



Mentoring in Clinical Departments



PRINCIPLES:

We must stem the huge loss of faculty women from clinical departments!

Academic development (the system) is broken, particularly for women. Mentoring and career development need to be valued.



The one-on-one mentoring model does not yield optimal results. The mentee needs to be exposed to different viewpoints; this goal is achieved by utilizing a group and/or committee mentoring model.

RECOMMENDATION

All mentored awards should require a personalized mentoring committee rather than a single mentor.

All faculty mentors should certify that they have training in mentoring.



For women, serving as a mentor is difficult as they attempt to balance clinical service time versus research time. Time protection is needed.

RECOMMENDATION

All mentored awards should include a stipend (5-10K) for the mentors, to cover the time spent mentoring.

All research grant applications should provide at least 35% effort and time protected for research for the PI.

NIH should have more RFAs that require a basic scientist and a clinician as co-PIs... with mutual mentoring.



A system of incentives and evaluation needs to be implemented as a way to attract mentors.

RECOMMENDATION

Biosketches in all NIH applications should include a section on mentoring activities.

Promotion evaluations should consider mentoring activities as well as teaching activities. Mentees should be asked to evaluate a candidate's mentoring.

Department chairs should be evaluated annually for the quality of departmental mentoring.

All NIH-funded institutions should be required to survey mentees; the results should be quantified and the score publicized.



Curricula designed to mentor post-docs, fellows and faculty should be prepared and career development information should be distributed.

RECOMMENDATION

All institutions should provide a faculty development office , information, and resources.

NIH should sponsor several studies to evaluate mentoring and develop Centers of Excellence in Mentoring

Consider awards for development of biomedical career materials

Mentoring should start at the time of faculty appointment.