Mentoring Programs
(v2.4; October 24, 2019)

Mentoring is highly valued at the School of Public Health (SPH). All faculty members are advised to review the Rutgers Biomedical and Health Sciences (RBHS) policies regarding promotion and tenure available here. This document outlines the roles of the (1) Lead Mentor and (2) Advisory Mentoring Committee.

The Lead Mentor:
Formal mentoring is required of all faculty members across appointment type (i.e., Tenure Track, Research, Clinical, and Practice) up to the Associate Professor level (excluding those with tenure) or at the request of the Department Chair. The Lead Mentor is not required to have a formal affiliation with Rutgers.

The RBHS Faculty Mentoring Committee Recommendation on Best Practices for Faculty Development through Formal Mentoring identified several criteria for selection and recruitment of mentors: The Committee recommended that:

- “Faculty members who are at the academic rank of Associate Professor, Full Professor, or Distinguished Professor should serve as the ‘Lead Mentor;’”
- “Department Chairs, Division Directors, and Institute Directors should not serve as the Lead Mentor [of faculty under their supervision]...to avoid the influence of the mentoring process in the annual evaluation...”
- “Faculty member(s) be given an opportunity to select their mentors either from their own or outside of their school.”
- Mentors should have a) a commitment to mentoring, b) a successful track record, c) good communication skills, d) the capacity to provide networking opportunities, e) institutional knowledge, and f) a match for emotional and professional needs of the Mentee.

Qualified Rutgers faculty and those from other institutions may serve as the Lead Mentor. A Lead Mentor will be appointed by the Department Chair within 6 months of the Mentee’s start date with input from the Mentee; this appointment will be coordinated with Institute/Center Director for those who are resident Center/Institute faculty.

Lead mentors should meet with mentees on a regular basis to discuss the mentees’ goals and their shared scholarly interests.
The Advisory Mentoring Committee:
All junior faculty members also must have an Advisory Mentoring Committee. The Mentee and Department Chair will together select the Advisory Mentoring Committee. At least one member of the Advisory Mentoring Committee must hold a primary faculty appointment in the School of Public Health if the mentor’s primary appointment is outside SPH.

• The Advisory Mentoring Committee must meet at least once a year; there may be occasions in which more frequent meetings are useful.
  o These meetings should be focused on the Mentee’s (1) career and promotion goals, success in meeting these, and impediments to the goals, (2) strategic vision for their scholarship, and (3) scholarly portfolio. In addition to evaluating progress and providing guidance in these areas, the committee will also consider the success of the lead Mentor-Mentee relationship in advancing the Mentee’s goals.

• The Advisory Mentoring Committee should be finalized within 6 months of faculty appointment.

• The Advisory Mentoring Committee will consist of at least 2 faculty members, one of whom will serve as Chair.

• The Lead Mentor does not serve on the Advisory Mentoring Committee.

• In general, Department Chairs and direct supervisors (i.e., Center/Institute Directors) should not serve on the Advisory Mentoring Committee of faculty in their Departments and/or Centers to limit potential or perceived conflicts of interest.

• For Tenure Track faculty, the Committee must have at least one Tenured faculty member.

• For Non-Tenure Track (NTT) faculty, the Committee must have at least one NTT faculty member on the Mentee’s promotion track.

• It is not within the purview of the Committee to prescribe or recommend the faculty member’s workload distribution (i.e., scholarship, teaching, advising). This responsibility rests with the Department Chair and is aligned with the SPH Workload Distribution Guide.

Meetings of the Advisory Mentoring Committee:

• Advisory Mentoring Committee meetings should be scheduled by the Mentee working with the Committee Chair

• Mid-fall (e.g., October) or late spring (April) are recommended as ideal times for meetings.

• The Mentee should develop an agenda and identify key issues or questions for discussion.

• Five working days before the meeting, the Mentee should email their Individual Development Plan (IDP) an updated CV and an agenda to the Advisory Mentoring Committee. The IDP should be no more than 500 words and should delineate plans for the upcoming year for scholarship, teaching, and community engagement. The plan should align with the goals outlined in the annual evaluation.
• The Committee Chair is tasked with facilitating a substantive discussion on the professional development of the Mentee.
• Mentees are encouraged to take notes in the meeting.
• Within two weeks of the meeting, Mentees should share their notes with Committee members. The notes should succinctly summarize the key points addressed and could be organized along the three domains listed above (goals, vision, scholarship). These notes should also include actionable goals for the Mentee and progress towards those goals will be assessed at the next evaluation.