Goals and objectives (please include overall goals and short term measurable objectives that align with the JHU Principles of Mentoring)

Goal: To provide appropriate mentoring to all faculty in the SOM who want mentoring for scholarship or career development.

Objectives for FY 2016:

1) All Assistant Professors will either name a mentor or indicate they prefer not to be mentored (decline)
2) Department Directors will provide a complete list of Assistant Professors that lists the named (or declined) mentor
3) Department Directors will ensure that each mentor has initiated at least one meeting every 6 months
4) Each faculty mentor will be provided with the “Guidelines for Best Practices” for Departmental/Divisional Mentoring and expected to generate a mentoring plan in consultation with the faculty mentee

Description of Faculty Mentoring Program Implementation, including strategies that are aligned with JHU Principles of Faculty Mentoring (e.g., logistics of faculty mentoring—how does an assistant professor access mentoring?; type of mentoring—one-on-one, group mentoring, etc.; onboarding plan; matching of mentees and mentors)

It is expected that each Division/Department will set up their own method for facilitating the pairing of mentors with mentees. Assignments should be made in consultation with the faculty mentee and consider relevant conflicting roles (e.g., supervisor). When one-on-one mentoring is planned, the mentor should initiate the first meeting, express enthusiasm for developing a strong mentoring relationship with the mentee, and develop a mentoring plan with the mentee that includes a discussion of expectations for the mentoring process. After this first meeting, it is expected that the mentee will take over responsibility for future meetings, both in terms of scheduling and setting the agenda. When other types of mentoring are planned (e.g., group mentoring; project-based mentoring), these same activities should occur as adapted for the type of mentoring utilized.

Mentoring assignments will be made for a one-year period and will be renewed annually by mutual consent of both mentor and mentee.

Plans to Increase the Number of Trained and Effective Mentors (e.g., Master Mentor Program training)

- The Master Mentor Program (MMP) will train one cohort in FY 2016. It is expected that this will include approximately 16-18 senior faculty and an emphasis will be placed on engaging Division Chiefs.

1 – The Provost’s office will be conducting an annual faculty mentoring survey that can be used to evaluate any unit’s Faculty Mentoring Plan
Additionally, each new Department Director will meet with Jennifer Haythornthwaite to discuss a plan for developing a faculty mentoring program. In FY 2016, this will include new Directors for the Departments of Orthopedic Surgery, Medicine, Anesthesiology & Critical Care Medicine, Surgery, and Pathology.

**Outreach and Educational Efforts To Promote Faculty Mentoring** (e.g., workshops for junior faculty; events for mentors and mentees; annual faculty mentoring awards)

- Faculty mentoring is promoted through a number of organized programs, many of which are ongoing and will continue in FY 2016:
  - Junior Faculty Leadership Program (JFLP)
  - Emerging Women's Leadership Program (EWLP)
  - Leadership Program for Women Faculty (LPWF)
- A Dean’s Award for Faculty Mentoring will be established in FY2016.
- Each Department will be encouraged to establish a departmental faculty mentoring award.

**Evaluation Methods** (e.g., surveys¹, check-ins)

- Each Director will be asked to report annually the named (or declined) mentor for each full time Assistant Professor and the dates of mentoring meetings
- The SOM will continue to assess mentoring in the faculty satisfaction survey (which has accomplished a 62% response rate) and use the (planned) annual Faculty Mentoring Survey to evaluate the quality of faculty mentoring and changes over time in satisfaction and effectiveness

**Budget Allocation** (e.g., administrative costs; faculty mentoring activities costs and expenditures)

- Each Department will provide administrative support for the compilation of the list of Assistant Professors, their mentor(s), and recording dates of mentoring meetings
- The Dean will establish a gift fund that will be used for the annual Dean’s Faculty Mentoring Award
- The Office of Faculty Development will provide continued support for the JFLP, EWLP, and LPWF as well as courses for junior faculty on mentoring and time management

¹ – The Provost’s office will be conducting an annual faculty mentoring survey that can be used to evaluate any unit’s Faculty Mentoring Plan
### Timeline for Faculty Mentoring Program Implementation:

<table>
<thead>
<tr>
<th>Planned Action to Promote Faculty Mentoring</th>
<th>Target Start Date</th>
<th>Target End Date</th>
<th>Responsible Person/s</th>
</tr>
</thead>
<tbody>
<tr>
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<td><strong>7/1/15</strong></td>
<td><strong>6/30/16</strong></td>
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<td><strong>6/30/16</strong></td>
<td>Jennifer Haythornthwaite</td>
</tr>
<tr>
<td>New Department Directors (Medicine, Anesthesiology &amp; Critical Care Medicine, Surgery, Pathology, and Orthopedic Surgery) will establish faculty mentoring programs within each department.</td>
<td><strong>7/1/15</strong></td>
<td><strong>6/30/16</strong></td>
<td>Jennifer Haythornthwaite</td>
</tr>
<tr>
<td>Dean’s Award for Faculty Mentoring will be initiated</td>
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<td><strong>6/30/16</strong></td>
<td>Paul Rothman/Janice Clements</td>
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