

## **Questions to consider in developing/enhancing a mentoring program**

### Goals

What are the goals of the program? (I.e. to prepare faculty for promotion, increase research productivity, orient new faculty to Department/College culture, etc.)

What skills will be enhanced through the department's mentoring program? Is it primarily for research? Or does it encompass teaching, clinical service, overall advancement, leadership?

### Appropriate mentoring model/structure

What model of mentoring is most appropriate for the goals of the program? A one-on-one traditional model of mentoring? Brief encounters in which mentees, either as individuals or a group, learn a specific skill or solve a specific problem? A multi-mentor model in which there are several mentors or colleagues for specific pieces of the mentee's career? A group model in which groups of junior faculty work with one senior mentor?

What structure(s) in the department will support the mentoring program? Will a mentoring committee be created to assign mentors (or review mentor selection) and to evaluate the success of mentoring dyads? Alternatively, will these tasks be assumed by an existing committee, such as the P&T committee, or the department head?

### Criteria for matching mentors/mentees

What criteria will be used for matching mentors/mentees? Will mentor(s) be: 1) assigned (if so, by whom?); 2) selected by the mentee; 3) self-selected? [Different criteria may be appropriate for different components of the mentoring program.]

Which tracks and ranks of faculty are eligible for the mentoring program? Will only assistant professors have mentors, or will the program also be available to faculty at other ranks who want mentoring?

Do mentors need to be from within the department, or can they be from other units?

Will there be only one mentor, or might a faculty member have several mentors?

Is it acceptable for a section chief or department head to be the primary mentor, given that these individuals are already involved in the faculty member's annual evaluation?

### Expectations for the relationship

When does mentoring begin? (i.e. how soon after a new faculty member is hired)

How often is the mentoring dyad expected to meet?

Will any training be available for mentors?

What roles are mentors expected to fulfill?

What are the responsibilities of the mentees?

### Evaluation

How will progress be monitored?

What reporting, if any, is expected from mentors and/or mentees and to whom?

Will the mentor/mentee be asked to evaluate their relationship? Will these evaluations be communicated to the department head and/or mentoring committee?

How will mentors receive credit for their efforts?

What efforts will the department make to reward the mentors (e.g. letter of appreciation from department head, provision of release time)