



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

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

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Mentor's Responsibilities	<ul style="list-style-type: none"> • Help mentee plan a research program • Timely review of grants, manuscripts, abstracts before submission • Help develop professional & community service plan 	<ul style="list-style-type: none"> • Area of Interest mentor meets regularly w/ mentee to help mentee develop in primary interest area & to give support in fulfilling mentee's annual plan • Senior Advisor mentor helps mentee w/ long range professional plans, understanding the UC system, & identifying appropriate national-level activities 	<ul style="list-style-type: none"> • 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 & progress twice a year, and submits review to Vice Chair of Academic Affairs • 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 	<ul style="list-style-type: none"> • Review mentee's status regarding promotion and tenure • Timely review of grants 	Not specified	<ul style="list-style-type: none"> • Initiate first meeting • Review mentee's status re promotion & tenure • Facilitate & arrange meetings between mentee and other faculty on specific issues, as needed
Chair's Responsibilities	<ul style="list-style-type: none"> • Guide mentee in planning research program • Guide mentee in developing professional and community service plan • Review/evaluate mentee's research output • Help junior faculty prepare for 4th year review and/or tenure review or promotion • Help with development of teaching skills 	<ul style="list-style-type: none"> • Meet with mentors and mentee twice each year • <u>May/June Mtg</u>: help create agreed, detailed written plan for mentee's education, research & clinical activities for coming year. • <u>Dec./Jan. Mtg</u>: review mentee's progress toward completing the plan & revise plan as needed to meet the year's objectives 	<ul style="list-style-type: none"> • Vice Chair of Academic Affairs reviews progress reports with Department Chair • Meet with team once a year 	<ul style="list-style-type: none"> • Meet with mentee once per year • Reinforce seriousness of teaching responsibilities • Receive annual update from department mentor 	Not specified	Not specified
Mentee's Responsibilities	<ul style="list-style-type: none"> • Working w/ mentor, set reasonable meeting schedule • Working w/ mentor, set reasonable output schedule for grants/manuscripts • Meet output deadlines • Participate in faculty development activities sponsored by SON Office of Research • Participate in UCSF faculty 	<ul style="list-style-type: none"> • Prepare academic plan for the following year • Meet with Chair and mentors twice each year 	<ul style="list-style-type: none"> • Express concerns regarding professional progress and/or environment to mentor • Be proactive in obtaining advice as issues arise • Initiate meetings with mentor as needed • Identify areas of limitation and request input from mentors as to progress • Define goals with an agreed 	<ul style="list-style-type: none"> • Meet with dept mentor and chair once each year • Sequential meetings with mentor team for grant submission <ul style="list-style-type: none"> - 1.5 hr mtg to discuss general research plan - 1.5 hr mtg to discuss specific aims • Distribute grant application for review 	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			
Program Evaluation	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
Other Features	Not specified	Faculty and mentors as a group will assess the program's effectiveness annually	<ul style="list-style-type: none"> • Mentors should help provide strategies to help mentees if the mentee is experiencing difficulties with the section leader • 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 • Mentors should help mentees identify the most suitable career path and should advise on alternate career options as needed • Mentors should encourage open discussion and expression of concerns, and should respect confidences 	Not specified	<p><u>Workshops/Seminars:</u></p> <ul style="list-style-type: none"> • Several each semester • Led by tenured faculty • <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 <p><u>Informal Social Activities:</u> Give tenured and untenured faculty opportunities to interact and form informal relationships</p>	<ul style="list-style-type: none"> • Structured mentoring program ends after one year unless renewed by mutual agreement • Program has a mentor's resource guide listing faculty members who volunteer to act as expert advisors in limited areas
Additional Information	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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