

## **Mentoring Plan**

### **Department of Physiology, University of Arizona**

**Purpose:** To improve opportunity for success of Junior Physiology Faculty and to improve the work environment for all participating Faculty. The plan is mandatory for early career Faculty and highly recommended for all Faculty members.

**Mentor Assignment:** A Faculty member will be asked by the Department Head to choose two or more mentors. At least one of the mentors will be a Faculty member within the Department of Physiology but selection of Faculty members from other Departments at the University of Arizona is permissible. If requested, the Department Head working with the Mentoring Committee will suggest several potential Mentoring Faculty and arrange for initial meetings between prospective Mentors/Mentees.

**Key Roles for Mentor(s):**

1) Advise on local/national grant applications; includes both finding the sources of money as well as appropriate preparation.

2) Advise on appropriate work load and interaction with Administration—i.e., mentor faculty on being able to (politely) say “no” to burdensome committee assignments that are not appropriate for junior faculty members, and to say “yes” to appropriate assignments that both contribute to the University and build the curriculum vitae for tenure and promotion.

3) Advise on recruiting, maintaining and mentoring students, post-docs and technicians. This includes providing key information on University/State rules on hiring/firing and graduate/undergraduate program rules for students recruitment and retention.

4) Advise/Introduce mentee to members in research area on state, national and international Societies/Programs/Meetings. Duties would include promoting/advising the junior faculty member for journal reviews, awards, editorial boards (all when appropriate) and specifically introduce the new faculty member to other researchers in their field (e.g., potential collaborators and letters for tenure and promotion).

5) Advise on teaching—including lecture preparation and arrangements for peer reviews from within department.

**Format:** Recognizing that each mentor-mentee relationship is unique, there is no required format for mentor-mentee interactions. It is expected, however, that each mentor and mentee meet face to face at least two times a year to discuss progress and/or limitations. More frequent meetings are highly encouraged.

**Mentor Commitment:**

1) Mentor(s) and the mentee are expected to make a serious commitment to mentoring and be proactive in their approach to furthering the career of the mentee.

2) In consideration of the time, effort and expertise required for faculty members to mentor effectively, it is suggested that two or more persons may be better than a single mentor. Primary mentoring duties should be split at an early meeting among mentors and mentee, with the implicit understanding that mentoring could occur by any mentor among any category. For example, primary duties for one mentor might be aimed at teaching, primary duties for a second mentor aimed at research and primary mentoring for a third mentor aimed at service. This might be fashioned after a Ph.D. committee, with the research mentor as chair to help organize. Specific priorities should be documented in a mentoring plan after an initial meeting.

3) Mentoring will be recognized as an important part of faculty effort and will factor into the Service component of the Annual Performance Appraisal.

**External Mentors:** The mentoring plan is not likely to cover all mentoring needs. To add a different perspective, faculty members are encouraged to seek an additional mentor outside Department of Physiology or the University of Arizona. The department head and the Mentoring Committee will be available to advise on selection of external mentors.

**Resources for Mentors:**

**National Academics Sciences**

<http://www.nap.edu/readingroom/books/mentor/>

**National Institutes of Health**

[oir.nih.gov/sourcebook/mentoring-training/guide-training-mentoring](http://oir.nih.gov/sourcebook/mentoring-training/guide-training-mentoring) - 06-01-2016

**American Physiological Society.**

<http://www.the-aps.org/mm/Careers/Mentor/Mentoring-and-Being-Mentored>