

# DEPARTMENT OF PEDIATRICS MENTORING POLICY

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## Introduction

The success of the School of Medicine and Department of Pediatrics depends on the quality of teaching, clinical care, research and scholarship, and service performed by its faculty. The Department of Pediatrics Office of Academic and Faculty Affairs, along with the School of Medicine Office of Faculty Affairs, are committed to enhancing faculty development and maintaining a robust mentoring program, especially for junior faculty. Junior faculty are defined as at the ranks of instructor, senior instructor, or assistant professor who are within 10 years of the conclusion of training

## Definition

Mentoring is a reciprocal and collaborative learning relationship in which mentor and mentee agree to a partnership and share a mutual responsibility and accountability toward the achievement of mutually defined goals that will develop a mentee's skills, abilities, knowledge, and / or thinking.

## Policy and Procedures

The Office of Academic and Faculty Affairs recognize that there are varying mentoring practices in place in our sections and that best practices can be shared for the benefit of all departmental faculty. The following procedures should be considered basic requirements for department mentorship.

1. The **primary mentor** for Junior Faculty is responsible for guidance (facilitating, advocating, and counseling) towards the faculty member's career development and successful promotion if applicable.
  - a. A primary mentor should ideally be identified as part of the hiring process and must be assigned within 6 months of initial date of hire / appointment.
  - b. In many if not most cases, the Section Head is the primary mentor for all Junior Faculty in the Section. In some cases, there may be a designated primary mentor who is not the section head or there is an established mentorship committee. If sections use a mentorship committee, one member of the committee or the section head should be assigned as the primary mentor for each junior faculty.
  - c. The mentoring agreement between the Junior Faculty member and Section Head (primary mentor) is formalized by the electronic signatures of both on the annual faculty PRiSM. (*Performance Review in the School of Medicine*)

- d. Annual PRiSM reviews of Junior Faculty members by the Section Head (listed as the ‘primary reviewer’ in PRiSM) require a formal evaluation of the Junior Faculty member's progress toward promotion.
  - e. It will be the responsibility of the Section Head (or other designated primary mentor) to solicit the co-mentor's input (see below) and include that evaluation in the overall evaluation and as part of the PRiSM for the Junior Faculty member.
  - f. It is the responsibility of the department chairman (listed as the ‘final reviewer’ in PRiSM) to be aware of any concerns on the part of junior faculty, section head, or other mentors about faculty mentorship and to relay these concerns to Academic and Faculty Affairs Vice Chairs.
2. The need for a **co-mentor** should be formally discussed between the Section Head and the Junior Faculty member within and no later than one year after joining the faculty. Co-mentors are typically "content" mentors, individuals more familiar with the specific research, clinical, teaching, and/or scholarly activities of the Junior Faculty member.
- a. In some instances, the co-mentor may be the day-to-day supervisor of the faculty member's activities. In other instances, the co-mentor could be outside the Department of Pediatrics and / or the School of Medicine but aligned with the faculty member's academic interests or the research area of focus. A co-mentor could also be part of a mentorship committee. Occasionally co-mentors may be necessary for resolution of conflicts of interest or for additional career development and promotion mentoring. The co-mentor is expected to provide regular feedback to the Section Head (‘primary mentor’).
  - b. The identification of the appropriate person to be a co-mentor is an ad hoc process initiated by the Junior Faculty member and/or primary mentor. The co-mentor should be mutually agreed upon and assigned.  
The co-mentor will submit feedback for the Jr. Faculty member's annual PRiSM review at the request of Section Head (or other designated primary mentor).
3. **Regularly Scheduled and Annual meeting(s)**
- a. Regularly scheduled meetings of Junior faculty mentee and mentor(s) or committee are the shared responsibility of faculty mentee and mentor(s). For productive, supportive and successful meetings, the faculty mentee should be prepared for discussion, identify goals and needs, and be open to mentor feedback. Meetings should be on at least a monthly basis. The faculty mentee will document the total number of meetings during the year when completing the annual PRiSM.
  - b. An annual face-to-face meeting will be required between the Section Head (or other designated primary mentor) and Junior Faculty member in advance of submitting the annual PRiSM review to the Chair. The co-mentor of faculty can be asked to attend this meeting if agreed upon by all parties.

This meeting is documented in the 'primary reviewer' section of PRiSM and provides the opportunity to jointly discuss the progress and ongoing needs of the Junior Faculty member. Among relevant areas discussed at this meeting should be:

- i. Accomplishments in the current academic year and goals for the upcoming academic year
  - ii. Quality and quantity of publications and other evidence of scholarship
  - iii. Emergence of independence (as reflected by papers, grants, lab development)
  - iv. Financial support and ongoing / future funding plans.
  - v. Career progress and progress toward promotion; projected timing for midpoint review and promotion
  - vi. The "Big Picture" plan for the Junior Faculty member - including space, lab independence, technicians, etc.; and a timeline for transition from mentoring to collaborative relationship with mentor and lab colleagues
  - vii. Successes, challenges, or barriers of existing mentoring relationships; need for modifications to current mentorship plan
- c. An annual face-to-face meeting will take place between the Section Head and Chairman after both PRiSM primary reviewer and secondary reviewers have completed the faculty PRiSM.

#### **4. Roles and Responsibilities**

##### **a. Faculty Mentee**

- i. Ultimately responsible for own career development, with the guidance of the Section Head (as a primary mentor) and / or mentoring committee.
- ii. Ultimately responsible for own research, clinical, teaching, scholarly activity with the guidance of Section Head and co-mentor or mentoring committee when appropriate.
- iii. Responsible for seeking guidance via regular meetings (e.g., monthly) with Section Head (as a primary mentor) and/or other mentor(s).
- iv. Should consider these key factors and attributes of a good mentee:
  1. Participating openly and honestly in mentoring relationship
  2. Identify and continuously monitor goals and needs
  3. Be open to feedback and constructive criticism
  4. Participate in educational opportunities related to career development
  5. Provide constructive feedback on mentoring to section head and/or to academic and faculty affairs office and seek counsel from these parties if concerns related to mentorship arise

**b. Faculty Mentor**

- i. Should commit to regular mentoring meetings (e.g., monthly) with mentee
- ii. Should consider these key factors and attributes of a good mentor:
  - 1. Build a trusting relationship with mentee and protect confidentiality of the relationship
  - 2. Be accessible, available and attentive. Assist with identifying mentee goals and progress towards those goals
  - 3. Discuss and set agreed upon expectations; consider developing a written roadmap for expectations.
  - 4. Communicate section, department or lab needs, priorities and goals openly
  - 5. Provide feedback on mentee progress and be open to mentee feedback on quality of mentorship
  - 6. Identify professional or personal problems experienced by mentee and/or affecting mentee-mentor relationship and refer if needed to section head (if applicable) or to academic and faculty affairs office

**c. Mentoring and Promotions Process Oversight**

- i. Primary oversight of career and promotions mentoring lies with Section Heads.
- ii. Vice Chairs for Academic and Faculty Affairs oversee the mentoring process for junior faculty.
- iii. Vice Chairs for Academic and Faculty Affairs are available to assist faculty with issues related to mentorship and career development. Vice Chairs for Academic Affairs are available to provide counseling related to career progression and promotion. Vice Chair for Faculty Affairs is available to provide assistance with mentorship conflict issues and to provide general counseling
- iv. A process will be in place to identify PRiSM reviews of junior faculty for who are identified as not on track and possible intervention by the Academic Affairs and Faculty Affairs Vice Chairs