

Maximizing Your Mentoring Relationships

Faculty Development Day 2013



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Session Agenda



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- Panelist Introductions
- Brief Overview of Faculty Mentoring at UCSF
- Small group discussion: "How to maximize your mentoring relationships."
 - Investigator tracks
 - Clinical/Clinical Educator tracks
- Group Recap
- Final tips from the panel

Panelists

R. Adams Dudley, MD, MBA

- Professor in Residence, Medicine, Epidemiology & Biostatistics
- Associate Director for Research at UCSF's Philip R. Lee Institute for Health Policy Studies
- Recipient, 2013 Academic Senate Distinction in Mentoring Award, Full Professor level

Shari L. Dworkin, PhD, MS

- Associate Professor, Social and Behavioral Sciences
- Vice Chair of the Department of Social and Behavior Sciences in the School of Nursing
- Recipient, 2013 Academic Senate Distinction in Mentoring Award, Associate Professor level

Michael A. Matthay, MD

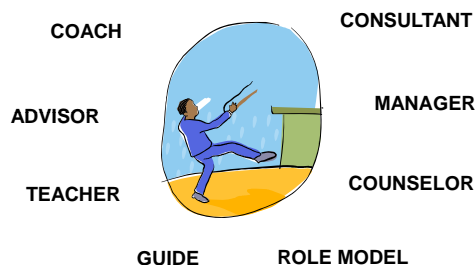
- Professor of Medicine and Anesthesia
- Senior Associate, Cardiovascular Research Institute
- Associate Director of the Intensive Care Unit at Moffitt-Long Hospital
- Recipient, 2013 UCSF Lifetime Achievement in Mentoring Award

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What is a Mentor?



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What is Mentoring?

Levinson DJ: "The Seasons of a Man's Life".
 New York, Alfred A Knopf, 1978

- The mentoring relationship is *"one of the most complex and developmentally important" in a person's life.*
- The mentor will . . . *"assist and facilitate the realization of the dream."*

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Mentoring is

"A dynamic, reciprocal relationship in a work environment between an advanced career incumbent and a beginner aimed at promoting the development of both."

Healy, Educ Res. 1990; 19:17-21.

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Focus on Career Mentoring: Assist mentee to set goals based on values, skills, interests and opportunities



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Mentor as Role Model



- A person considered as a standard of excellence to be imitated (Wright, et al)

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Mentor as Teacher



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- Educate mentee about research content and methods
- Clinical/teaching skills
- How things work
- How to succeed

Mentor as Superhero



- Protector
 - To protect = *Protogère*
- Advocate

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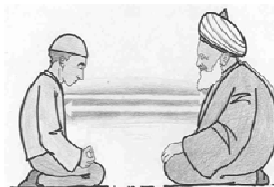
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"Mentor can manipulate the world around him with his mind."

Mentor as Advisor and Guide

- 'a trusted counselor or guide'
- Self reflection and value clarification

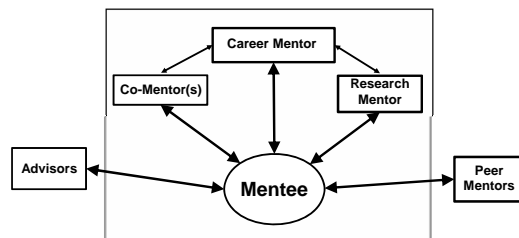


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Mentoring Team



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Creating a Culture of Mentorship at UCSF



- http://academicaffairs.ucsf.edu/ccfl/faculty_mentoring_program.php

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Creating a Mentoring Culture at UCSF

- All junior faculty should have a career mentor
- Mentoring Facilitators oversee mentor/mentee pairs
- Mentoring counts in advancement and promotion at UCSF

FACULTY MENTORED: (List all; list the current position of the faculty mentored; list dates; describe Mentoring role, e.g. assigned faculty Mentor, informal career advisor, personal advisor, research grant review, etc.)

Dates	Name	Position while Mentored	Mentoring Role	Current Position
1995-2000	Jane Doe PhD	Asst. Prof.	Academic and Research Collaboration/Advisor	Assoc. Prof., Bioch., UCSF
1999-2001	James Jones MD	Assoc. Prof.	Reviewed grant application	Assoc. Prof., Surg., UCSF
2000-2002	Sally Brown	Asst. Prof.	Career Advisor	Asst. Prof., Com. Ed., UCLA

- Mentoring Awards created, mentor training, evaluation of mentoring . . .

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Faculty Mentoring

Last Updated: Tuesday, May 17, 2011

As Associate Vice Provost (Faculty Mentoring at UCSF), he is charged with leading the Faculty Mentoring Program (FMP) at all UCSF faculty across all schools. An essential component of this responsibility is the evaluation and dissemination of the program. Over the past 7 years he has extensively supported the mentoring literature, created a "Mentoring Toolkit" and conducted numerous lectures and workshops to enhance the understanding and skills of mentors and mentees. With Dr. Anne Rhee, MD, he developed and is helping to lead the innovative UCSF mentor development program for clinical translational research mentors in training. For the UCSF research enterprise in Biola, it is essential that we train and support midlevel faculty mentors who will guide the next generation of clinical and translational scientists.

Available to Mentor at: *(Global Mentor Role Definition):*

- Career Mentor
- Consultant
- Lead Research / Scholarly Mentor
- Project Mentor

Contact for Mentoring:

- Email (see above)

Learn about the Faculty Mentoring Program [and](#) the UCSF Mentor Development Program

Global Health Experience

Japan

Source: UCSF International Database. For more information, email org-people@ucsf.edu

Publications

Publications by year:

Year	First Author	Middle or Unknown	Last Author
80	0	0	0
82	0	0	0
84	0	0	0
86	0	0	0
88	0	0	0
90	0	0	0
92	0	0	0
94	0	0	0
96	0	0	0
98	0	0	0
00	0	0	0
02	0	0	0
04	0	0	0
06	0	0	0
08	0	0	0
10	0	0	0
12	0	0	0

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Member Consultation Service


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Clinical and Translational
Science Institute / CTSI
at the University of California, San Francisco



CTSI Mentor Development Program

<http://accelerate.ucsf.edu/training/mdp-announcement>

 Clinical and Translational Science Institute / CTSI
Accelerating research to improve health

Thank You!

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Abigail.Draper@ucsf.edu





 Clinical and Translational Science Institute / CTSI
Accelerating research to improve health

Small Group Discussion

- 2-3 small groups
- Introductions
- How to find an appropriate mentor
- How can mentees maximize their mentoring relationships
- How to be a more effective mentee
- One person please serve as scribe.

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Characteristics of Successful Mentoring Relationships

- Reciprocity
 - *It's got to be a two-way street. It can't just be a one-way giving relationship 'cause then it's just going to burn out.*
- Mutual Respect
- Clear Expectations
 - *"It's helpful to set up sort of those guidelines in the beginning, what the mentee can expect from the relationship but also what the mentor expects..."*
- Personal Connection
- Shared Values

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Characteristics of Successful and Failed Mentoring Relationships: A Qualitative Study Across Two Academic Health Centers. Struss, S., Johnson, M., Marquez, C., Feldman, M., Academic Medicine. 88(1):82-85, January 2013.

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Characteristics of Failed Mentoring Relationships

- Poor Communication
 - *If there's a lack of communication for, you know, what the mentor expects and what the mentee expects, that's a recipe for disaster.*
- Lack of Commitment
- Personality Differences
 - *If the personality types are very different, the way they look at the world could be quite different.*
- Perceived (or real) competition and COI
 - *If there's any other agenda or ulterior motives I think it can really poison the relationship 'cause you're not sure if the advice you're getting is good for you or good for them.*
- Lack of Experience/Knowledge/Skills

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