Department of Medicine Faculty Mentoring Plan
for CHS and Tenure Track Faculty*

Mentor Committee - Although the term “mentor” can have both psychosocial and instrumental aspects, the Department of Medicine Mentor Committees are charged primarily with the instrumental aspects of advising you on how best to achieve promotion within the guidelines established by the University of Wisconsin-Madison. The committee can also advocate for you in its annual recommendations and serve as an advisory group to assist you in prioritizing the activities in which you agree to participate. At the first meeting, it is important to clarify that you and the members of your committee have the same expectations of your relationship.

Membership: The committee should have 2-4 members and include members with expertise in areas that will assist you in your career advancement. For example, you might include faculty members with expertise in a research area related to your work or someone who has experience with mentoring other junior faculty in similar situations toward successful promotion (e.g. PhD in a clinical department, area of excellence in teaching, or clarifying independence in an interdisciplinary research program).

The individual to whom you have a direct reporting relationship who controls your salary, research space, access to resources, or makes clinical assignments should not be a member of your Mentor Committee because of the potential conflict of interest. In most cases, this will be your division/section chief but in some cases may be a center director. However, you should meet at least annually with your division/section chief or others to whom you are a direct report to review the assessments and recommendations from your Mentor Committee.

Additional members may be added and members may also be removed (e.g. if a faculty member in your division/section becomes your division/section head) at your request. Requests should be made in writing to Terri Dolphin, Human Resources, tad@medicine.wisc.edu.

Frequency of meetings: At least annually (feel free to contact individual members of your committee in between formal meetings for advice or assistance with problem-solving).

Process for Creating a Mentor Committee:

1. You and your division/section chief need to identify possible mentors by the end of your first 6 months of your appointment so that you can have a meeting of your Mentor Committee before the end of your first 12 months on faculty.

2. Provide a short list of people you would like to have as members and who you would like as chair of your committee.
   - It is acceptable to have faculty members from outside the DOM as committee members, but not as the chair of the Mentor Committee.

3. The Associate Chair for Faculty Development or Department Chair will approve the membership of the committee.

4. The Department Chair will send letters inviting the proposed members to serve.

5. When all the candidates have agreed to serve on the committee, you will be notified.

6. You will receive an annual questionnaire to evaluate the quality and quantity of the mentoring process.
The Annual Mentor Committee Meeting:

1. The chair of the committee receives a reminder from the Chair of the Department alerting them that your annual meeting is due.

2. The chair of the committee is responsible for setting up a time for you to meet with all members of the committee who can attend. We encourage you to set up individual meetings with any members who cannot attend.

3. In advance of the meeting, please send to all members:
   - An updated CV
   - A summary of your clinical/teaching/service duties over the past year
   - A summary of your progress toward promotion in the areas outlined in your letter of offer (e.g. research, teaching, clinical work, administration)
   - Short term goals for the upcoming year
   - Longer term goals
   - Evolving statement of your teaching philosophy
   - Review of your teaching evaluations (obtainable from the DOM Education Program Manager’s Office)

4. Come prepared to walk the committee through these materials (and review before each meeting the tenure criteria for the appropriate Division or the CHS promotion criteria).

5. Highlight what is working and what is not working well.

6. Bring up any issues that might be impeding your progress and solicit advice from the committee members.

7. The Mentor Committee chair will submit a summary letter to the DOM Chair, Division/Section Leader and faculty member.

8. Be sure that the meeting includes a careful discussion of how you are and perhaps are not meeting the specific promotion criteria.

Mentoring Responsibilities of the Division/Section Chief:

1. Although not a member of the formal Mentor Committee, one of the most important roles of the Division/Section Chief is to mentor all faculty members in his/her section. The Division/Section Chief has responsibility, in many cases, for clinical and teaching assignments, protecting research time, and assigning administrative duties. These should align with the letter of offer.

2. The Division/Section Chiefs should have a face-to-face meeting with the junior faculty member following receipt of the annual summary letter from the Mentor Committee.

Promotions Committee:

1. In some cases, the Mentor Committee will serve as the Promotions Committee, reviewing with the candidate names of letter-writers (e.g. for tenure, at least 5 letters must be from people who can comment knowledgeably on the applicant and have no current or past affiliation with him or her).
2. In other cases an Ad Hoc Committee will be formed consisting of a member of the candidate’s Mentor Committee (usually the chair and always a member of the DOM), the candidate’s Division/Section Chief, and the DOM Administrator who compiles the promotion materials.

Responsibilities of the Mentor Oversight Committee (MOC):

1. The MOC is comprised of the DOM Vice Chairs and will monitor the mentoring process to assure that it is actually occurring.

2. This occurs at the annual junior faculty review for CHS and tenure track assistant professors attended by the Vice Chairs and Division/Section Heads.

Responsibilities of the Department of Medicine Chair:

1. The DOM Chair invites and approves Mentor Committee membership, reviews annual Mentor Committee summary letters, and leads the annual CHS and tenure faculty review.

2. The DOM Chair meets with Division/Section Chiefs to discuss at-risk faculty members and mediates disputes between the Division/Section Chief and faculty member.

3. The DOM Chair also adjudicates differences between the Mentor Committee and Section/Division Head so as not to put the junior faculty member between these two entities.

Responsibilities of the Junior Faculty Member:

1. Assure that Mentor Committee is established within the first 12 months of appointment

2. Distribute materials as above to Mentor Committee members in advance of annual meeting

3. Assure that efforts align with those in appointment letter

4. Follow advice of Mentor Committee

Policy Revisions:

Modifications to this policy require the approval of the Department of Medicine Leadership and the Department of Medicine Chair.

Approved by DOM Chair, Signature & Date

* At this time, the DOM does not have a formal mentoring program for the Clinician-Teacher track faculty members.

rev 7/20/09 Dept of Medicine