2012 CTSI Mentor Development Program Retreat

Comprehensive Mentoring Program Directors
Jeanette S. Brown, MD (Director, CTSI CMP)
Mitchell D. Feldman, MD MPhil (Director, UCSF Faculty Mentoring)
Stuart Gansky, DrPH (School of Dentistry)
B. Joseph Guglielmo, PharmD (School of Pharmacy)
Laurence Huang, MD (School of Medicine)
Mandana Khalili, MD (School of Medicine)
Kathryn A. Lee, RN, PhD (School of Nursing)
Kristine Yaffe, MD (School of Medicine)

Karen Coughlan, Administrative Coordinator
Mentor Development Program - 2007

Back: Stuart Gansky, Uri Ladabaum, Lindsey Criswell, Dieter Meyerhoff, Mallory Johnson, Ed Murphy
Middle: Leslee Subak, Louise Walter, Mandana Khalili, John Inadomi, Gail Schechter
Seated: Laurence Huang, Jeanette Brown, Mitch Feldman, Kathy Lee, Jim Kahn
Missing: F. Aweeka; M. Cedars; J. Guglielmo; E. Huang; R. Jordan; P. Knudson; R. Oka; K. Page-Shafer; D. Thom; M. Wallhagen; J. Wiener-Kronish; K. Yaffe
### List 1

**Definitions of Types of Mentors in the University of California, San Francisco Mentor Development Program, 2010**

**Lead Mentor**
- Assumes overall responsibility for guiding and supporting the development of independent research careers of their mentees
- Is an expert in the scientific and/or methodological area that the mentee has chosen to pursue
- Is familiar with faculty, resources and databases within and outside of their discipline
- Has resources that may include research staff that can facilitate the mentee’s research
- Provides guidance about didactic coursework and training opportunities
- Helps identify potential collaborators and builds a mentoring team
- Assures that projects are progressing in a timely fashion
- Assists with development of grant applications and securing funding for projects
- Provides advice about career direction, academic promotion, navigating institutional challenges and barriers
- Facilitates networking on a local, national, and international level

**Co-Mentor**
- Is responsible for working with the lead mentor on overall mentoring responsibilities as outlined above for the mentee
- Provides particular guidance in their areas of expertise

**Research Mentor/Advisor**
- Serves a more limited role than a lead or co-mentor with possibly less resource sharing and often for set periods of time
- May provide guidance in many areas outlined for a lead mentor or co-mentor but most often to a lesser degree. (Examples: supervision of a summer research project, a 1-year commitment of research supervision, assistance with writing of papers, and/or research/grant review)
- Usually arranges meetings on an as-needed basis

**Career Mentor**
- Is a senior faculty member responsible for providing career guidance and support for their junior faculty mentees
- May not be intimately familiar with the mentee’s research interests
- Is responsible for providing guidance about advancement and promotion
- Is expected to meet with the mentee at least every 6 months to review overall career goals and advise on issues related to advancement and promotion
- Ideally should not be a mentee's direct supervisor but will almost always be in the same home department

### List 2

**Topics and Objectives of the University of California, San Francisco Mentor Development Program, 2009**

**Session 1.** *Defining Mentorship From the Beginning*
- Objective: To define the mentoring team concept, and the related roles and expectations

**Session 2.** *Rewards and Challenges of Mentoring*
- Objective: To identify rewards related to motivating early-career researchers and to contextualize the challenges associated with committing to mentoring

**Session 3.** *Communicating Effectively With Mentees*
- Objective: To understand and practice the essential elements of effective communication, including active listening and to apply these concepts to specific communication challenges in the mentor-mentee relationship

**Session 4.** *Balancing Work and Life*
- Objective: To share personal stories of work-life challenges and discuss successful (and unsuccessful) approaches to dealing with these issues.
- Campus resources for maintaining a successful work-life balance are presented

**Session 5.** *Understanding Diversity Among Mentees*
- Objective: To increase appreciation of the importance of diversity and its impact on the mentoring climate

**Session 6.** *Understanding Academic Advancement Policies*
- Objective: To provide resources that will help mentors and mentees understand the academic merit and promotion processes, to provide information that will assist mentors as they advise mentees about selection of appropriate faculty/academic series, and to train mentors to advise and assist mentees in preparation for promotion (across a variety of faculty/academic series)

**Session 7.** *Understanding Economic and Fiscal Realities for Successful Academic Careers*
- Objective: To provide tools to the mentor including information on how to read fiscal data, how often to expect updates, how to stay ahead of spending problems, how to identify problems, how to build funds for future use, and how to apply and teach these tools to mentees

**Session 8.** *Leadership Skills and Opportunities: How to Build a Successful Research Team*
- Objective: To provide information to the mentor to improve leadership skills that he or she can then pass on to mentees

**Session 9.** *Understanding Intramural and Extramural Grants*
- Objective: To provide resources about grants (NIH, foundations, industry, intramural, etc.), in-depth understanding of mentor/mentoring funding mechanisms including K24 Mid-Career Grants and Mentored K Grants (K01, K08, K23, K12)

**Session 10.** *IRB: Navigating the UCSF Application Process, and Wrap up*
- Objective: To increase mentors’ familiarity and facility with IRB processes and to encourage feedback on the MDP program

Mentor Development Program - 2008

2008 Graduates: Andrew Auerbach, Coco Auerswald, Larry Baskins, Aaron Caughey, Mark Eisner, Biljana Horn, Kirsten Johansen, Miriam Kupperman, Carol Mathews, Dennis Oh, Dan Ramos, Elad Ziv
Mentor Development Program Publication

Training the Next Generation of Research Mentors: The University of California, San Francisco, Clinical & Translational Science Institute Mentor Development Program


Mentor Development Program - 2009

Back: Cynthia Harper, Tina Raine-Bennett, Edwin Charlebois, Roberta Rehm, Stephen Nishimura
Front: Janice Humphreys, Laura Bull, Elinore McCance-Katz, George Sawaya
Missing: Catherine Lomen-Hoerth, Emmanuelle Waubant, Jeff Kohlwes
An Innovative Program to Train Health Sciences Researchers to Be Effective Clinical and Translational Research Mentors

Mallory O. Johnson, PhD, Leslee L. Subak, MD, Jeanette S. Brown, MD, Kathryn A. Lee, RN, PhD, and Mitchell D. Feldman, MD, M Phil

Mentor Development Program - 2010

Back: Ed Murphy, Mehrdad Arjomand, Valerie Gruber, Jody Steinauer, Judy Moskowitz, Peter Loomer
Front: Laurence Huang, Alka Kanaya, Elise Riley, Jeanette Brown, Lee-may Chen, Mary Nakamura, Steve Takemoto
Missing: Esteban Burchard, Harold Collard, Heidi Kirsch, Angela Waldrop
Back: Joseph Guglielmo, Catherine Lomen-Hoerth, Angela Waldrop, Cynthia Harper, Colette Auerswald, Valerie Gruber, Steve Takemoto, Stuart Gansky and Meg Chren
Front: Kathryn Lee, Emmanuelle Waubant, Elise Riley, George Sawaya, Kristine Yaffe, Mandana Khalili, Laurence Huang, Mitch Feldman and Leslee Subak
Seated: Jeanette Brown and Laura Bull
Missing form the Photo but in attendance: Miriam Kuppermann and Elad Ziv
Mentor Development Program - 2011

Back: Stefan Habelitz, Marya Zlatnik, Priscilla Hsue and Margaret Feeney
Front: Jeanette Brown, Jing Cheng, Cheryl Stoddart and Shari Dworkin
A Mentor Development Program for Clinical Translational Science Faculty Leads to Sustained, Improved Confidence in Mentoring Skills

Mitchell D. Feldman, M.D., M.Phil.¹, Jody E. Steinauer, M.D.², Mandana Khalili, M.D.³, Laurence Huang, M.D.³, James S. Kahn, M.D., M.P.H.³, Kathryn A. Lee, R.N., Ph.D., F.A.A.N⁴, Jennifer Creasman³, and Jeanette S. Brown, M.D.²

Mentor Development Program - 2012

Left to Right: Abbey Alkon, Wu Li, Mitch Feldman, Julie Schmittdie, Deborah Cohan, Brent Lin and Stephen Hulley

Missing from the photo: Leah Karliner, Tracy Weitz and Payam Nahid
Selection Criteria for Mentors in Training:
≥ Mid-level or early senior faculty member; ≥ Associate I
≥ 50% research time (or research activities: mentoring, research administration)
Current or future goal: Clinical & Translational Research Focus
Desire to be a **Lead Mentor** for 1-3 junior faculty within the next few years
   Expert in their scientific area
Ability to guide or learn to guide Clinical & Translational Research Mentees in:
   Professional research & academic skills
   Develop a coordinated research plan
   Career Advice & Management: can think 5 years ahead
   Provide resources: databases, access to space, research staff, advice
   Collegial networking: national, international
   Assist with writing of manuscripts and grants
   Provide career counseling
   Assist with developing a Mentoring team for their mentees
Can attend once monthly morning meetings 8:30am-1:00pm
“Touch someone.”

[2013 Mentor Development Program]

- Jeanette Brown, MD