



# Mentoring from a Chair's Perspective

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July 2016

# Mentoring in Pitt Biostatistics

- Formal mentoring program in which early-career faculty choose a senior mentor(s)
- Mentors and mentees are trained
- For mentors: Mentoring assessed in faculty evaluations
- For mentees:
  - Mentoring distinguished from departmental faculty evaluation conducted by Chair
  - Mentor is *not* Chair
- For department: Ideally mentoring is aligned with achieving departmental expectations

# Mentoring Goals

- Goals are set by mentee with guidance from mentor
- Formal mentoring contract is advised
- Attaining tenure is almost always a short-term goal for tenure-track faculty
  - Standards for tenure are not completely determined by the department
  - Balancing departmental, tenure, and personal goals (research, service, teaching and funding) is a challenge
- For non-tenure-track faculty, goals are more diverse

# Aspects of Mentoring

- Mentoring addresses both professional and personal issues, and their interaction
- Holistic approach in which one size does not fit all
- More than one mentor, with mentors from outside one's institution
- Good mentoring, like good teaching, can be taught
- Mentoring is a lifelong pursuit

# Challenges of Mentoring

- Is tenure the goal?
- Who sets the bar?
- How to balance different expectations?
- How to achieve work-life balance?
- What to do and more importantly, what not to do?
- Mentoring is not telling people what to do

# CAR Role in Mentoring

- Gather and distribute resources
- Continue discussion at JSM Workshop
- Provide training for mentors/mentees at
  - JSM Workshop
  - Webinar
- Match mentor/mentee pairs

**Mentoring in a Box:**

**Tools for Developing a Mentorship Program for Applied Statisticians**

**Committee on Applied Statisticians (CAS), July 29, 2015**

# CAR Role in Mentoring

- Advocate for changes in promotion criteria that more adequately address impact



## **Evaluating Academic Scientists Collaborating in Team-Based Research: A Proposed Framework**

Madhu Mazumdar, PhD, Shari Messinger, PhD, Dianne M. Finkelstein, PhD, Judith D. Goldberg, ScD, Christopher J. Lindsell, PhD, Sally C. Morton, PhD, Brad H. Pollock, MPH, PhD, Mohammad H. Rahbar, PhD, Leah J. Welty, PhD, and Robert A. Parker, ScD, for the Biostatistics, Epidemiology, and Research Design (BERD) Key Function Committee of the Clinical and Translational Science Awards (CTSA) Consortium

# Recommendations

Recommendations for evaluating team scientists:

- Contributions to team-based scholarship and specialized contributions to education and service need to be assessed and given appropriate and substantial weight
- Evaluations must be founded on well-articulated criteria for assessing the stature and accomplishments of team scientists
- Mechanisms for collecting evaluative data must be developed and implemented at the institutional level



# Senior (Post-T) Faculty Issues

- Distinguish mentoring needs from performance review issues
- Performance reviews must include
  - Explicit expectations
  - Assistance from Human Resources and/or Legal Office if appropriate
- Senior faculty who are interested in changing roles can benefit from mentoring