

POLICY TITLE: Faculty Mentoring Program

PERSON/S RESPONSIBLE FOR POLICY: Head, Assistant Head Faculty Affairs

APPLIES TO: All Tenure, Research and Clinical Track Faculty

POLICY STATEMENT:

The Department of Pharmacy Practice provides a peer mentoring program to guide faculty in achieving excellence in their teaching, service and scholarly activities and successfully attaining promotion (and tenure) in academic rank.

PURPOSE:

All new faculty in the Department of Pharmacy Practice will have a formal new employee orientation to the department. The orientation will help new faculty adjust to their professional environment and be familiar with the Department's mission and operations. Additionally, the new faculty member will participate in the department's academic mentoring program described below.

PROCESS:

1. Elements needed to provide a focused, successful mentoring program include:
 - a. Development of clear, concise and realistic promotion guidelines for faculty to provide an achievable outcome
 - b. Establishment of a defined time frame for promotion review of clinical faculty
 - c. Mentoring should focus on teaching, non-clinical service and scholarly activities, with goal of preparing the mentee for promotion (and tenure, if applicable)
 - d. Mentoring activities and the time the mentor puts into them should be recognized in annual performance evaluations and their importance accorded appropriate recognition by the department head
 - e. Mentorship progress reports can serve as guidance for the department head or designee during annual performance evaluations of junior faculty members
2. Responsibilities of the Mentee:
 - a. Participation in the department mentoring program is mandatory for newly hired Assistant Professors and Clinical Assistant Professors from the start of employment and continued for the first six years of employment
 - b. Participation in the department mentoring program as a mentee is optional, but strongly recommended for faculty beyond the first six years of employment, including those currently at the level of Clinical Assistant or Clinical Associate Professor

3. Responsibilities of the Mentor:
 - a. All faculty at a rank of Associate Professor or Clinical Associate Professor or higher are expected to serve as mentors to junior faculty
4. Matching of Mentor and Mentee:
 - a. Mentors will be selected by the Department Head or designee
 - i. For clinical track faculty, attempts will be made to pair mentors with mentees outside of their area of expertise to provide an “outside” perspective of the mentees progress
 - ii. Mentors from outside the Department may be selected, when appropriate
 1. Mentors from outside departments will be educated regarding expectations related to the Mentoring Program and Promotion and Tenure Norms for the Department of Pharmacy Practice
 - b. Mentors and mentees have the option of dissolving the mentoring relationship at any time. In such case, a new mentor will be identified.

PROCEDURES:

1. Minimum frequency of formal mentor-mentee meetings is at least twice annually (once/semester)
2. Format and content of the meeting should be determined by the mentor and mentee but should emphasize activities & strategies to help with promotion (and tenure, if applicable); see **Appendix 1** for examples of topics to discuss
 - a. Research & Scholarship
 - i. Grant applications & funding (more important and should be emphasized for tenure track faculty)
 - ii. Promoting sufficient quantity, type, and quality of publications & professional presentations (abstracts, invited talks, etc.)
 - b. Teaching
 - i. Promoting sufficient quantity and quality of teaching (didactic, experiential, mentoring of students & postdoctoral trainees, etc.), seeking out teaching evaluations
 - c. Professional Service
 - i. Engagement and leadership in professional organizations
 - d. If barriers to promotion (and tenure, if applicable) exist, mutually agreed upon plans or strategies to surmount the barriers should be discussed
 - e. Establishment of both short-term (e.g., next 6 – 12 months) and long-term goals (e.g., 1 – 3 years) is encouraged
3. Department will maintain a central server that will contain:
 - a. Separate folder for each mentor

- b. Separate subfolders for each mentee within the mentor's folder
- 4. For each formal mentor-mentee meeting described above, a progress report **(Appendix 2)** should be completed by the mentor, shared with the mentee, and saved to the central server
- 5. Mentees should complete an evaluation of the mentor **(Appendix 3)** annually and include this evaluation as part of the documentation required for their annual performance evaluation.
- 6. Mentors and mentees are encouraged to utilize the College's intranet as a central source for information related to both the College and Department which includes, but is not limited to strategic planning, bylaws, policies and procedures, room reservations, human resources, research resources, teaching and learning including curricular resources, information technology, department meeting minutes/recordings, directory, residency and fellowship information, and more.
- 7. Peer mentoring will be supplemented periodically with focused presentations on topics of relevance to faculty development

Appendix 1: Examples of activities that contribute toward promotion and tenure that may serve as discussion topics between mentors and mentees

General:

- Maintain file (electronic or hard copy) of accomplishments & productivity
- Maintain/update CV regularly
 - Consider reformatting similar to dossier
 - Consider adding effort allocation (research/scholarship, patient care/experiential teaching, public/professional service, didactic teaching, mentoring, etc.)

Teaching:

- Quantity of lectures (course number, title, credit hours, enrollment, etc.) consistent with norms
- Teaching evaluations (student & peer evaluations); student evaluations should be ≥ 4.0
- Record of experiential trainees (IPPE & APPE students, residents, fellows, etc.) precepted and/or mentored in other capacities (research, seminar, etc.)
- Visiting scholars, research associates, and/or technicians precepted/supervised
- Contributions to teaching (new/revised courses, innovative methods, etc.)
- Teaching external to the College
- Teaching awards/recognition

Research and Scholarship:

- Grant submissions, including unfunded (date, role, agency, title, amount requested/funded)
- Publications (monographs, peer-reviewed journals, refereed abstracts, bulletins, book chapters, etc.), including works accepted awaiting publication and those in progress/submitted for review, consistent with norms
- Abstracts & scientific presentations (e.g., oral or poster presentations of research)
- Invited talks/presentations (title, venue [international, national, state/regional, local], location, date, etc.)
- Awards/recognition related to research/scholarship

Service:

- Administrative responsibilities (e.g., formal titles for which there is a stipend)
- Service on committees, task forces, etc.
 - College
 - Department
 - University
 - Health System/patient care

- Service to students (organizational advisor, etc.)
- Professional service
 - Service on professional committees
 - Elected office
 - Peer reviewer
 - Editorial board membership/activities
 - Advisory boards
 - Consulting
- Public service:
 - community-related service/activities

Appendix 2: Example of a Mentee Progress Note

Mentee Progress Note *(Completed by Mentor)*

Date:

Mentee:

Mentor:

1. Areas of progress toward promotion:

2. Areas for improvement toward promotion:

3. Do you wish to continue your mentoring relationship with this mentee?
 - a. Yes
 - b. No

