A Framework for Faculty Mentoring at UMW

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Our Goals:

To ensure the availability of mentoring for all faculty
To support current mentoring programs & initiatives
To establish new mentoring programs targeted to specific groups of faculty
To provide resources for mentors, mentees, and mentoring programs.
Mentoring is essential for the development, success, satisfaction & retention of faculty in academic medicine

Some UMW departments and programs provide excellent mentoring for faculty

*But many UMW faculty are not mentored*

— 77% of UMW faculty reported that they did not receive formal mentoring

(2009 Faculty Forward Survey)

—> *impact on faculty productivity, satisfaction and retention*
The Mentoring Framework consists of four components:

- **Resources for Mentors**
  - online/workshops

- **Resources for Mentees**
  - online/workshops

- **Mentoring Programs**
  - directory of existing programs
  - new targeted programs

- **Evaluation of Mentoring**
  - mentoring relationships
  - mentoring programs

**Office of Faculty Affairs**
Regardless of approach, mentoring programs have common themes and structures

Include differing degrees of the elements of mentoring:

– **coaching** (education)
– **counseling** (psychosocial support)
– **sponsorship** (professional advancement)

*(Sambunjak & Marusic JAMA 302: 2591, 2009)*

Effective mentors require appropriate competencies

– competencies common to all mentoring
– plus competencies appropriate for the mentee


Mentoring programs have common structural elements

Resources for mentors & mentees will be provided online and through workshops & special events

Mentors:
- guidelines for mentors
- programs to enhance mentoring competencies
- assessment and recognition for mentoring

Mentees:
- guidelines: *how to be an effective mentee*
- tools for goal setting & career planning
- tools to manage the relationship
- networking opportunities
Targeted mentoring programs sponsored by OFA will have defined descriptions*

**Program Goal & Objectives:** including the target population of mentees and expected outcomes.

**Program Description:** the approach to be used and the elements of mentoring to be addressed

**Mentee & Mentor Selection:** methods to select mentors and match with mentees.

**Expectations for Mentee & Mentor:** definition of expectations and how these will be monitored

*derived from Fleming et al JAMA 308: 1981, 2012*
Mentoring programs sponsored by OFA will have defined descriptions

**Mentor Competencies & Education:** any specific needs for mentor education

**Resources for Mentees & Mentors:** any specific needs for resources

**Mentor Support & Recognition:** support required and methods to recognize service as mentors

**Mentor Feedback:** methods & responsibilities to provide feedback to mentors on performance

**Evaluation:** should be related to the objectives of the program
Evaluation of Mentoring & Mentoring Programs is a challenge . . .

Ideal evaluation involves multiple levels of assessment:

(Kirkpatrick & Kirkpatrick, Evaluating Training Programs, 2006)

1. **Reaction:** participant satisfaction
2. **Learning:** increase in knowledge, skills or behavior of participants
3. **Behavior:** transfer of knowledge, skills or behavior into practice
4. **Results:** larger impact on institution &/or society

*OFA will develop common assessment measures to evaluate mentoring & mentoring programs*
Mentoring of faculty at UMW should be a partnership

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Questions?