UNIVERSITY OF CALGARY

DEPARTMENT OF PHYSIOLOGY AND PHARMACOLOGY

Policy on Faculty Mentoring

Purpose

Each new Faculty member will have a welcoming, supportive relationship with one or more mentors throughout their initial 5-7 years at the U of C.

Each Faculty member should have access to mentorship at any career stage.

Goals of Mentorship

1. To assist Faculty members and, in particular, junior Faculty, in the management and progression of their academic careers.
2. To provide a forum for sharing wisdom and experience among Faculty members.
3. To facilitate a team approach to successful development of Faculty members.
4. To develop skills in junior Faculty that enable them to become future mentors and leaders within the Department and Faculty.
5. To advocate on behalf of junior Faculty to ensure that they are receiving the Faculty and Institutional support that is necessary for their success.

Goals of the Mentorship committee

1. To ensure that new and junior Faculty members have mentoring personnel and that the relationship is productive/supportive/enabling.
2. To ensure that every Faculty member has the best chance for successful career progression by ensuring that the Department, Institute, Faculty, and/or University are fulfilling their negotiated commitments.
3. To be advocates for Junior Faculty members in dealing with issues of concern.

Limitations

This policy is directed towards formal mentoring of Faculty by assigned/chosen Department mentors and Coordinators at the request of the Head of Department. At the Cumming School of Medicine, "*Mentoring and*

career development of faculty members is a vital responsibility of the Faculty Department Head. Faculty Department Heads are responsible for implementing a formal mentoring program to assess and encourage the academic growth, career development and research productivity of members of their Department" (as per the "Mentorship and Career Development" section of the Duties, Responsibilities and Authority of Faculty Department Heads; 2013). This policy does not preclude informal mentoring by colleagues of Mentee's choice, nor does it preclude or replace Faculty from participating in an Institute mentorship program. In the latter case, the junior Faculty member may choose to have the Departmental Mentor and/or Coordinator as a standing member(s) of the Institute Mentorship Committee.

Who Should Receive Mentoring

Mentoring will be provided for all new Faculty for the first seven years, and for all Faculty up to the level of the final promotion stage at the request of the Department member, or as directed by the Head of Department when issues are identified.

Types of Mentoring

A) Required

Department mentoring program.

B) Optional
1. Informal mentoring - with colleagues of the junior Faculty's choice.
2. Any Institute mentoring program.

Department Mentoring: Procedure

1. Within one month of acceptance of a Letter of Offer, the Head of the Department will refer the name of the new Faculty member to the Mentorship Committee Chair, who will arrange a meeting with the Committee to determine the most suitable candidate to be the member's "Mentoring Coordinator" who will help with the initial on-boarding process with the assistance of a Junior Member of the Department who has recent experience with the process. The Mentoring Coordinator will contact the relevant Research Institute to coordinate the Departmental and Institute mentorship activities where possible.

2. Within one month of arrival, the new Faculty member will meet with the 'Mentoring Coordinator' and initiate the selection of appropriate Mentor(s) to serve on the new Faculty's Mentorship Committee. Mentors will be selected based on mutual scientific interests, expertise, background experience, etc., with a minimum of one mentor from Physiology and

Pharmacology, and additional mentors others included from inside/outside of the Department as necessary.

3. Within three months of arrival, all new Faculty must meet jointly with the Mentoring Coordinator and the Mentor(s) (and the Head of the Department if desired). At this meeting the goals of the mentoring program and the roles of the Head, Mentor(s) and the Faculty Member should be discussed ("goals and roles" meeting), along with any issues that need to be urgently addressed. Thereafter, meetings will include the Mentoring Coordinator (acting as meeting chair), Mentor(s) and the junior Faculty member.

4. A junior Faculty member can change/add mentors at any time as required to capture the most appropriate advice/support available, but continuity in Mentoring Coordinator position is recommended.

5. The junior Faculty member will be responsible for arranging two meetings per year with his/her Mentor(s) for the first three years and one meeting per year thereafter (or more as required to resolve matters arising). The Mentoring Coordinator will Chair and monitor the occurrence of mentoring meetings. If the meetings are not being initiated by the Mentee, the Mentoring Coordinator will instigate a meeting by emailing suggested dates. It is expected that the junior Faculty member and Mentors will adhere to the request of the Mentoring Coordinator.

6. All discussions between mentored Faculty members, Mentors and the Mentorship Coordinator (and meeting minutes) will be strictly confidential.

Mentorship Program Expectations

A. Program Expectations of Mentors.

It is not expected that Mentors take responsibility for the career and development of the mentored junior Faculty member - that is the responsibility of the Mentee and the Head of Department; rather the Mentor(s) and Mentoring Coordinator where ever possible will act as a resource, advisor, and advocate for the Mentee to facilitate the best opportunity for success.

1. Career advice

- ☐ Assist with development of short and long term action plans which are reviewed at each meeting.
- ☐ Advise on the balance of contributions in research, education and service.
- ☐ Advocate for time protection to achieve job description were necessary.

2. Support

- Provide information on Faculty/University programs in support of professional development in education, teaching, research, and service.
- Review grant applications and manuscripts when requested.
- Provide an avenue for confidential discussion of problems, frustrations, doubts, and concerns.
- Be prepared to advocate on the mentored Faculty member's behalf, in any matter, if required and with the mentored Faculty member's permission.
- Provide advice on:
  - 1) managing a research program
  - 2) creating and maintaining a CV and Teaching Dossier
  - 3) teaching assignments
  - 4) research applications and access to equipment and novel approaches
  - 5) animal care, biohazard, ethics certifications.
  - 6) where to get help for technical/research issues as necessary

3. Commitment

- Commit time and energy to mentor/mentee relationship. Mid-level and Senior Faculty received mentorship in the past, now is the time to pay back that assistance. All Mentorship activities will be recognized by the Head of Department in annual review documents.

B. Program Expectations of mentored Faculty members:

Mentored Faculty members are responsible for:

- Alerting mentors to areas of need and advice, rather than vice-versa and are expected to be pro-active in seeking input from mentors and others.
- Set goals and timetables for completion of projects and plan towards meeting them.
- Provide materials to mentor(s) for advice– including CV, manuscripts and details of grants and personnel. These action plans can be reviewed at each mentor/mentored Faculty member meeting.
- Commit time and energy to mentor/mentee relationship.

C. Program Expectations of Mentoring Coordinator

- Implement and monitor the mentoring program of junior Faculty member.
- In the first meeting with the Faculty member, outline the mentorship program, give a list of Faculty willing to serve as mentors and/or assist in the identification of additional candidate mentors
- Act as a secondary mentorship resource for junior Faculty were appropriate

D. Program Expectation of Department Head or Designate

- ☐ Identify an individual (Mentoring Coordinator) who will implement and monitor the mentoring program of the junior Faculty member.
- ☐ Promote the mentorship program and active participation within the Department.
- ☐ Assist in recruiting Mentorship Committee members, mentors and recognize their time commitment to this key activity.
- ☐ Recognize the commitment and time of Mentors by recognizing this in the Departmental annual report and in Faculty annual review documents.

Useful websites for new Faculty:

General Orientation/Onboarding
https://www.ucalgary.ca/ofd/new-faculty

Office of Research Services:
http://cumming.ucalgary.ca/research

Faculty of Medicine Intranet set up:
https://intranet.med.ucalgary.ca

Signing up for an IT/UC account:
https://ucalgary.service-now.com/it

Selected Topics for First Meetings between Mentors and New Faculty Member
The following is a list of practical topics that should be addressed:

1. Pay – (Key contacts: Alice Babich 220-2638)
   http://www.ucalgary.ca/finance/operations/payroll
   Salary/Are you getting paid?
   How to access bimonthly pay-stub online/pension plan etc.
   Issues with taxes – Human Resources

2. Benefits -
   Academic Staff Benefits | Human Resources | University of Calgary (ucalgary.ca)
   Are you aware of the websites where all benefits information can be accessed?
   Websites: Professional Expense Reimbursement Fund
   Professional Expense Reimbursement | Human Resources | University of Calgary (ucalgary.ca)

3. Access – (Key contacts: ?)
    Parking, keys, access cards, university identification
    https://www.ucalgary.ca/ofd/new-faculty/first-things/staff-parking
    https://www.ucalgary.ca/ofd/new-faculty/first-things/getting-access-keyscards
    https://www.ucalgary.ca/ofd/new-faculty/first-things/university-identification

4. Research Funding Issues –
    Research Services
    http://cumming.ucalgary.ca/research

5. Funding opportunities:

    http://www.ucalgary.ca/research/researchers/funding-opportunities/cos-pivot
    http://www.ucalgary.ca/research/researchers/funding-opportunities/deadlines

6. Grant Submission – Getting University Signatures
    http://www.ucalgary.ca/research/researchers/apply-grants/grant-application-signatures

7. Internal Peer review committees (essential to success!!)
    http://cumming.ucalgary.ca/research/internal_peer_review_medicine

8. Students, Fellows and Lab Personnel –
    Graduate studies

    GSE Contact | Cumming School of Medicine | University of Calgary (ucalgary.ca)
    Undergraduate students Co-op, Directed Studies, Work studies, volunteers, Honours thesis.
    Technicians, Research Assistants – (HR Recruiter: Jennifer Wong)
    www.ucalgary.ca/postdoc/

9. Laboratory Setup and Management –

    Biohazard and Animal Care Protocols.
    Signing up for Radiation and Chemical Safety Courses.
    Animals
    IRISS set up http://www.ucalgary.ca/iriss/
    Laboratory equipment machining and alterations

10. Lab Finances –
    Management Systems Portal – Purchase Requisitions – P-Card and travel card

11. Personal Safety

    Personal security issues, eg. Working late hours – Walk Safe program

    Security contact: ?

12. IT issues –

    Setup e-mail/internet/VOIP phone? Understand your local subnet.

    https://itregport.ucalgary.ca/

    UCID Card

    https://www.ucalgary.ca/itutil?process=WebRegister

    Remote access to library from home etc.

    VPN service

    http://www.ucalgary.ca/it/software/downloads#vpn

    Software downloads

    http://www.ucalgary.ca/it/software/downloads#vpn

13. Teaching (Key Contact: Dr. Andrew Braun)

    Discuss teaching plan – your areas of expertise and balancing teaching load. How much you are expected to teach? What are the main courses taught? What type of classes are they? Who are the course coordinators for these? Look at UBC Calendar. **Develop a 3-5 yr plan of teaching expectations.**

    Teaching Dossier- what is it, how to keep it up to date, etc.

14. Tenure Process

    www.ucalgary.ca/hr/system/files/tenure-promotion-agreement.pdf

15. Maintaining your CV (Cumming School of Medicine format for CV available from the Department office)

16. Faculty Service

    My responsibilities in the Department; what is expected of me?

    http://wcm.ucalgary.ca/research/files/research/piroles_responsibilities.pdf

    What does your percentage effort (e.g. 70, 25, 5%) mean?

    What does "service" mean?

17. Administrative Support Staff

    Who can help me?

    What kind of assistance can I ask for?

18. Academic Reporting Online

    What is academic reporting?

    Who does this?

    When do I prepare my ARO?

19. Faculty development

> https://www.ucalgary.ca/ofd/new-faculty/first-things/new-faculty-academic-orientation-workshops
> https://www.ucalgary.ca/ofd/workshops

20. Core Facilities
>   BTSC - mechanical and electrical
>   Animal Care
>   Imaging
>   Flow Cytometry
>   RUN Imaging Facility
>   RUN behavioral facility