Empowering Department Chairs to Facilitate Faculty Mentoring

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Objective
To develop a foundational module of mentoring at IUSD that:

i) focuses on the critical role of the Dept. Chair in guiding their faculty’s mentoring plan

ii) is supplemented with a web-based mentor/mentee database to assist Chairs and faculty members in the selection of overall career and research mentors.

Overall goal is to provide Chairs with both the theoretical background and the data resources to best guide the mentoring efforts of their faculty.

Introduction
Despite an abundance of evidence pointing to the value of mentoring, \(^{2,3}\) IUSD lacks a formal mentoring program.

This deficit is highlighted in recent survey data identifying a clear desire for mentoring among faculty of all ranks and tracks:

i) Faculty agreement varied from 12.5% re: availability of “sufficient mentorship for developing career goals”; 18.7% “sufficient mentorship for developing research opportunities”; to 26% “availability of mentoring with respect to promotion”, 30% teaching, and 44% service, respectively.

ii) Chairs recognized the need for stronger faculty mentoring and expressed strong interest in attending a series of workshops on “Best Practices in Mentoring” to assist in overseeing and coordinating mentoring efforts for their faculty (100% agreement). Chairs unanimously recognized the value of having access to a mentor/mentee database to serve as a resource to help guide their faculty members in the selection of potential mentors.

Recognizing the explicit need to establish a formal mentoring program, our objective is to develop an effective and sustainable in-house mentoring program targeted to the unique structure of IUSD.

Logic Model

<table>
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<tr>
<th>Overarching Goals</th>
<th>Priorities</th>
<th>Inputs</th>
<th>Outputs</th>
<th>Particpants</th>
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<tbody>
<tr>
<td>1. To develop a foundational module of mentoring at IUSD that focuses on the critical role of the Department Chair in guiding the mentorship program for their faculty.</td>
<td>2. Supplemented with a database to guide the selection of potential mentor/mentee relationships.</td>
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OUTCOMES

<table>
<thead>
<tr>
<th>Issue Time (1-2 years)</th>
<th>Medium Term (3-5 years)</th>
<th>Long Term (6-10 years)</th>
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<tr>
<td>Chair participates in the development of the mentoring program.</td>
<td>Chair participants in the development of the mentoring program, supplemented with a web-based database (comprising 800 mentor/mentee profiles).</td>
<td>Increased number of clinical faculty mentorship opportunities, improved career development planning.</td>
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IMPACT

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<tr>
<th>INTERNAL FACTORS</th>
<th>EXTERNAL FACTORS</th>
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<td>Increased faculty retention.</td>
<td>Increased faculty career satisfaction.</td>
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Results
In consultation with the Chairs, primary workshop focus areas were identified:

What mentorship training/workshops/assistance would you like to receive in your role as chair?

Search for topics and procedures.

Progress to date:

- Jan 2016 - Chairs’ workshop on “individual career development planning”
- Sept 2017 - Beta testing of mentoring database (comprising 800 research/scholarly interest focus keywords, demographic data on mentors/mentees, experiences and expectations)
- Feb 2017 - Dean Guthmiller (Univ. of Nebraska School of Dentistry) to guide a workshop on “best mentoring practices for chairs” and “identification of resources”

Future plans:

- Summer 2017 - workshop on “maximizing effectiveness as a Chair”
- 2 Chairs to be recruited as peer mentoring facilitators to guide development of a long-term Chair’s peer mentoring group.

Lessons Learned
- Planned completion timelines have been extended as a result of:
  - unanticipated critical staff shortages
  - difficulties identifying available meeting dates suitable to the majority of Chairs and facilitators

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References