



Guidelines for The Department of Pathology & Immunology Junior Faculty Mentoring Program

I. Overview

The Department of Pathology and Immunology (P&I) initiated the Junior Faculty Mentoring program to provide in-depth, structured mentoring for junior faculty. In addition to regular evaluations by leadership, we believe that junior faculty will benefit from a community-based mentoring approach, especially given the many career paths leading to success in our diverse Department. The overall goal of this structured program is to provide junior faculty with a committee of mentors, composed of more senior faculty, which is tailored to career needs. The charge of the mentoring committee is to provide junior faculty with clear, objective advice and facilitate networking and faculty development opportunities to build their successful academic career and to most effectively progress towards promotion. The mentoring committee should be alert to opportunities to nominate the mentee for appropriate awards, committee memberships, etc. and will serve as ongoing “sponsors” for the mentee. **The committees are intended to be advisory, rather than evaluative,** and are not meant to substitute for annual reviews by Division Chiefs and/or the Department Head. Instead, the committees are meant to augment this process by providing independent input and by serving as advocates for the mentee and facilitating career development. **Committees should avoid evaluative commentary, such as assessments of progress toward promotion or tenure.**

II. Mentoring for New Faculty

All new junior faculty will be assigned a temporary mentor within one month of arrival at Washington University; this temporary mentor will serve as a point person and will provide them with guidance and help them navigate the medical center for their first 4-6 months at Wash U. The temporary mentor will be a mid-career or senior faculty member with an outstanding track record of developing junior faculty. The temporary mentor will serve as an information source and advisor for the new faculty on nearly any aspect of life in the Division, Department, or WUSM. Temporary mentors should not hesitate to refer new faculty to the Washington University Office of Faculty Affairs or Pathology & Immunology Office of Faculty Development for additional resources or assistance.

III. Mentoring Committees

After 4-6 months, each junior faculty member will be contacted by the P&I Office of Faculty Development to nominate members for their mentoring committee. Junior faculty

should discuss potential nominees with Division leadership, their temporary mentor(s), and members of the Office of Faculty Development, as needed. We ask that junior faculty incorporate the following criteria when selecting a well-rounded mentoring committee (we recognize that some members of the committee will fulfill at least two of these criteria):

1. Typically, three but no more than five faculty members. All committee members should be at the associate or full professor level.
2. At least one member should be faculty in another Department. The mentee is also free to select one faculty member from another institution who could participate in meetings via telephone or video conference.
3. Ideally, the committee will be tailored to the mentee's research, clinical, and educational career objectives.
4. The mentee can choose whether to include a faculty member considered to be their direct "supervisor" (e.g., Director of a Lab or a section head).
5. In general, the committee should not include Division Chiefs or the Department Head.
6. The junior faculty member may wish to have someone on their committee with whom they simply feel comfortable and whose advice they trust, even if that person does not fit into any of the above categories.
7. The mentee will select one committee member from WUSTL to serve as the Chair. He/she should be selected as a primary advisor/confidante/advocate.
8. Composition of the committee can evolve with the junior faculty's career objectives and can be revised based on the quality of a member's contributions or if a member chooses to resign from the committee.
9. The mentee may choose to create a mentoring agreement with each of the mentors, a template agreement is provided by the Office of Faculty Development.

Once the committee is approved, the Pathology & Immunology Office of Faculty Development will send an invitation letter to all nominated mentors and the appropriate division chief will be copied on the communication.

In advance of the committee meeting, the P&I OFD will ask the Division Chief for feedback that should be considered by the mentoring committee to guide their discussion with the faculty member. Information from the committee meeting will be shared with the Division Chief and this information will be available as a component of the annual review for faculty. There will be a feedback loop and coordinated communication between the Division Chief and the mentoring committee.

IV. Committee Meetings

Upon roster finalization, the faculty member should schedule a committee meeting. Subsequent committee meetings should take place every six to twelve months. At least one week prior to the meeting, the mentee should provide the P&I Office of Faculty Development, and all committee members with an updated CV and a one-page bulleted document, which will serve as a template for discussion. The document should list accomplishments, plans for the next six to 12 months and, perhaps most importantly,

what challenges are being encountered (see attached template). The document should also contain any questions the mentee may have about advancing their careers (e.g., how to get on panels for national organizations).

It is suggested that mentoring committee meetings be scheduled for a 1 hour duration. To help focus the discussion during the meeting, it is suggested that the mentee prepare a brief slide set outlining major accomplishments and challenges, as well as a slide specifically outlining the major talking points or assistance that they would like to cover during the mentoring committee meeting. The mentee should not simply repeat her or his CV, as these materials will be provided in advance of the meeting and reviewed by committee members.

Following each meeting, the P&I Office of Faculty Development will remind the mentoring committee Chair to provide a brief synopsis of discussions and advice. There will be a section of the synopsis form which contains confidential feedback for the Office of Faculty Development; this will be shared with the Division Chief or Chair as appropriate. The report will be shared with the P&I Office of Faculty Development, and the relevant Division Chief (and can serve as a focus of discussion during the junior faculty's annual evaluation).

Although the mentee will have formal committee meetings at regular intervals, it is hoped that there will be additional and ongoing interactions between the mentee and mentorship committee.

Questions about any aspects of the structured mentoring program can be forwarded to Ann Gronowski or Carey-Ann Burnham with the P&I Office of Faculty Development.