



**UCSF ACADEMIC SENATE MENTORING TASK FORCE**  
**COMPARISON OF MENTORING PROGRAMS**  
**MARCH 18, 2003**

<b>PROGRAM FEATURES</b>	<b>UCSF SCHOOL OF NURSING</b>	<b>UCSF OB GYN DEPARTMENT</b>	<b>UCSF RADIOLOGY DEPARTMENT</b>	<b>UCSF CELLULAR &amp; MOLECULAR PHARMACOLOGY DEPT.</b>	<b>UNIVERSITY OF HAWAII</b>	<b>UNIVERSITY OF ARKANSAS</b>
<b>Goal(s)</b>	Help new & junior faculty achieve academic success, and to understand and negotiate UC system of promotion & tenure	<ul style="list-style-type: none"> <li>• Help faculty implement a career plan that will promote their professional development</li> <li>• Initially focused on assistant professors</li> </ul>	Develop a structured program of guidance and assistance for junior faculty	Help junior faculty achieve academic success	<ul style="list-style-type: none"> <li>• Help faculty develop their academic careers by becoming successful scholars, building harmonious, collaborative unit and campus relationships, and learning the university's systems &amp; culture</li> <li>• Help retain competent faculty</li> </ul>	Help women medical faculty develop successful academic careers
<b>Tool(s)</b>	One-on-one mentoring	<ul style="list-style-type: none"> <li>• Several mentors</li> <li>• Team approach</li> <li>• Bi-annual meetings w/ Dept. Chair</li> </ul>	<ul style="list-style-type: none"> <li>• One-on-one mentoring</li> <li>• Team approach</li> <li>• Annual _ day mini-retreat</li> <li>• Group mentors &amp; group mentees meetings</li> </ul>	<ul style="list-style-type: none"> <li>• One-on-one mentoring</li> <li>• Team approach</li> <li>• Annual meeting with Department Chair</li> <li>• Annual meeting with departmental mentor</li> <li>• Team meetings with three mentors (one is usually from outside the department)</li> </ul>	<ul style="list-style-type: none"> <li>• One-on-one mentoring</li> <li>• Workshops &amp; seminars</li> </ul>	One-on-one mentoring
<b>Mentors</b>	<ul style="list-style-type: none"> <li>• Personal coach</li> <li>• Seasoned academic w/ proven success at UCSF</li> <li>• Need not be in mentee's research or clinical area</li> </ul>	<ul style="list-style-type: none"> <li>• Area of Interest mentor</li> <li>• Senior Advisor mentor</li> <li>• Dept. Chair</li> </ul>	<ul style="list-style-type: none"> <li>• An assigned senior faculty mentor (outside mentee's section; matched to mentee after assessing mentee's assignment requests)</li> <li>• Mentee's section leader</li> <li>• Vice Chair for Academic Affairs</li> <li>• Department Chair</li> </ul>	<ul style="list-style-type: none"> <li>• One department mentor</li> <li>• Two other mentors</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer tenured faculty</li> <li>• Pairing based on information provided by mentor &amp; mentee</li> <li>• Always outside mentee's home department</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer faculty—rank/series not specified</li> </ul>

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<b>Mentor's Responsibilities</b>	<ul style="list-style-type: none"> <li>• Help mentee plan a research program</li> <li>• Timely review of grants, manuscripts, abstracts before submission</li> <li>• Help develop professional &amp; community service plan</li> </ul>	<ul style="list-style-type: none"> <li>• Area of Interest mentor meets regularly w/ mentee to help mentee develop in primary interest area &amp; to give support in fulfilling mentee's annual plan</li> <li>• Senior Advisor mentor helps mentee w/ long range professional plans, understanding the UC system, &amp; identifying appropriate national-level activities</li> </ul>	<ul style="list-style-type: none"> <li>• Assigned senior faculty mentor provides support and advice beyond that of mentee's section leader. This mentor meets with mentee quarterly, documents review of mentee's academic and professional goals &amp; progress twice a year, and submits review to Vice Chair of Academic Affairs</li> <li>• Team meets with mentee once a year to review prior year's goals and progress, and to develop goals for coming year. Team meetings may increase to twice a year</li> </ul>	<ul style="list-style-type: none"> <li>• Review mentee's status regarding promotion and tenure</li> <li>• Timely review of grants</li> </ul>	Not specified	<ul style="list-style-type: none"> <li>• Initiate first meeting</li> <li>• Review mentee's status re promotion &amp; tenure</li> <li>• Facilitate &amp; arrange meetings between mentee and other faculty on specific issues, as needed</li> </ul>
<b>Chair's Responsibilities</b>	<ul style="list-style-type: none"> <li>• Guide mentee in planning research program</li> <li>• Guide mentee in developing professional and community service plan</li> <li>• Review/evaluate mentee's research output</li> <li>• Help junior faculty prepare for 4<sup>th</sup> year review and/or tenure review or promotion</li> <li>• Help with development of teaching skills</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with mentors and mentee twice each year</li> <li>• <u>May/June Mtg</u>: help create agreed, detailed written plan for mentee's education, research &amp; clinical activities for coming year.</li> <li>• <u>Dec./Jan. Mtg</u>: review mentee's progress toward completing the plan &amp; revise plan as needed to meet the year's objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Vice Chair of Academic Affairs reviews progress reports with Department Chair</li> <li>• Meet with team once a year</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with mentee once per year</li> <li>• Reinforce seriousness of teaching responsibilities</li> <li>• Receive annual update from department mentor</li> </ul>	Not specified	Not specified
<b>Mentee's Responsibilities</b>	<ul style="list-style-type: none"> <li>• Working w/ mentor, set reasonable meeting schedule</li> <li>• Working w/ mentor, set reasonable output schedule for grants/manuscripts</li> <li>• Meet output deadlines</li> <li>• Participate in faculty development activities sponsored by SON Office of Research</li> <li>• Participate in UCSF faculty</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare academic plan for the following year</li> <li>• Meet with Chair and mentors twice each year</li> </ul>	<ul style="list-style-type: none"> <li>• Express concerns regarding professional progress and/or environment to mentor</li> <li>• Be proactive in obtaining advice as issues arise</li> <li>• Initiate meetings with mentor as needed</li> <li>• Identify areas of limitation and request input from mentors as to progress</li> <li>• Define goals with an agreed</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with dept mentor and chair once each year</li> <li>• Sequential meetings with mentor team for grant submission <ul style="list-style-type: none"> <li>- 1.5 hr mtg to discuss general research plan</li> <li>- 1.5 hr mtg to discuss specific aims</li> </ul> </li> <li>• Distribute grant application for review</li> </ul>	Not specified	Not specified

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	development activities mentor recommends • Initiate meeting as appropriate to discuss problems w/ mentoring relationship		timeline, and assess goals regularly			
<b>Program Evaluation</b>	Not specified	Not specified	Annual survey of mentees and of mentors re: effectiveness	Department mentor submits written assessment annually to department chair	Not specified	Not specified
<b>Other Features</b>	Not specified	Faculty and mentors as a group will assess the program's effectiveness annually	<ul style="list-style-type: none"> <li>• Mentors should help provide strategies to help mentees if the mentee is experiencing difficulties with the section leader</li> <li>• Mentors should help mentees identify important resources in the Department, the School of Medicine, and the University, with recognition of the value of multiple mentors, both formal and informal</li> <li>• Mentors should help mentees identify the most suitable career path and should advise on alternate career options as needed</li> <li>• Mentors should encourage open discussion and expression of concerns, and should respect confidences</li> </ul>	Not specified	<p><b><u>Workshops/Seminars:</u></b></p> <ul style="list-style-type: none"> <li>• Several each semester</li> <li>• Led by tenured faculty</li> <li>• <u>Topics:</u> entry level survival skills; available support services; developing positive relationships within the department, university system, and global scholarly community; career development skills, e.g., establishing professional agenda including teaching, research and service; prepare contract renewal and tenure/promotion dossiers leading to tenure/promotion</li> </ul> <p><b><u>Informal Social Activities:</u></b> Give tenured and untenured faculty opportunities to interact and form informal relationships</p>	<ul style="list-style-type: none"> <li>• Structured mentoring program ends after one year unless renewed by mutual agreement</li> <li>• Program has a mentor's resource guide listing faculty members who volunteer to act as expert advisors in limited areas</li> </ul>
<b>Additional Information</b>	Not specified	Not specified	Not specified	Not specified	This program has served as a model at other universities, and in the Hawaiian business community. The US Army uses part of the program to train officers and NCOs.	Not specified

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