

A. Department of Pathology Mentoring Program

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 junior 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. The goals of the mentoring program are to develop and implement, with the guidance of mentors, and individualized career plan for all junior 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 for each junior faculty member.

2. The Department Head will work with each junior 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 provided to both clinical track and tenure track junior 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 plan.

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.

5. The Department's Academic Promotion and Tenure Committee will work with the Department Head to oversee the mentoring program.

C. Expectations for Mentoring Relationships

In this mentoring program, both the mentor and the mentee share responsibility for success.

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. The mentor of a junior faculty member is usually the division chief or, as dictated by the division chief, a senior member of the division.

Mentee – The junior faculty member is the most active member of this partnership. Guided by the mentor, the mentee will write out an individual career plan that outlines the expectations for the clinical service, scholarship, teaching and service activities that are needed for promotion (see section D below). The mentee should seek additional information through websites, workshops, etc provided by the College of Medicine and University of Arizona and other P&T Committee members, in addition to their own mentor.

D. Individual Career Plan

1. The written, individualized career plan that is developed through the mentor/mentor relationship will address the following activities. The plan should note the percent effort to be devoted to and the mentoring that is available for each activity.
 - a. *Clinical Service* – the clinical service requirements for the faculty member will be listed and the resources and training for this service will be delineated.
 - b. *Scholarship* – the expectations for scholarship will be enumerated, including development of research activities and appropriate collaborations, submission of applications for research funding and regular publication in peer-reviewed journals.
 - c. *Teaching* – the teaching expectations for the faculty member will be enumerated, such as resident conferences, teaching rounds with other services, and contributions to medical student education.
 - d. *Service Activities* – the expectation for participation on intramural or extramural committees, leadership in state or national societies, or service related to scholarship (e.g., review of journal submissions or grant applications) will be enumerated.
 - e. *Timeline for Promotion and Tenure* – a brief time line will be developed outlining a flexible multi-year plan for promotion and tenure.

E. Oversight of the Mentoring Program

1. When a junior faculty member is first recruited, the Department Head's recommendation for mentor(s) will be vetted through the Academic Promotion and Tenure Committee.
2. Once the junior faculty member's individual career plan is completed, it will be reviewed and approved by the Department's Academic Promotion and Tenure Committee and the Department Head. This should be done within two months of the junior faculty member's start date.
3. Every six months, the Department's Academic Promotion and Tenure Committee will meet with the junior faculty mentor to evaluate: 1) progress on her/his individual development plan, and 2) the effectiveness of the mentor/mentee relationship. The Committee will communicate in writing to the Department Head as to whether the mentoring relationship appears to be effective.
4. As part of the annual review process, the Department Head will provide comments through UA Vitae, on goals in the upcoming year in order that junior faculty members remain on track for promotion. These goals should align with the individual's career development plan.

5. 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, Clinical Division Heads, and Vice Chairs where applicable.

F. Resources

Research:

<http://medicalresearch.arizona.edu>

<http://medicalresearch.arizona.edu/fundingsources.cfm>

<http://medicalresearch.arizona.edu/grant%20writing%20resources.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>