

Mentoring Program

FACULTY-TO-FACULTY MENTORING PLAN

Goals

1. To develop dynamic reciprocal relationships fostering professional growth and development for mentees and mentors.
2. To have primary mentors help each of their mentees initially write and then annually revise their primary mentee's Department of Emergency Medicine (DEM) Faculty Road Maps.
3. To annually have primary mentors review criteria for and progress toward promotion with each of their primary mentees.
4. To enhance DEM faculty members' satisfaction and success with the promotion process.

Structure of Mentoring Program

The DEM program is one-on-one, faculty-to-faculty mentoring that pairs a senior faculty member, as primary mentor, with a more junior faculty member. Drs. Sam Keim, Kurt Denninghoff, and Ben Munger created the DEM formalized mentoring process in 2003, including the DEM Faculty Road Map. All DEM faculty members create written career road maps that are vetted with their primary mentors assigned by the DEM. Annual professional goals and workload distributions are driven by these road maps and are uploaded into UA Vitae>Activities>Goals and Progress>Attachments. Annual faculty evaluations, assessing professional performance, are directly linked to each faculty member's road map.

Matching Primary Mentors and Mentees

Mentoring will be provided for all faculty members at all ranks in the DEM. Primary mentors are almost always DEM faculty. Junior faculty members are encouraged to seek secondary mentors to meet the mentee's specific needs, in areas of expertise not possessed by their primary mentor.

Assignment of Primary Mentors

The initial primary mentor for each new faculty member joining the DEM will be determined by mutual consent of the mentee, mentor, department head, and chair of the DEM P&T Committee, prior to the new faculty member joining the DEM.

The purpose of the initial, primary mentoring relationship is to identify a longer-term primary mentor, based on the new faculty member's goals and objectives. The DEM is responsible for ensuring assignment of a primary mentor. The long-term primary mentor is usually someone who has expertise or interests similar to the new junior faculty member. Equally important is commonality of values. In general, faculty members who select their own mentors rate the relationship more highly than faculty who are assigned mentors. Primary mentors generally need to be from within the DEM. If there is no appropriate senior faculty member in the department, a mentor will be sought from another department.

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Expectations of the Relationship

Primary mentors help each of their primary mentees initially write and then annually revise each of their mentee's DEM Faculty Road Maps. Primary mentors should meet at least annually with their primary mentees to review criteria for and progress toward promotion, including reviewing and explaining the [University of Arizona College of Medicine Guidelines for Promotion](#). Mentees will complete and submit the *Annual Evaluation of Faculty-to-Faculty Mentoring: Mentee Evaluation of Primary Mentor* form by uploading it into UA Vitae>Activities>Service: Faculty Mentoring. Mentors will complete and submit the *Faculty Primary Mentor Meeting Form* in the same UA Vitae section. The mentee and their primary mentor will discuss these forms with each other. (Both forms can be downloaded from the [DEM website](#).)

Mentors are encouraged to:

- Provide practical advice about activities that will advance their mentee's professional reputation, regionally and nationally. This might include assessing committee invitations, recommending journals in which to publish, time management, etc.
- Provide connections for the mentee to others in their field and pass on opportunities, such as talks to give and grants to seek.
- Provide institutional knowledge about what activities are rewarded, where resources may be found, and who has the power/influence to get things done.
- Advocate for the mentee within the department, for example for protected time for achieving particular goals.
- Offer advice on pursuing equanimity, balancing work and personal life.

Evaluation

Mentees will complete and submit the annual evaluation form and primary mentors will complete and submit the mentor meeting form as described above under Expectations. The mentee and their primary mentor will discuss these forms with each other. These forms will be reviewed by the DEM P&T Committee and Peer Review Committee, and the Chair of these Committees during each faculty member's annual evaluation.