



University of California
San Francisco

advancing health worldwide™

The UCSF Faculty Mentoring Program

School of Medicine

**Mitchell D. Feldman,
MD, MPhil**

**Professor of Medicine;
Associate Vice Provost
Faculty Mentoring;
Co-Director
CTSI Mentor
Development Program**

UCSF

**Co-Editor in Chief,
*Journal of General
Internal Medicine***

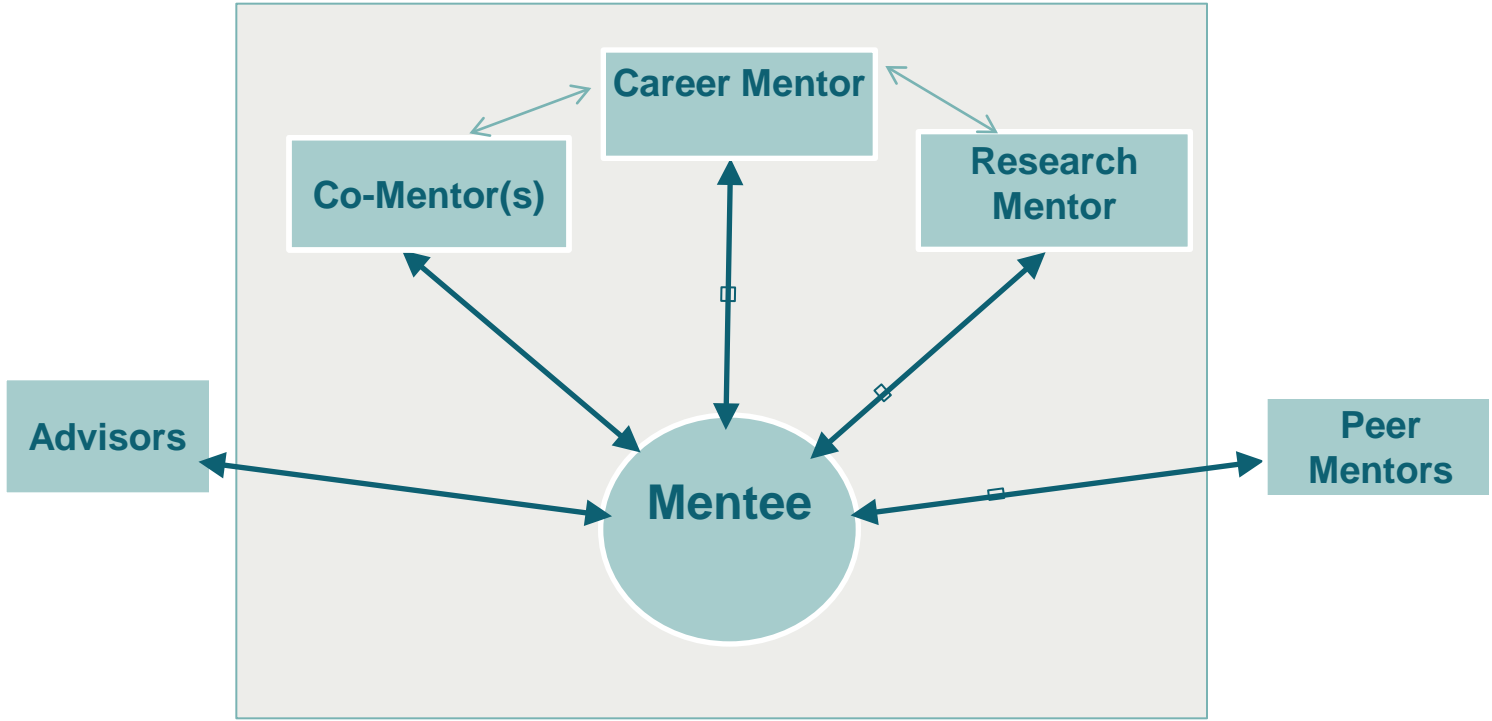
UCSF Faculty Mentoring Program

- **2001 faculty climate survey supported the need for a formal mentoring program at UCSF.**
- **2006 Chancellor's Council on Faculty Life launched the UCSF Faculty Mentoring Program.**
- **Director of Faculty Mentoring appointed - in Office of Academic Affairs**
- **"Mentoring Facilitators" appointed in every Department / Division / ORU**
- **GOAL: All junior faculty members (assistant professors > 50%) paired with a career mentor.**

Focus on Career Mentoring: *Assist mentee to set goals based on values, skills, interests and opportunities*



Mentoring Team



Faculty Mentoring Program 2011-2012

Mentees paired with mentors (n=766/837 = 91%)

| | School | | | |
|--------------|-----------|------------|-----------|-----------|
| Series | Dentistry | Medicine | Nursing | Pharmacy |
| Ladder | 4 | 12 | 9 | 7 |
| In Residence | 2 | 124 | 0 | 0 |
| Clinical X | 3 | 63 | 0 | 5 |
| HS Clinical | 11 | 284 | 10 | 3 |
| Adjunct | 3 | 213 | 11 | 2 |
| <u>Total</u> | 23 | 696 | 30 | 17 |
| Gender | | | | |
| Male | 57% | 47% | 13% | 59% |
| Female | 43% | 53% | 87% | 41% |

Creating a Culture of Mentorship at UCSF



- **Recognition**
- **Mentor / Mentee Training**
- **Networking**
- **Assessment**

1. Recognition



1. Mentoring counts in advancement and promotion

2. Mentoring awards

2012 Lifetime Achievement in Mentoring Award



Arthur Weiss, MD, PhD

Ephraim P. Engleman Distinguished Professor
of Rheumatology

Investigator of the Howard Hughes Medical
Institute

**Please join us in honoring Dr. Weiss and
his outstanding contributions to faculty
mentorship at UCSF.**

Award Ceremony and Reception

Wednesday, June 20, 2012

3:00 – 4:30 pm

Faculty Alumni House

745 Parnassus Avenue



RSVP AT:

www.surveymonkey.com/s/NP2GVHP

Dr. Weiss is the Ephraim P. Engleman Distinguished Professor of Rheumatology in the UCSF Department of Medicine. He has been a member of the UCSF faculty and served as investigator of the Howard Hughes Medical Institute since 1985. Dr. Weiss was Division Chief of Rheumatology at UCSF for over 20 years. Dr. Weiss is a leader in the field of signal transduction in the immune system, focusing on the roles of tyrosine kinases and phosphatases in regulating lymphocyte activation. Through his career, he has been an active mentor to UCSF undergraduate students, postdoctoral fellows and junior faculty. Dr. Weiss's mentorship has placed numerous individuals in leadership positions in academia, industry and clinical care. He is a Member of the National Academy of Sciences, Institute of Medicine and a Fellow of the American Academy of Arts and Sciences and of the American Academy of Microbiology.

For additional information, please contact: Mitchell D. Feldman, MD, Mphil, at mfeldman@medicine.ucsf.edu or Abby Draper at abigail.draper@ucsf.edu

2. Mentor / Mentee Training



1. Increase knowledge and skills

2. Mentor Development Program

January is National Mentoring Month

Join the
Chancellor's Council on
Faculty Life (CCFL)
for a series of events
during January 2013
promoting faculty
mentoring at UCSF.



Monday, January 7, 12:00–1:00 pm

Parnassus / S-172

Meet the Mentor: Sally Marshall, PhD

Ask the Vice-Provost of Academic Affairs and recipient of the 2011 Lifetime Achievement in Mentoring Award your questions about advancement and promotion in an informal, small group setting. Bring your lunch and your questions.

Thursday, January 17, 12:00–1:30 pm

Parnassus / UCSF Library / 2nd Floor, Room CL 211 & 212

Mentor Training Workshop: Teaching Observation Program (TOP)

Learn how to mentor your peers about teaching: practice observation and evaluation skills, discuss the principles of teaching mentorship, and learn how to conduct a supportive and effective feedback conversation.

Katherine Hyland, PhD, Kathleen Land

Tuesday, January 22, 11:00 am–12:00 pm

Parnassus / N-217

Leadership Skills for Successful Mentoring

Learn from faculty members about state-of-the-art leadership tools and their application to successful mentoring, including tools for planning meetings, managing interpersonal dynamics, balancing inquiry and advocacy, and receiving feedback.

**Rupinder Buttar, Janet Coffman, Dan Dohan,
Ellen Haller, Colin Partridge**

Wednesday, January 30, 3:30–5:00 pm

Mission Bay / Genentech Hall / Room N-114, Atrium

Speed Mentoring for Postdocs

A fun, fast-paced event in which postdocs will have several ten-minute, one-on-one mentoring sessions with a variety of expert mentors, who will share invaluable advice on topics such as career strategies, work-life balance issues, grant writing, and more. Registration required.

The UCSF Graduate Division, Office of Postdoctoral Affairs

CTSI Mentor Development Program

- **Mentors in Training (MITs) – mentoring knowledge and skills**
- **10 case based seminars over 5 months**



3. Networking



- 1. Meet the Mentor**
- 2. Mentor Consultation Service**
- 3. UCSF Profiles**

Meet the Mentor

This series features senior mentors, each leading an informal, lunch time brown-bag discussion on the topic of mentoring/professional development to promote your success as faculty at UCSF. All faculty are invited to attend. Bring your lunch and your questions, and our mentors will provide their expertise.

Registration is encouraged, but drop-ins are welcome. To register, please visit <http://academicaffairs.ucsf.edu/>.

For more information, contact Abby Draper at abigail.draper@ucsf.edu or Mitchell D. Feldman, Associate Vice Provost, Faculty Mentoring, at mitchell.feldman@ucsf.edu. Read more about the UCSF Faculty Mentoring Program at http://academicaffairs.ucsf.edu/ccfl/faculty_mentoring_program.php.



H. Carrie Chen, MD, MS Ed

*Professor, Clinical Pediatrics
Abraham Rudolph Endowed Chair in Pediatric Education
Director, Health Professions Education Pathway*

Tuesday, October 2 / Noon – 1:00 pm / Parnassus, Room S-171

>> Ask a clinician educator your questions about building a career in health professions education.



Tracy Weitz, PhD, MPA

*Associate Professor, Department of Obstetrics, Gynecology & Reproductive Sciences
Director, Advancing New Standards in Reproductive Health (ANSIRH)
Recipient, 2012 Academic Senate Distinction in Mentoring Award*

Tuesday, November 13 / Noon – 1:00 pm / Parnassus, Room S-175

>> Ask a recipient of the 2012 UCSF Distinction in Mentoring Award your career and mentoring questions.



Sally J. Marshall, PhD

*Vice-Provost, Academic Affairs
Professor, Department of Preventive and Restorative Dental Sciences
Recipient, 2011 Lifetime Achievement in Mentoring Award*

Monday, January 7 / Noon – 1:00 pm / Parnassus, Room S-172

>> Ask a vice-provost and Lifetime Achievement in Mentoring Award recipient your questions about advancement and promotion.



Michael D. Cabana, MD, MPH

*Professor, Department of Pediatrics, Epidemiology & Biostatistics
Chief, Division of General Pediatrics; Principal Investigator, UCSF Pediatric AsthmaNet Research Center
Recipient, 2010 UCSF Harold S. Luft Award for Mentoring in Health Services and Health Policy Research
Recipient, 2006 Academy Health Nemours Child Health Services Research Award*

Thursday, February 14 / Noon – 1:00 pm / Laurel Heights, Room 263

>> Ask your questions about building a career in clinical and health services research.

Mentor Consultation Service



CTSI
at UCSF

Accelerating Research to Improve Health

NEWS

CALENDAR

VOICES

PROGRAMS

TEAM

CONTACT

ABOUT US

OUR WORK

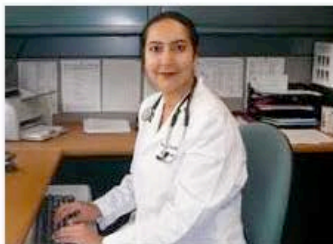
PARTNERSHIPS

IMPACT



Driving Excellence in Mentoring at UCSF

FEEDBACK



Mandana Khallil, MD, director of CTSI's
Mentor Consultation Service



August 11, 2012

Free, confidential mentoring advice available for all UCSF researchers

By Kate Rauch

Because mentoring fosters a culture of wisdom-sharing—from experienced academics to those at earlier stages in their careers

—it is increasingly recognized as a vital service at UCSF.

Mentors can help in myriad ways, from offering pragmatic career planning to helping mentees link to

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Cancer Symptoms**

August 10, 2012

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Peripheral Artery Disease**

August 11, 2012

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e.g. Smith or HIV



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Mitchell Feldman, MD



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 School UCSF School of Medicine
 Department Medicine
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 San Francisco CA 94143
 Phone 415-514-8661
 Email mfeldman@medicine.ucsf.edu

Overview

Websites

Faculty Mentoring

Global Health

Overview

HONORS AND AWARDS:

2011 – 2012 Fulbright Research Scholar, Kyoto University, Japan
 2010 Excellence in Research, Crede Award, DGIM, Nominee
 2010 Nominee, AOA Honor Society, UCSF Medical School Class of 2008
 2008 Excellence in Teaching, Crede Award, DGIM, Nominee
 2007 Outstanding Clinical Teaching Award, Nominee, UCSF School of Medicine
 2006 Co-author of Best Published Research Paper of the Year, Society of General Internal Medicine, Awarded at the April 2006 Annual Meeting

... [Show more](#) +

Websites

- [Clinical Profile at UCSF Medical Center](#)
- [UCSF Division of General Internal Medicine Profile](#)

Mitchell's Networks

Click the "See All" links for more information and interactive visualizations!

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People in Profiles who have published with this person.

[Brown, Jeanette](#)
[Cho, Christine](#)
[O'Sullivan, Patricia](#)
[Johnson, Mallory](#)
[Tice, Jeffrey](#)

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Related Authors

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[Powe, Neil](#)
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[Beck, Kendall](#)
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[Lightfoot, Marguerita](#)

Faculty Mentoring



Last Updated: Tuesday May 17, 2011

As Associate Vice Provost, Faculty Mentoring at UCSF, he is charged with leading the Faculty Mentoring Program (FMP) for all UCSF faculty across all schools. An essential component of this responsibility is the evaluation and dissemination of the program. Over the past 2 years he has extensively surveyed the mentoring literature, created a "Mentoring Toolkit" and conducted numerous lectures and workshops to enhance the understanding and skills of mentors and mentees. With Jeanette Brown, MD, he designed and is helping to lead the innovative CTSI mentor development program for clinical translational research 'mentors in training'. For the UCSF research enterprise to thrive, it is essential that we train and support mid-level faculty mentors who will guide the next generation of clinical and translational scientists.

Available to Mentor as: ([Review Mentor Role Definitions](#)):

- Career Mentor
- Co-Mentor
- Lead Research / Scholarly Mentor
- Project Mentor

Contact for Mentoring:

- Email (see above)

Learn about the [Faculty Mentoring Program](#) and the [CTSI Mentor Development Program](#)

Global Health Experience

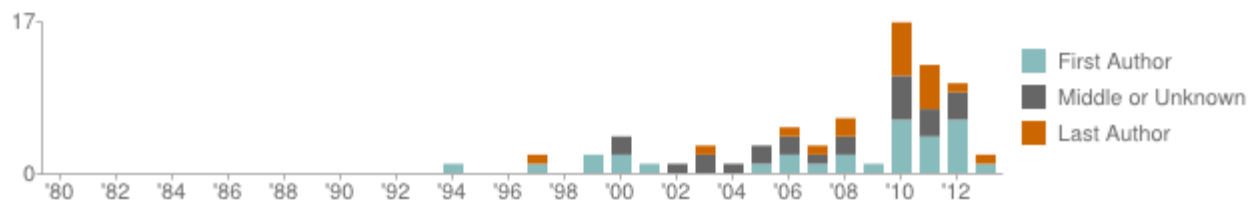


Japan

Source: UCSF International Database. For more information, email: ghp-ctsi@ucsf.edu

Publications

Publications by year:



4. Assessment



**1. Program
evaluation/research**

2. Climate Survey 2011

RESEARCH ARTICLE

Does mentoring matter: results from a survey of faculty mentees at a large health sciences university

Mitchell D. Feldman^{1*}, Patricia A. Arean², Sally J. Marshall³, Mark Lovett⁴ and Patricia O'Sullivan⁵

¹Faculty Mentoring, University of California, San Francisco, CA, USA; ²Department of Psychiatry, University of California, San Francisco, CA, USA; ³Office of Academic Affairs, Department of Preventive and Restorative Dental Sciences, Division of Biomaterials and Bioengineering, Faculty Development and Advancement, University of California, San Francisco, CA, USA; ⁴Office of Educational Technology, School of Medicine, University of California, San Francisco, CA, USA; ⁵Office of Medical Education, Department of Medicine, School of Medicine, University of California, San Francisco, CA, USA

- **Having a mentor associated with:**
 - *Greater academic self-efficacy*
 - *Higher satisfaction with time allocation at work*

Mentor Training Improves Knowledge and Confidence of Mentors

ORIGINAL ARTICLE

A Mentor Development Program for Clinical Translational Science Faculty Leads to Sustained, Improved Confidence in Mentoring Skills

Mitchell D. Feldman, M.D., M.Phil.¹, Jody E. Steinszapf, M.D.², Mandana Khalili, M.D.², Laurence Huang, M.D.², James S. Kahn, M.D., M.P.H.², Kathryn A. Lee, R.N., Ph.D., FAAN², Jennifer Creasman², and Jeanette S. Brown, M.D.²

Abstract

Mentorship is crucial for academic productivity and advancement for clinical and translational (CT) science faculty. However, little is known about the long-term effects of mentor training programs. The University of California, San Francisco (UCSF), Clinical and Translational Science Institute launched a Mentor Development Program (MDP) in 2007 for CT faculty. We report on an evaluation of the first three cohorts of graduates from the MDP. In 2010, all Mentors in Training (MITs) who completed the MDP from 2007 to 2009 (n = 38) were asked to complete an evaluation of their mentoring skills and knowledge; all MITs (100%) completed the evaluation. Two-thirds of MDP graduates reported that they improved their mentoring skills; 97% considered being a mentor as one of their top 5 career goals; 95% agreed that the MDP's impact on specific mentoring skills; 95% agreed that the MDP's impact on their mentoring goals. We also describe a number of other findings. *J Gen Intern Med* 2012; Volume 47: 1–6

Clinical and Translational Research

An Innovative Program to Train Health Sciences Researchers to Be Effective Clinical and Translational Research Mentors

Mallory D. Johnson, PhD, Leslie L. Subak, MD, Jeanette S. Brown, MD, Kathryn A. Lee, RN, PhD, and Mitchell D. Feldman, MD, M. Phil

Abstract

The creation of the Clinical Translational Science Awards for academic health sciences campuses in 2006 was implicitly accompanied by a call for a new paradigm of faculty development and mentoring to train the next generation of researchers and leaders in this new approach to research. Effective mentoring is critical to help early-career investigators become successful, independent researchers, and a new approach to mentoring is vital to recruit, advance, and retain fellows and junior faculty engaged in clinical and

translational research. However, in addition to the many rewards of mentoring, there are numerous substantive barriers to effective mentoring. These barriers include a lack of training in how to be a mentor, lack of time and structural and financial support for mentoring, and competing personal, administrative, and clinical demands.

The authors describe an innovative program, the University of California, San Francisco Mentor Development Program (MDP), established in 2006 and designed

to train midcareer academic health sciences researchers to be more effective as clinical and translational research mentors. Using a framework for presenting innovations in academic research, they present the rationale, design, implementation, and mechanisms being used to evaluate and sustain the MDP. Specific details of the objectives and content of the MDP sessions are provided as well as evaluation criteria and a link to specific curriculum materials.

Acad Med. 2010; 85:484–489.

Qualities of Outstanding Mentors

CLINICAL RESEARCH STUDY

THE AMERICAN
JOURNAL *of*
MEDICINE®

Defining the Ideal Qualities of Mentorship: A Qualitative Analysis of the Characteristics of Outstanding Mentors

Christine S. Cho, MD, MPH,^{a,b} Radhika A. Ramanan, MD, MPH,^c Mitchell D. Feldman, MD, MPhil^c

^aDepartment of Pediatrics, University of California, San Francisco; ^bDivision of Emergency Medicine, Children's Hospital and Research Center Oakland, Calif; ^cDivision of General Internal Medicine, Department of Medicine, University of California, San Francisco.

ABSTRACT

OBJECTIVE: The study's objective was to identify the important qualities of outstanding mentors as described by their mentees' letters of nomination for a prestigious lifetime achievement award in mentorship.

METHODS: The Lifetime Achievement in Mentorship Award at the University of California, San Francisco, recognizes a faculty member who has demonstrated sustained mentoring excellence in the academic health

Successful and Failed Mentoring Relationships

Mentoring

Characteristics of Successful and Failed Mentoring Relationships: A Qualitative Study Across Two Academic Health Centers

Sharon E. Straus, MD, Mallory O. Johnson, PhD, Christine Marquez, and Mitchell D. Feldman, MD

Abstract

Purpose

To explore the mentor-mentee relationship with a focus on determining the characteristics of effective mentors and mentees and understanding the factors influencing successful and failed mentoring relationships.

Method

The authors completed a qualitative study through the Departments of Medicine at the University of Toronto Faculty of Medicine and the University

transcripts of the interviews, drawing on grounded theory.

Results

The authors completed interviews with 54 faculty members and identified a number of themes, including the characteristics of effective mentors and mentees, actions of effective mentors, characteristics of successful and failed mentoring relationships, and tactics for successful mentoring relationships. Successful mentoring

relationships were characterized by personality differences, perceived (or real) competition, conflicts of interest, and the mentor's lack of experience.

Conclusions

Successful mentorship is vital to career success and satisfaction for both mentors and mentees. Yet challenges continue to inhibit faculty members from receiving effective mentorship. Given the importance of mentorship on faculty members' careers, future studies must address the association between a failed mentoring relationship

Characteristics of Successful and Failed Mentoring Relationships: A Qualitative Study Across Two Academic Health Centers.

Straus, Sharon; Johnson, Mallory; Marquez, Christine; Feldman, Mitchell

Academic Medicine. 88(1):82-89, January 2013.

DOI: 10.1097/ACM.0b013e31827647a0

2011 Faculty Climate Survey

- **Satisfaction with quality of mentoring received:**
 - 82 percent of those with mentors say they are very satisfied/satisfied (6% not satisfied).
- **Faculty with mentors vs. faculty without mentors**
 - Faculty with mentors showed more satisfaction with their career and the university than those of similar rank who do not have mentors.
 - 50% of faculty with mentors report that it has been **very important** in making their experience at UCSF positive
 - Women and URM faculty more likely to report that mentoring has been important

2011 Faculty Climate Survey – *a rising tide may not lift all boats equally*



2011 Faculty Climate Survey – *a rising tide may not lift all boats equally*

- **“Would like to have a mentor but do not currently”**
 - 16% of all faculty (includes all ranks and series)
 - HS Clinical Faculty
 - Associate and Full Professors Steps 1-5
- **Need more granular data for women and URM and for faculty in different series – for more targeted and tailored mentoring**

“For, in the end, it is impossible to have a great life unless it is a meaningful life. And it is very difficult to have a meaningful life without meaningful work.”

Jim Collins

“Good to Great”

*Why Some Companies Make the Leap ...
and Others Don't*

Thank You

