A Mentoring Guide for Faculty Development and FAME

medicine.osu.edu/faculty/fame

The Ohio State University College of Medicine
“One of the greatest values of mentors is the ability to see ahead what others cannot see and to help them navigate a course to their destination.”

– John C. Maxwell

It’s the “M” in FAME, so you know we’re serious about its benefit on career development. FAME coordinates a network of departmental mentoring leads whose role is to help faculty identify potential mentors and assist with career planning.

“The goal of the mentoring program is to provide accessible and meaningful engagement between an experienced faculty member and a junior colleague for the purposes of career development and advancement, fostered by a spirit of collegiality.” – Steven Steinberg, MD, Director for Mentoring, Center for FAME
October is Mentoring Month!
Each year in October, we feature our distinguished mentor awardees, host several programs about mentoring and feature additional mentoring resources, videos and communications.

Additionally we also offer the following Mentoring Sessions:

### 2018 Mentoring Sessions

**Career Development Guidance and Advice**  
*Wednesday, January 17, 2018, 7:30-8:30 am*  
B030 James Cancer Hospital  
Primary Audience: All Faculty  
CME: This event is certified for 1 AMA PRA Category 1 Credit  
Aligns to FAME Competencies: Goal Setting; Relationship Management; Career Mentoring; Culture Awareness; Professional Ethics

See one, do one, teach one. And these two have seen it all! From publishing their first papers through becoming well-respected leaders nationally and within OSU, emeritus faculty Drs. Christopher Ellison and Robert Ruberg now devote a majority of their time to helping junior faculty in the departments of surgery, plastic surgery and urology. Attend this session to solicit their sage advice and learn best practices. A light breakfast will be provided.

**Professional Mission Statement: A Vision for Your Career**  
*Monday, February 5, 2018, 4-5pm*  
B030 James Cancer Hospital  
Primary Audience: All Faculty  
CME: This event is certified for 1 AMA PRA Category 1 Credit  
Aligns to FAME Competencies: Goal Setting; Career Mentoring; Professional Ethics

A professional mission statement is a guidepost for making decisions about your career, including selecting opportunities that add value and enhance your everyday job engagement and satisfaction. Dr. John Mahan leads attendees through a process of defining and refining their professional mission.

**Best Practices in Mentoring**  
*Wednesday, April 11, 2018, 4-5pm*  
L045 James Cancer Hospital  
Primary Audience: Associate and Full Professors  
CME: This event is certified for 1 AMA PRA Category 2 Credits  
Aligns to FAME Competencies: Career Mentoring; Giving & Receiving Feedback; Relationship Management; Goal Setting

Participate in a discussion with FAME Director of Mentoring Dr. Steven Steinberg, regarding best practices, common scenarios and challenges to help your junior faculty colleagues thrive.

“What I appreciated the most at FAME was the interaction with senior faculty and the succinct, direct advice that they offered from their personal experiences in academic medicine. It gave me reassurance that I was not alone…and provided optimism that will help me realize my career goals.”

– Sumithira Vasu, MBBS, Assistant Professor of Internal Medicine
Being a Mentor:
Nine primary personal and professional characteristics were identified in College focus groups as contributing to effective mentorship.

1. Honesty
2. Openness
3. Commitment of Time
4. Provide formative feedback
5. Provide inspiration and motivation
6. Foster independence
7. Provide structure and timelines
8. Provide instruction for career achievement
9. Networking

Mentor Training Resources:
We provide online mentor training on FD4ME (FAME’s interactive e-learning platform) and provide in-person programs for career development such as best practices in mentoring. We also coordinate with the CCTS so faculty can access their formal research mentor training.

“I can honestly say that I owe my current academic success most of all to the mentorship I have received.”

Daniel Vazquez, MD, Assistant Professor of Surgery

“The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.”

– Steven Spielberg
To help mentors identify opportunities for a mentee’s professional development, FAME offers a behavioral needs assessment, the FAME CARE Scale. This is distributed to new faculty and reissued every two years and on-demand. Mentees assess their areas for growth and mentors provide guidance regarding the types of behaviors that will enable them to achieve their goals.

FAME offers numerous live faculty development sessions on campus and via live stream, as well as online through FD4ME interactive modules, or via a curated selection of articles and asynchronous tools in our resource collection.

**Being Mentored:**

Mentorship is an active collaboration that is driven by the mentee. A few base expectations can ensure the relationship is mutually beneficial.

1. Honesty
2. Respect for the mentor’s time
3. Contribute ideas, goals and plans
4. Follow timelines proposed by mentor

**Mentee Training Resources:**

We provide online mentor training on FD4ME (FAME’s interactive e-learning platform) and provide in-person programs for career development such as creating an Individual Development Plan (IDP), setting goals, and preparing for your annual review.
Beginning a Mentoring Relationship:

Identifying an appropriate mentor is essential to the success of the mentorship process. We encourage those seeking mentors to find them through a process of networking and interviewing. Utilize your department’s mentoring lead, Vice Chairs, Division Director or Department Chair to make introductions with prospective mentors and to broaden your network.

To identify a potential mentor, also think about what you are seeking. Some common types of mentors are:

Career Mentor: A career mentor is devoted to advising the protégé regarding overall professional development. This guidance is based on an understanding of the mentee’s career pathway and the benchmarks that lead to professional and academic career success. In this sense, this form of mentorship is much broader in scope and often requires greater commitment to the protégé that other forms of mentorship.

Content Mentors: These are experts who provide the protégé with an understanding of leading developments and emerging areas of emphasis that aren't acquired through review of the literature. The protégé may have multiple content mentors based on the diversity of scholarship pursued in his or her career and different content mentors may be required at different stages of career development.

Life Mentor: Life Mentors are those who provide guidance and advice that extend beyond the considerations for professional career growth alone. The insight provided by these mentors into the balance between professional and personal life is essential to maintaining both a productive career, a meaningful personal life, and avoiding the pitfalls of career burnout. This mentor may or may not be the same as the Career Mentor.

Primary Mentor: This mentor engages with the protégé in synthesizing the advice and guidance provided by all other mentors to arrive at the most effective pathway for professional and personal development. This mentor must have the greatest commitment to and engagement in the protégé’s overall development and advancement.

Peer mentorship: Peer mentorship occurs at similar career stages and allows for discussions of common career and academic challenges and solutions. This can evolve into a beneficial system of networking and mutual support that add to the guidance provided by senior mentors.

Coaches: A coach is often outside a person’s area of expertise and provides guidance to achieve a specific goal or navigate a situation. These professional relationships are usually fairly short-lived.

Sponsors: Sponsors are typically leaders who advocate behind the scenes, raising the visibility of a junior faculty member by enabling that person to receive important assignments and roles. A sponsor may be a mentor, but not necessarily.
The Mentorship Process

- A mentorship agreement clarifies the expectations and framework of the relationship and serves to avoid misunderstandings.

- The frequency of meetings should be determined at the outset and the mentee should send the meeting requests, reminders, and agenda.

- Individual development plans are a goal oriented way to focus the relationship and ensure milestones are met.

- Mentorship diaries document the mentoring discussions and highlight follow-ups and action items.

Tools and Resources

We recommend a three-step process to creating an Individual Development Plan.

Step 1: The mentee creates a Personal Mission Statement that describes his or her career vision and refines it with the mentor.

Step 2: The mentee, with guidance from the mentor, creates strategic SMART Goals in alignment with the mentee’s faculty track.

Step 3: The mentee, with guidance from the mentor, creates a Five Year Plan comprised of annual S.M.A.R.T. goals.

These resources and more can be found on the FAME webpage: http://go.osu.edu/B4vD

Source: Mentorship Best Practices, Philip Binkley, MD, MHP, for the CCTS, July 2011.

“FAME was critical to my development as a junior faculty, by promoting awareness of all the programs available at OSU to support my career development, choosing the right mentee-mentor relationship, and many other things.”

- Terence Williams, MD, Associate Professor of Radiation Oncology
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http://go.osu.edu/LinkedIn

Stay up-to-date with our Faculty Matters e-Newsletter, delivered to your inbox the first and third Wednesday of each month.

Inquiries and Assistance: FAME@osumc.edu

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