**Mentoring/Faculty Development Plan**

**MUSC - Department of Public Health Sciences**

**1. Introduction**

The junior faculty in the Department of Public Health Sciences (DPHS) are strongly encouraged to choose a mentor early in their tenure at MUSC. All assistant professors and associate professors (tenured or non-tenured) should select one or more senior faculty member (associate or full professor) from the department or any other appropriate area within or outside of the University. The overall mentoring process is managed by the mentoring champion and graduate program director, Dr. Ramesh Ramakrishnan, complemented by the chairman. The details included in this document outline the Department’s approach and information surrounding the mentoring process. This document can also be found on the DPHS Department site: (Site Address) The faculty handbook can be found at the site noted below for additional information:

http://academicdepartments.musc.edu/provost/faculty/handbook.pdf

**2. Mentoring Philosophy**

The primary goal of mentoring is to guide all faculty in the department to reach their individual potential as members of the Medical University of South Carolina and to be rewarded for that achievement. Since the University is a place where everyone is learning, it is vital that each member of the faculty see tangible evidence of that professional growth, whether it be in the easily measured domains of writing papers for publication, writing and receiving grants or in the less easily measured aspects of mentoring pre-doctoral students, educating the next generation of biostatistician through innovative teaching, mentoring young investigators and junior faculty. It is incumbent on faculty members, their mentors, department chairs, and the university leadership to see that tangible progress is being made and documented.

A mentor’s role, in addition to guiding the mentee achieve the measurable goals for success such as research grants, publications, teaching and collaborations, is to improve organizational abilities, develop positive inter-personal relationships and relationship with the university in general, assist in developing a network of support and to guide them in reconciling work and family demands.

**3. Description of Promotion and Tenure Process Within the Department**

Each College at MUSC has different tracks and ranks and a process through promotion in which faculty progress is documented. The various ranks in our Department and College and the description of how the Department’s Promotion and Academic Committee operators can be found in the links below with guidelines for achieving them.

1. Faculty affairs website Link
2. Deparment of Public Health Sciences Link

The process of promotion/tenure requests for DPHS is as follows:

1. Faculty approaches or is approached by their department head about promotion/tenure using guidelines from the Faculty Affairs Website.
2. Faculty submits a written request and his/her C.V. to the department chair
3. The department chair sends the request to the departmental promotion and tenure committee.
4. The promotion and tenure committee discusses application and determines if candidate is ready for promotion/tenure.
5. The promotion/tenure committee sends detailed letter to the department chair with their evaluations.
6. Department chair approves it and sends it to the next level.

**4. Resources Available for Faculty Development**

Resources are required for optimal faculty development and may be found in the department, at the institutional level, and at the state or national level. The department of DPHS provides the following:

1. Departmental Start-up Funds – funding to promote research has been established and exists in a departmental research development fund account. These funds are allowed based on the mentor’ and Research Division Head’s recommendations on behalf of the mentees.
2. The DPHS provides $1250 development funds each year, to each faculty member. This funding is provided for support of faculty development and to be used for items such as travel to scientific meetings, purchase of books, journals, software, etc.

**5. Assigning mentors to new faculty**

Hiring new faculty members is essential to ensure success of the graduate program and to maintain a versatile methodological research that will promote the status of the department in the community. All new faculty will be assigned a mentor. The purpose of the mentor is to have a strong presence in the mentees academic life to guide them through the development of career goals and plans as well as to help them improve organizational abilities, develop positive inter-personal relationships and relationship with the university in general, assist in developing a network of support and to guide them in reconciling work and family demands. The process of assigning mentors is briefly summarized below.

1. Once the decision to hire a new faculty has been made, the mentor champion in consultation with the chair will identify a willing senior faculty member, who was part of the initial interview process, to be the mentor.
2. The DPHS will ensure that the final offer letter from the department chair to the new hire includes the name of the mentor.
3. After the new hire joins the faculty, the mentor champion will monitor the mentor-mentee relationship to ensure the mentoring is effective. If this is not found to be the case, the mentor champion and the chair will consult with the mentor and the faculty member to assign a new mentor. The goal is to have a strong presence in the
4. If the initial relationship is not sufficient, the department chairman will produce a list of senior faculty within the department who have agreed to serve as mentors along with a brief summary of the academic interests of those particular faculty members. Junior faculty will meet with their respective division head or Vice Chairman for Academic Affairs to select a mentor who will be approved by the departmental chairman.
5. Within three months of faculty appointment, the faculty member should meet with their mentor for a discussion of the department mentoring/faculty development program.
6. Regular meetings between the mentor and the faculty member should occur every three months.
7. All faculty are encouraged to participate is a weekly departmental research meeting (REACH) organized by the Research Division to foster cross-pollination between departmental researchers and to create mentorship relationships between senior faculty and junior investigators.

**6. Mentoring Plan and Roles**

The role of the mentor in this relationship is as follows:

1. To act as an advocate for the new hire in the negotiation process of items including but are not limited to:
2. Deciding on the right track and rank
3. Percent of effort for teaching
4. Adequate protected time for research and teaching
5. Adequate support for administrative, clinical, and research efforts
6. Development of a mentoring team
7. To assist junior faculty in developing a system (formal curriculum vitae) to document teaching accomplishments, scholarly work, service to the department, university, and community, and other activities which would be important at the time of faculty evaluation and promotion/tenure consideration. At the beginning of relationship, the mentor and mentee will complete the Mentoring Partnership Agreement together which outlines how the two will proceed.
8. To meet with his/her assigned junior faculty members every three months to review progress for promotion and set additional goals. While the mentor and mentee work to define the parameters of the relationship in the Mentoring Partnership Agreement, meetings should be held no less than every three months to ensure appropriate mentoring and feedback is provided to the mentee.
9. To document the progress of each mentee and keep the departmental Academic Affairs Committee aware of such progress. The mentor shall have the junior faculty member’s academic well-being in mind and will offer constructive, honest advice as to his/her progress. The mentor should serve as a sounding board for the junior faculty member’s research ideas and share experiences on how to handle difficult situations which might arise.
10. To inform junior faculty about the promotion and tenure process and update them with any changes in the policy. The current process is as follows:
    1. Eligible faculty submits the promotion packet along with a cover letter to our Departmental Promotion and Tenure Committee headed by Dr. Andrew Lawson.
    2. If approved, the completed packet is forwarded to our department chair for final approval.
    3. If approved, the packet is prepared and submitted to the P&T committee

The role of the mentee in the relationship is as follows:

1. To work with mentor to develop a system (formal curriculum vitae) to document teaching accomplishments, scholarly work, service to the department, university, and community, and other activities which would be important at the time of faculty evaluation and promotion/tenure consideration. At the beginning of relationship, the mentor and mentee will complete the Mentoring Partnership Agreement together which outlines how the two will proceed.
2. To meet with his/her assigned mentor every three months to review progress for promotion and set additional goals. While the mentor and mentee work to define the parameters of the relationship in the Mentoring Partnership Agreement, meetings should be held no less than every three months to ensure appropriate mentoring and feedback is provided to the mentee.
3. To document the progress using the Career Development Plan (CDP).