

Mentoring Programs (v2.2 August 21, 2019)

Mentoring is highly valued at the School of Public Health. All faculty are advised to review the RBHS policies regarding promotion and tenure available [here](#). This document outlines the roles of the Mentor and the Advisory Mentoring Committee

The Mentor:

Formal mentoring is required of all faculty 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 primary 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...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.**”(emphasis added)
- 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.

Advisory Mentoring Committee:

All junior faculty must have an advisory mentoring committee.

- The Advisory Mentoring Committee must meet at least once a year; there may be occasions in which more frequent meetings are useful.
- These meetings should be focused on the **mentor-mentee relationship**, as it advances 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.
- The Advisory Mentoring Committee should be finalized within 1 month of faculty appointment.
- The Committee will consist of at least 2 faculty members, one of whom will serve as Chair.
- The Chair **must hold a primary faculty appointment in SPH**. In general, Department Chairs and Director Supervisors (i.e., Center Directors) should not serve on the advisory committees 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 nontenure track (NTT) faculty, the committee must have at least one NTT faculty member.
- 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) and late spring (April) are recommended as ideal times for meetings.
- The mentee should develop an agenda and identify key issues or questions for discussion.
- 5 working days before the meeting, the mentee should email their Individual Development Plan, an updated CV and an agenda to the Advisory Mentoring Committee.
- 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 are encouraged to share their notes with committee members. The notes should succinctly summarize the key points addressed, and could be organized along the 3 domains listed above (goals, vision, scholarship).