A. **Department of Pathology Mentoring Program**

1. The Department of Pathology Mentoring Program is designed to provide a positive academic experience for junior faculty. Another goal is to ensure the successful integration of new faculty members into the Department of Pathology and their career advancement through the Promotion and Tenure process. In addition, the chairman, division chiefs, and senior members of the Department of Pathology faculty demonstrate their commitment to the success of their colleagues and the Department through the dedication of time and effort to the Mentoring Program.

B. **Program Structure**

1. A mentoring plan will be individually developed for all new faculty members and for any other faculty member requesting such a plan for further career development. Mentoring and career development are expected to be part of the annual review (Appendix A) for each faculty member.

2. The Department Head will work with each new faculty hire in deciding the appropriate initial faculty rank and in deciding whether the faculty member should be on the tenure track or on the clinical track. Mentoring will be offered to both clinical track and tenure track faculty.

3. The Department Head will initially recommend a mentor who is senior to the faculty member and ideally actively involved in teaching, patient care, and research. The mentor will be independent from the Department Head as the mentor will serve as an advocate for the faculty member. The Department Head may assign a second mentor who has current or previous experience in Departmental, College or University P&T process. At any time, and with the approval of the Department Head, the mentee may choose a different mentor who is more closely aligned with the mentor’s career activities.

4. All faculty members will be given an academic allotment annually for professional books, journals, and meetings. The amount of the annual academic allotment may vary from year to year. It will be set by the Department Head in consultation with the departmental faculty as a whole.

C. **Responsibilities**

In this mentoring program, both the mentor and the mentee share responsibility for success. The participation of both will be evaluated and included in the Annual Faculty Review Process.

**Mentor** – Mentoring a junior faculty member requires a significant commitment of time. Mentors will be required to understand the workload assignment of the junior member, become familiar with the career goals of the junior member, and to actively seek out resources to assist the junior member both within the University of Arizona and in the larger academic/research community.

**Mentee** – The junior faculty member is the most active member of this partnership. The mentee must form a clearly defined career path that includes goals and milestones in each of the following areas: clinical service; grants; research and publication; teaching; service and outreach. The mentee must seek additional information through websites, workshops, etc provided by the
College of Medicine and University of Arizona and should seek consultation with other P&T Committee members, in addition to their own mentor.

D. Mentoring Plan
   1. New faculty appointees will have a mentoring plan (Appendix B) addressing the following expectations for mentoring:
      
      a. **Academic** – a brief overview of the mentoring available for the new faculty member on the everyday aspects of research, time management, and preparation for promotion and tenure.
      
      b. **Teaching** – the teaching expectations for the faculty member will be enumerated, such as resident conferences, teaching rounds with other services, and medical student conferences. The mentoring available will be noted.
      
      c. **Service Activities** – the expectations for participation on departmental, college or university committees, professional and volunteer organizations, editorial boards and other service activities.
      
      d. **Clinical Service** – the clinical service requirements for the faculty member will be listed and the resources and training for this service will be delineated.
      
      e. **Timeline for Promotion and Tenure** – a brief timeline will be developed outlining a flexible multi-year plan for promotion and tenure

   2. The new faculty member will be asked to approve their individual plan in consultation with their mentor and the Department Head.

E. Annual Reviews
   1. The annual review is by the Department P&T Committee and reviewed by the Department Head (Appendix A).

   2. All faculty members will be encouraged to provide positive or negative feedback and constructive criticism to the Head about the departmental direction and senior leadership in the department including the leadership of the Departmental Head, Medical Directors, Section Heads and others of position of leadership where applicable.

F. Resources

*Research:*
http://medicalresearch.arizona.edu
http://medicalresearch.arizonae.du/fundingsources.cfm
http://medicalresearch.arizona.edu/grantwritingresources.cfm

*Career/Promotion & Tenure:*
http://facultyaffairs.med.arizona.edu/careerdevelopment.cfm
http://www.facultyaffairs.med.arizona.edu/reviews.cfm

*Teaching:*
http://omse.medicine.arizona.edu/faculty-instructional-development
APPENDIX A

Professional Evaluation Committee

Department of Pathology, U Arizona College of Medicine
Annual Faculty Review
(DATE)

DOCUMENT I- FACULTY DOCUMENTATION

WORKLOAD %:

% Clinical _______  % teaching _______
% research _______  % service _______

TEACHING ACTIVITY

A. CONTACT HOURS

1. Average number of hours per week spent on teaching medical student rotators, PSFs, fellows and residents in anatomic and/or clinical pathology:

2. List the lectures that you gave to the residents as part of their core curriculum.

3. List lectures and other teaching activities for graduate students.

4. List the laboratories and lectures that you taught in (and/or authored) in the AzMed curriculum with metric hours. (Please note that this annual report covers January 1 to December 31, 2011).

Go to AzMed (http://www.arizonamed.medicine.arizona.edu/) Log in. Click on “Reports” Under reports click on “Faculty Teaching Efforts”. Select “Academic Year” from the pull down menu. Click on “Pathology” and find your name.

5. List # of weeks and blocks that you participated in for Case Base Instruction.

6. Describe any other activities that you received teaching credits for in the metrics system for January 1 to December 31, 2011 (e.g. graduate student teaching, fellowship or residency director, block leader, key faculty, etc) and list metric hours (see instruction in #4 above)

B. LIST ANY MAJOR ACCOMPLISHMENTS OR INNOVATIONS YOU HAVE IMPLEMENTED IN TEACHING.

C. ADVISOR ACTIVITIES
RESEARCH AND SCHOLARSHIP

A. CONFERENCES, LECTURES & WORKSHOPS (exclude Research in Progress seminars). Attach additional sheets if necessary.

<table>
<thead>
<tr>
<th>TITLE</th>
<th>MONTH/YEAR</th>
<th># HR</th>
<th>LOCATION</th>
</tr>
</thead>
</table>

B. VISITING PROFESSORSHIPS/INVITED TALKS

C. ADVISOR ACTIVITIES

D. OTHER TEACHING ACTIVITIES These include development of instructional materials, new courses or programs, lectures to lay public

E. RESEARCH ACTIVITIES. List title, your role, and if supported the source of support, project period, total amount, and amount for this year

1. In progress

2. Grant applications, pending

3. Grant applications, unsuccessful

F. SUPERVISION OF RESIDENT OR STUDENT RESEARCH ACTIVITIES. List title of project and name of resident or student.

G. COMPLETED PUBLICATIONS FOR EVALUATION YEAR ONLY. List full bibliographic citation and indicate by legend -
   A = critically reviewed research article, B = other articles (e.g., review), C = books, D = book chapter(s).

1. Published or accepted for publication.


H. OTHER

1. Publications in preparation

2. Abstracts, pamphlets. Give full citation and if abstract presented, name of meeting and when.

3. Other scholarly activities. Examples - peer review for journal articles and grant applications, journal editorships, patents, development of teaching materials, equipment development, computer software development, consultations to industry.

4. Professional improvement activities. Examples - sabbatical leave, workshops, or courses attended.
SERVICE

A. PATIENT CARE

Describe Your Clinical Service

B. DESCRIBE ANY NEW CLINICAL PROGRAMS DEVELOPED.

C. COMMITTEE ACTIVITY - indicate hours/month spent in meetings and in preparation. State if you were a chairperson. Exclude non-committee meetings e.g. Faculty meetings, patient in-service, etc.

1. Intramural (AHSC, main campus, TMC, Kino, Phoenix campus). Include Doctorate or Masters student committees on which you serve.

2. Extramural (name of committee and organization)
   a. County
   b. State
   c. National
   d. International

D. ADMINISTRATION

1. Intramural - (Section Chief or administration of large clinical or research programs)

2. Extramural - (Officer in professional organizations, non-committee, e.g. Treasurer WSPR)

E. OTHER SERVICE RESPONSIBILITIES

1. Applicant Interviewer for
   
   College of Medicine

   Housestaff

HONORS, AWARDS, RECOGNITION (LIST AND GIVE DATE)
SELF EVALUATION WORKSHEET, (DATE)

SUMMARY

Faculty member’s comments:

After reviewing the items entered on the previous pages, please evaluate your efforts and achievements for the past year.

<table>
<thead>
<tr>
<th></th>
<th>Meets High</th>
<th>Far exceeds</th>
<th>Needs improvement</th>
<th>Expectations</th>
<th>Expectations</th>
</tr>
</thead>
</table>

Teaching

Research and scholarship

Patient care

Service/Administration
FACULTY WORKSHEET FOR WORKLOAD AND GOALS

Proposed workload assignment for the next year (to be discussed by Faculty member, Section Chief and Department Head)

Dr. __________________________ is a (state rank and track) in the Section of (state Section). Approximately ____% of his/her time is devoted to direct patient care, including clinical teaching for ____% of the time. Dr. __________________________ also participates in teaching activities in classroom and conference settings for ____% of time (specify courses). He/She spends ____% of the time in research and other activities. Approximately ____% of his/her time is dedicated to administration and other service.

List specific expectations/objectives for the upcoming year. Expectations should be specific, reasonable, measurable, and attainable. Goals in research, teaching, clinical and administrative activities should be specified, as appropriate.

Expectations:

1.

2.

3.

Discussions should include clear objectives for performance that will be considered as below, meeting or exceeding expectations. If the workload assignment changes during the academic year, these expectations must be revised.

______________________________
Faculty Member

______________________________
Section Chief

______________________________
Department Head
APPENDIX B

Date:______________________________

Person(s) filling out form:_____________________________________________________

Documentation for Mentoring Plans for Department of Pathology

______%  Research/Scholarly Activities (describe):

______%  Teaching Activities (describe):

______%  Service Activities (describe):

______%  Clinical Service (describe):

Proposed timeline for promotion & tenure: