

THE DEPARTMENT OF CELLULAR AND MOLECULAR MEDICINE
COLLEGE OF MEDICINE, UNIVERSITY OF
ARIZONA MENTORING PROGRAM

Goals

The Department of Cellular and Molecular Medicine mentoring program is designed to promote success in teaching, research and service, and to retain faculty members within the Department and the University.

Structure of Mentoring Program

The model for mentoring in the Department of Cellular and Molecular Medicine is team-based. Since the arrival of our Department Head, Carol Gregorio, each tenure-track and non-tenure-track junior faculty member has been assigned a “mentoring committee”. In November 2010, the departments Research Track faculty were added to the mentoring program. The assignment of the mentoring committee is made by the Department Head, with significant input from the junior faculty mentee. Each mentoring committee is assigned a lead ‘primary’ mentor plus two to three additional team members. All team members participate in regularly scheduled annual meetings with the mentee to discuss service and teaching commitments, issues related to adjusting to life in Tucson, establishing independent research laboratories, as well as research and funding progress. Progress statements of each meeting are then submitted and assessed by the Department Head. In particular, junior faculty members are expected to present their funding strategies, preliminary data, and grant outlines during their annual mentoring committee meeting. Approximately two months prior to the proposal submission date, mentees are expected to submit their grants to members of their mentoring committee for constructive review. One month later, mentees are expected to present a solid draft of the entire proposal to each member of the committee for additional critiques and feedback.

In March 2016, Gregory Rogers, PhD, was named Associate Head for Faculty Development. Dr. Rogers' primary role is to facilitate mentorship and faculty development. Specifically, his duties include:

- Participate in all aspects of departmental recruitment, retention, and promotional efforts.
- Confirm that all junior faculty have formal mentoring twice per year.
- Meet with junior faculty one-on-one, two to three times per year to follow up on their career development and in particular, effectiveness of their primary mentor and mentoring committees, implement necessary changes if needed, assure that junior faculty are getting input of funding opportunities, manuscript preparation and grant proposals (described above), assembling junior faculty members to discuss career opportunities and enhance overall departmental synergy.
- As part of these meetings, maintain outcome measures for development/mentorship, such as 1) surveys of faculty satisfaction with the mentoring plan, 2) total funding from all mentored activities, 3) total number of publications overseen by mentors.
- Continue to identify opportunities to enhance faculty mentoring and development in the Department. Chair a Faculty Development Committee, if necessary.
- Provide mentoring committees to more senior faculty members upon request.
- Help identify opportunities for career development to members of the Department.
- Interact and participate with other groups on campus to explore opportunities for improvement for mentoring/faculty development initiatives and issues in the Department.
- Submit a yearly progress report to be reviewed by the annual CMM evaluation committee and Department Head.

All faculty members are required to meet with the Department Head annually in a formal manner to review their annual reports, career goals, funding, teaching assignments and evaluations, service commitments, accomplishments and concerns. Since the Department Head has an open-door policy, most faculty members discuss issues with her several times a year.

The Department of Cellular and Molecular Medicine has a “Long Term Planning Committee” that meets informally on a weekly basis. All faculty members are encouraged to attend; the attendance of junior faculty members and the Department Head is high. The setting promotes interactive conversations about goals, objectives and opportunities within the Department, as well as a forum for the junior (and senior) faculty to have frequent opportunities for obtaining guidance/mentorship.

The Department has also contracted with an outside, professional consultant/therapist to provide professional development skills in conflict resolution, lab-management skills, evaluation, training and general human resources. Each session lasts approximately 2 hours and is held in the faculty member’s office. Faculty are encouraged to utilize this service to enhance their professional and managerial skills. This service has proven to be especially beneficial to junior faculty and is available to all faculty members in the Department.

Matching Mentors and Mentees

Mentoring will be provided for all tenure-track junior and research track faculty members, as well as faculty from all ranks and tracks, if appropriate. The Department Head selects the Chair of the Mentoring committee based on who will serve as the “best” role model, and who has extensive research experience in a related field as the mentee. Mentors are selected from within the Department, and from other departments including College of Medicine Phoenix. If necessary, mentors are chosen from outside of the University of Arizona. Depending on the situation or concerns, separate mentors will be assigned for specific goals (e.g., assistance with AZ-Med teaching).

An exception from the guidelines described above, mentoring for non-tenure track research-track faculty is often provided by the faculty member who works most frequently with the mentee (usually provides laboratory space and resources to the mentee). The Department Head again provides oversight.

Faculty members are encouraged to identify additional mentors for any aspect of their career advancement.

Assignment of Mentors

The assignment of the mentoring committee (1 Chair plus 2-3 members) is made by the Department Head, with significant input from the mentee.

Expectations of the relationship

The Chair of the mentoring committee should meet 3-4 times a year with their assigned mentee.

Mentors will be encouraged to evaluate their mentoring skills using materials provided through the Office of Faculty Affairs, and obtain additional training, as appropriate.

Mentors are encouraged to do the following:

- Review/critique the mentee’s research. This includes reading and editing manuscripts and grant proposals, in a timely manner. Help identify appropriate granting agencies, relevant study sections and appropriate journals to submit their work.
- Provide guidance on quality and load of teaching assignments.

- Provide advice about activities that will advance development of their international reputation.
- Review mentee's plan for achieving his/her career goals, and provide advice on the P&T process, including requirements for promotion
- Provide connections for the mentee to others in their field, and pass on opportunities such as seminar to give, and conferences to attend.
- Provide institutional knowledge about where resources may be found, and who has the power/influence to get things done.
- Advocate for the mentee within the Department, for example by assisting in assuring protected time for the mentee to achieve particular research goals.
- Work together with the Department Head to nominate the mentee for appropriate academic awards.
- Evaluate the mentoring relationship annually.

Mentees are expected to:

- Clearly define their career goals.
- Organize biannual committee meetings.
- Update the mentoring committee and Department Head on any changes in career goals, accomplishments, problems or concerns – as soon as possible.
- Evaluate the mentoring relationship annually.

Evaluation

Minutes from the mentoring committee meetings are taken and distributed to the Department Head who will review the minutes and store for future reference.

Both mentors and mentees are expected to complete the Mentoring Evaluation Form and provide a copy to the Department Head.

Resources

Research:

- <http://medicalresearch.arizona.edu/>
- <http://medicalresearch.arizona.edu/NIW%20Faculty.cfm>
- <http://medicalresearch.arizona.edu/prp.cfm>
- <http://medicalresearch.arizona.edu/funding.cfm>

Career/Promotion & Tenure:

- <http://www.facultyaffairs.med.arizona.edu/index.cfm>
- http://www.facultyaffairs.med.arizona.edu/current_faculty.cfm

Professional Development:

- <http://www.hr.arizona.edu/>
- http://www.hr.arizona.edu/08_o/development3/
- <http://www.tucsonmediates.com/Jose073009.html>