

CMRR CAREER MENTORING PROGRAM for TENURE-TRACK and RESEARCH-TRACK FACULTY

GOAL: The overall goal of the CMRR mentoring program is to guide faculty towards the attainment of the next level of promotion in a timely manner with highest productivity.

Selection of the mentoring team:

Tenure-track and research-track faculty interested in participating in the program identify 2-3 mentors among senior faculty of the CMRR and/or other departments. For a list of CMRR faculty who are willing to serve as mentors in this program, see <http://www2.cmrr.umn.edu/mentor/faculty-mentors.pdf> Mentees can reach out to these faculty directly. Faculty who are new to the CMRR can identify potential mentors in consultation with the Director. An initial meeting with potential mentors identified through that process is highly recommended to clarify mutual expectations, and identify areas where guidance is sought, such as long term career planning, understanding promotion and tenure process, research program development, identifying funding opportunities, and balancing professional/personal demands.

Mentees should consider following characteristics of potential mentors when forming a mentoring team:

- Faculty members who have attained the next level of promotion
- Experts in the scientific and/or methodological area that the mentee has chosen to pursue
- Familiar with faculty, resources and databases within and outside of their discipline
- Can provide guidance about training opportunities
- Can help identify potential collaborators
- Can provide guidance on development of grant applications and securing funding for projects
- Can provide advice about career direction, academic promotion, navigating institutional challenges and barriers
- Can facilitate networking on a local, national, and international level

Suggested frequency of meetings:

The mentoring team meets with the faculty every 6 months, ideally when all are present rather than at one-on-one meetings. The frequency of these meetings can be changed by mutual agreement between the mentee and the mentor team, depending on the needs of the mentee. It is suggested that one of the meetings is held prior to the submission of the annual review forms to the department and is intended to provide feedback on the form.

Suggested topics for discussion between the mentoring team and mentee:

At each meeting the mentoring team discusses and provides feedback on topics including research directions, publications, grants, educational and service activities. The discussions at these meetings are expected to be confidential. Topics may include, but are not limited to:

- Where should you publish? What are the department/school's expectations regarding publication before promotion? Where should your publishing energy go (book chapters, research articles, conference proceedings)? How to package research findings for high impact publications? On collaborative efforts, how are the authors listed?
- What conferences should the junior faculty attend? How do you choose between large conferences and smaller events?
- How much effort should you be investing in capturing research funding? How can you find people to assist you in writing the best possible proposal, to draw up the budget? What are departmental expectations of

percent of your salary to be supported by external grant funding? What are internal funding opportunities (e.g., Grant-in-aid, Wallin, UMF), awards (e.g., McKnight), etc. that might be relevant?

- What are expectations for teaching and how can you contribute to teaching activities in the department?
- What are the advantages/disadvantages of hiring students vs. postdoctoral associates?
- Which are the graduate programs at UMN that you can join as faculty? How do you identify "good" graduate students? What qualities should you look for?
- How is the Department of Radiology/CMRR organized? (Divisions, Committees?) How are decisions made? What are the opportunities for junior faculty involvement?
- How much committee work should you expect to perform within the department? How important is professional service outside of the university? How much paper and proposal reviewing is reasonable?
- How do you identify and address problems in your team?
- Is support staff available to junior faculty? What can be expected of support staff? What supplies and expenses are covered by the department? Are there other resources available to cover expenses related to research and teaching?

Expectations from mentors:

- Use your knowledge and experience to help junior faculty member identify and build on his/her own strengths and establish a professional network.
- Make time for the mentee on an ad hoc basis as the need arises, which can be via email, phone or informal meetings.
- Ask about and encourage accomplishments. Provide constructive criticism and impromptu feedback.
- Discuss annual performance reviews with the junior faculty member: how to prepare, what to expect, how to deal with different outcomes. Preview the document before it is submitted to the department.
- Aid the junior faculty in exploring the institutional, school, and departmental culture, i.e. what is valued? What is rewarded?
- Take advantage of mentoring training resources available at the University, such as <http://www.ctsi.umn.edu/education-and-training/mentoring/mentor-training>

Expectations from mentees:

- Show initiative in career planning and forming of mentor team.
- Make your scheduled meetings with mentor team a priority, and take advantage of e-mail/ phone to keep in touch informally.
- Be willing to ask for help. Realize that your success is important not just to you, but also to your department and the university. Consider that "going it alone" does not work that well for anyone.
- Inform mentor committee of any problems or concerns as they arise.
- Make and maintain contacts with other faculty, take advantage of the broad expertise and skill set at the CMRR. Get involved in the CMRR functions, such as Monday seminars and faculty meetings.

Benefits for mentors:

- Satisfaction in assisting in the development of a colleague
- Enhancement of department quality
- Recognition of service to department/field
- Ideas for and feedback about the mentor's own teaching / scholarship

Benefits for mentees:

- Guidance/career advice from colleagues who have been through the same path. Opportunity to avoid making career mistakes.
- Opportunities for networking within and outside the CMRR.
- Honest criticism and informal feedback.
- Advice on how to balance research, teaching and other responsibilities and set professional priorities.
- Knowledge of informal rules for advancement.

Changing of mentors:

If there is a need to change mentors due to changing commitments, incompatibility, or where the relationship is not mutually fulfilling, it is important to realize by both the mentors and mentees that such changes can and should be made without prejudice or fault. If needed, the mentee or any member of the mentoring team can seek confidential advice from the Director regarding changes in the team.

Other Resources:

- An Innovative Program to Train Health Sciences Researchers to be Effective Clinical and Translational-Research Mentors
<http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2856696/>
- Faculty Success through Mentoring: A Guide for Mentors, Mentees, and Leaders by Carole J. Bland, Anne L. Taylor, S. Lynn Shollen, Anne Marie Weber-Main, Patricia A. Mulcahy <https://books.google.com/books?id=KzKhEMwoBo4C>