Overview:
The Yale School of Public Health (YSPH) Mentoring Program has been created to improve the overall experience for new and junior faculty members, and to provide a framework to support career development, academic success and retention within YSPH. The success of the program relies on the professionalism and active involvement of both junior and senior faculty. The information presented in this binder is intended to provide guidance to enhance the probability of success but does not guarantee success. All faculty are encouraged to refer to the Yale University Faculty Handbook (http://www.yale.edu/provost/html/facultyhb.html), as well as the YSPH Faculty Expectations and the YSPH Appointments & Promotions documents that are included in this binder. In addition, all faculty members are encouraged to network and establish relationships with additional mentors, peers and potential collaborators.

Changes to the YSPH Mentoring Program will be made based on program needs and feedback received. In addition, a program evaluation form will be distributed at the end of January, 2014 so that improvements can be made accordingly.

Program Goals:
Program goals and objectives are as follows:

- Assure that each mentee’s PI is assigned as a mentor as well. The YSPH A&P Committee will also serve as a mentoring board for research track faculty. to support junior faculty in achieving success by providing clear communication, understanding of expectations and of the promotion process within YSPH.

- Involve senior faculty to assist junior research track faculty in implementing a career plan that will promote their professional development and scholarly accomplishments by identifying grant opportunities, reviewing grant proposals when appropriate, recommending conferences, collaborative opportunities, etc.

- Enrich communication by providing a forum where questions can be asked, ideas exchanged, and where constructive feedback can be provided within Departments, across Departments and throughout the School of Public Health.

Mentor:  What is a mentor?
A mentor is:

- an advisor
- a role model in his/her area of expertise
- committed to the development and education of a less experienced individual
- responsive
- supportive, encouraging and motivating
- respectful and well-respected
- willing to share knowledge
- a good communicator and listener able to provide feedback, both positive and negative (in a constructive manner)
according to the NIH Guide, “a person who has achieved career success and counsels and guides another for the purpose of helping him or her achieve like success.”

**Mentor Selection Process:**
- The YSPH Faculty Affairs Office, Deputy Dean, Department Chair and YSPH A&P Committee will be involved in mentor assignments. Mentees will be consulted before assignments are finalized.
- Two mentors will be assigned to each new and jr. faculty member, one within the Department and one external to the Department.
- At least one member will be at the rank of Professor
- At least one mentor will have academic/research interests that closely align with his/her mentee.

**Mentor’s Responsibilities:**
- Establish a relationship with the mentee
- Discuss expectations (mentor and mentee)
- Meet with mentee a minimum of 2 times within the academic year
- Schedule meeting dates and establish a communication plan; how often, e-mail communication, phone communication, etc.
- Identify opportunities for growth/development, i.e., research/grant opportunities, skill development, etc.
- Advise; provide constructive feedback with examples, if possible
- Identify and address issues/problems in the early stages of a junior faculty member’s career
- Discuss a career plan with mentee, ensuring the plan works toward his/her professional development/goals and provide mentee with insights into the realities of building an academic career
- Ensure positive socialization of new/jr. faculty member into the Department and School, and collaborative departments/schools within Yale University
- Set concrete goals; determine measures of productivity
- Communicate with mentee’s Department Chair to address concerns, recommendations, action items, etc.

**Mentee’s Responsibilities:**
- Assume responsibility for his/her career
- Establish a relationship with mentors
- Discuss expectations
- Set concrete goals
- Develop a career plan for working towards goals
- Utilize university resources on grant writing, scientific writing, grants & contracts, etc.
- Ask for and accept advice and constructive criticism
- Establish a productive working relationship with mentor. Communicate and ask questions.
- Become familiar with University and YSPH policies and procedures and criteria regarding faculty tracks, reappointment and the promotion process
- Set concrete goals & timeline for productivity in consultation with mentors
- Develop a professional network
- Identify opportunities for collaborations, career development
- Strive for academic excellence (research, publications and teaching)
- Identify issues, concerns, challenges, possible solutions, etc.
Utilize mentors for feedback when appropriate
Establish a communication plan with mentors

Department Chair’s Responsibilities:
- Suggest mentors for junior faculty and new recruits
- Assist in identifying opportunities for collaborations and professional development
- Encourage communication/involvement amongst new/junior faculty and Department
- Review year-end reports with specific attention given to goals for the upcoming year
- Ensure that teaching, advising of students, thesis advising, and committee service is equitable amongst faculty in Department and consistent with the expectations outlined in the “Faculty Expectations” document

Updated 10/1/12