DOM Mentoring Plan Worksheet**

Who do you want to be when you grow up?

KNOW YOURSELF

Spend some time understanding your own internally defined "true north." For instance, you might work on answering these questions:

What activities give you energy?

> *example:*   *I love teaching medical/graduate students in small group settings.*
> *I love talking to colleagues about new research questions.*

What activities take energy away from you and leave you feeling sapped?

> *example:*   *Public speaking wipes me out.*
> *Starting the grant writing process leaves me cold.*

GET YOUR STORY STRAIGHT

Imagine that you just stepped onto the elevator with your dean. She turns to you and says, "tell me what you do at UVM." What is your 2-3 line answer?

Who does the UVM currently expect you to be?

KNOW YOUR "PERCENTAGES"

What you do will naturally follow what you are paid to do. Although this is self-evident, many faculty do not know or understand how their effort is supposed to be distributed. This can lead to confusion and discontent. If you don't know these, find them and enter them below (your division chief should have access to these). Knowing these percentages gives you a good idea what the expectations are from your division and department. For more about "Percentages," what they mean, and how to make them work, click [here].

Research	%	$ amount salary externally funded	% effort externally funded
Teaching	%	[FTARS] if available	
Clinical activity	%	[RVUs] if available	
Service	%		
Administrative	%		
Total (100%)	%		

How do you get where you want to go?

ARTICULATE GOALS

Prior to meeting with your mentor, take some time to think about and write down your professional goals. You may want to articulate one-year goals and five-year goals. For example, a short-term goal might be "to give lectures in the medical school curriculum" and a long-term goal might be "to develop a teaching portfolio that will support election to the Teaching Academy and promotion to Associate Professor." For a more detailed Goals Sheet click here.

| Short-term Goals (next year)	Long-term Goals (next 3-5 years)
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

What additional skills do you need?

<u>**IDENTIFY MENTORSHIP NEEDS**</u>
Identify competencies that you will need to gain expertise in. <u>A competency grid is included on the last page to help you organize your thoughts</u>. Put your initial thoughts down on paper and then discuss it with your mentor. Revise the grid as the mentoring relationship changes.

- Navigating institution
- Finding resources
- Speaking before groups
- Leading teams
- Designing research
- Managing data
- Writing grants
- Finding funding
- Hiring personnel
- Evaluating literature

- Writing manuscripts
- Teaching effectively
- Developing curricula
- Assessing students
- Giving feedback
- Mentoring others
- Cultural competence
- Managing time
- Managing budgets
- Managing staff

- Managing care
- Managing conflict
- Collaborating effectively
- Networking
- Medical Informatics
- Organizational dynamics
- Managing your career
- Establishing goals
- Knowing career paths
- Preparing for promotion

DOM Mentoring Plan: Timeline
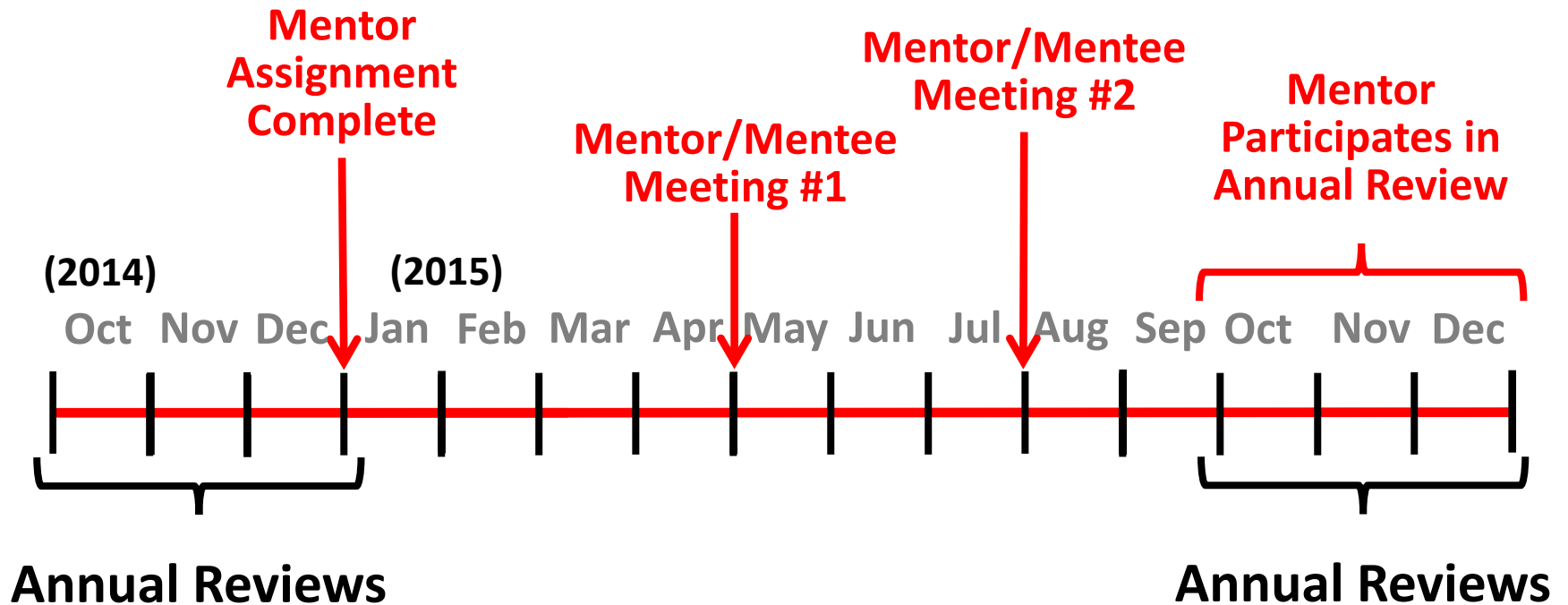
Support tools for mentees/mentors:

- Pre-review checklist to flesh out goals, plans, and promotion timeline/assessment

- CV template; Green Sheet 'cheat-sheets'

- Timeline suggestions

- Resource lists: DOM Website