

Career Development Series 2021

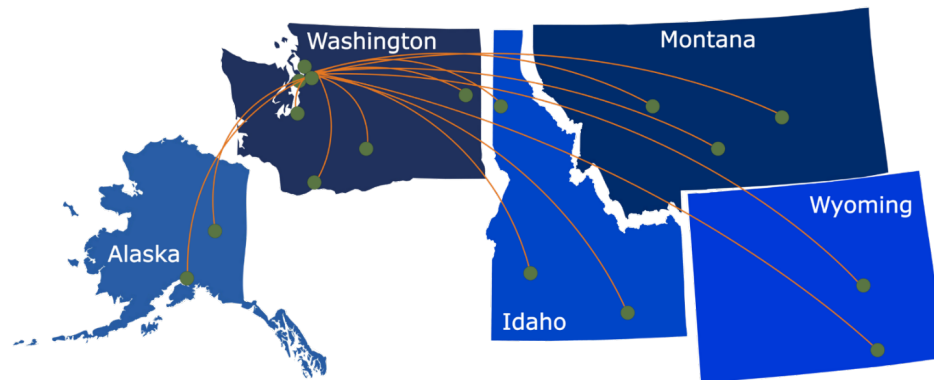
The Ins and Outs of Being a Good Research Mentor

Presentation will begin at 2:30 PM (PT)



ITHS

Institute of Translational Health Sciences
ACCELERATING RESEARCH. IMPROVING HEALTH.



What We Offer:

- 1 Research Support Services:** Members gain access to the different research services, resources, and tools offered by ITHS, including the ITHS Research Navigator.
- 2 Community Engagement:** Members can connect with regional and community based practice networks
- 3 Education & Training:** Members can access a variety of workforce development and mentoring programs and apply for formal training programs.
- 4 Funding:** Members can apply for local and national pilot grants and other funding opportunities. ITHS also offers letters of support for grant submissions.

Contact our Director of Research Development



- **Project Consultation**
- **Strategic Direction**
- **Resources and Networking**

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Upcoming Career Development Series 2021

April 22, 2021 – Acknowledging and Rewarding Interdisciplinary Research within Appointment, Promotion and Tenure Processes

May 4, 2021 – Implicit Bias in Health Care and Research

May 12, 2021 – Evidence Synthesis Primer (Part 2 of 2)

June 9, 2021 – Remote Consenting During the Time of COVID

June 29, 2021 – SOLO-ing Together: The Seat of Learning Opportunity for Developing Conflict Management Skills

Feedback

At the end of the seminar, a link to the feedback survey will be sent to the email address you used to register.

Career Development Series 2021

The Ins and Outs of Being a Research Good Mentor

Presented by:

Alexandra (Alex) Adams, M.D., Ph.D.

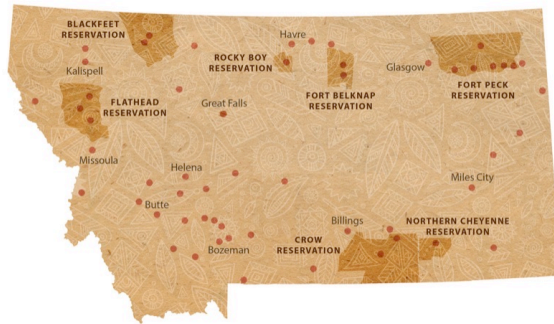


Learning Objectives

- 1 Explain approaches for asking questions and engaging in active listening to help your mentees get clarity in their goals
- 2 Describe at least three qualities of a successful mentor-mentee relationship
- 3 Identify at least two resources to support you as a mentor

CAIRHE's Mission

Our mission is to reduce significant health disparities in rural and Native communities in Montana. We work in research partnerships with communities to design and implement health interventions that improve quality of life and, ultimately, save lives.



- Create an effective, sustainable center with a critical mass of health equity researchers
- Maintain efficacious and respectful community partnerships
- Promote interdisciplinary approaches to mitigating health disparities in rural Montana

Things we will discuss today

- Mentoring ups and downs
- Characteristics of great mentors
- “Tormentors” and their legacy
- Helping mentees succeed
- CAIRHE’s mentor model—junior faculty
- Stories of success
- University culture
- Mentor training



Characteristics of great mentors

- Honest
- Supportive
- Share wisdom
- Believe in mentee
- Good listener—asks good questions
- Team player
- Knows their strengths and weaknesses
- Shares leadership trainings, opportunities
- Respects mentee's work and family life
- Supports mentees in the department
- Pushes mentees to be their best selves

Tormentors

- Make you feel small and inadequate
- Make you feel unworthy
- Don't listen to or believe in you
- Make fun of you/put you down in front of others
- Have unrealistic expectations—make life harder
- Inflexible
- Domineering
- Harsh
- Discouraging
- Use their departmental power against you

Survey

Poll Questions

Top 10 things to help mentees succeed

1. Help them with their mission/vision
2. Have a mentoring *team* mindset
3. How to say NO more often and gracefully
4. Building their research team well
5. Getting great leadership training
6. Really plan their time, including family and friends
7. Not just chasing the money
8. Making friends with funders
9. Overcoming fear
10. Joy is attainable, happiness is fleeting

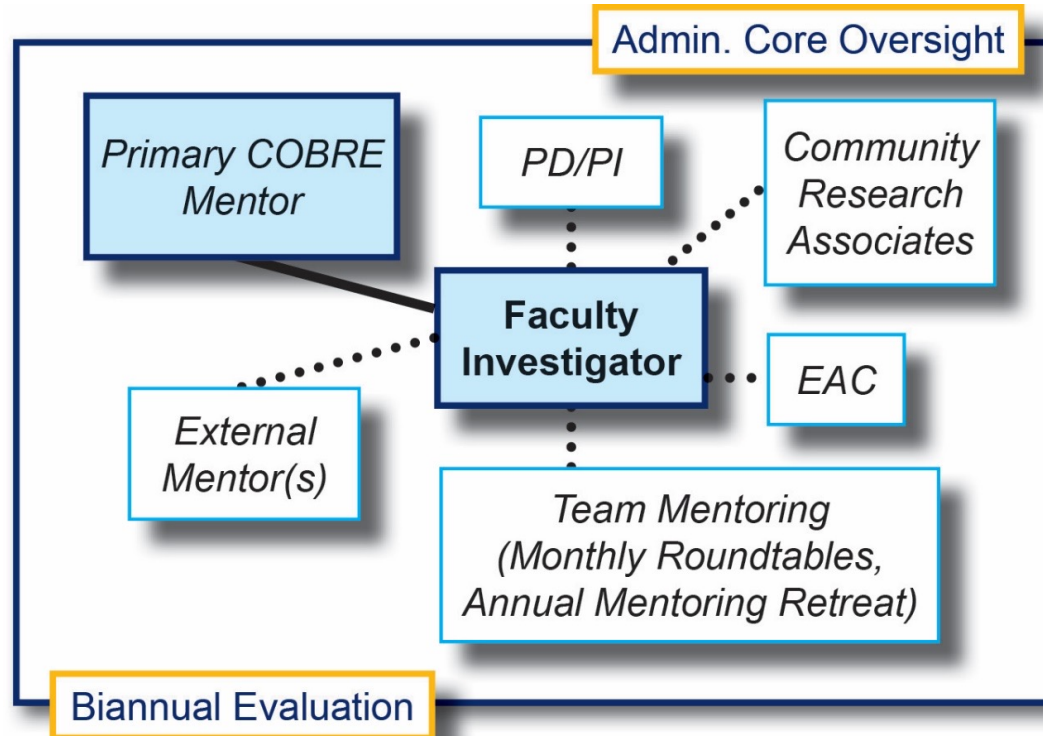
#1: Know your mission and vision

- **Ask them about this!**
- Successful investigators have passion (“fire in the belly”)
- Helping mentees focus this mission and vision is the primary role of a good mentor
- Facing fear!

#2: Team Mentoring

- Get a *team* of folks to be mentors: clinical, research, content
- Make sure at least one is in a place of power in their department and can advocate
- Meet with mentee as a team at least yearly and 1:1 monthly
- Help them help you: ask good questions, request letters of support, etc.
- OK for content mentor to be outside of your institution, especially in IDeA states
- Know what they need help with and *ask for it!*

CAIRHE Investigator Mentoring



Individual Development Plan (sample content)

SHORT-TERM "SMART" Goals

Identify 3 SMART research career goals for the next 6-12 months (SMART goals are Specific, Measurable, Achievable, Relevant, and Time-Based). List by Goal, Strategies, and Timeline.

1. Goal: I will
Strategies:
Timeline:

2. Goal: I will
Strategies:
Timeline:

3. Goal: I will
Strategies:
Timeline:

Identify team members who will help you meet your short-term goals (e.g., CAIRHE mentor, external mentor(s), colleagues, staff):

What additional resources would help you meet your goals? (e.g., students, post-doc, statistical consulting, budget planning or spending guidance, course buyouts, etc.)

Please list "action items" for both mentor and junior investigator following the initial preparation of this plan. Update regularly:

SELF-ASSESSMENT

Consider discipline-specific conceptual knowledge, professional/research skills, communication, professionalism, leadership and management, teaching, etc.

Areas in which I am confident (e.g., research design, time management, writing, etc.):

Areas in which I am challenged (e.g., delegation, managing RAs, budgets, spending, etc.):

What are your long-term research career goals? (> 5 years)

What are your medium-term research career goals (next 5 years)?



CAIRHE Mentoring Survey (sample questions)

3. Do you and your mentor maintain a written mentoring plan?

- Yes
 No

4. On average, who initiates the contact when you interact?

- Me
 My mentor

5. Please indicate the average frequency of contact in the past 6 months, by mode of interaction:

	Weekly	Monthly	Less Than Monthly	Never
E-mail:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telephone:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In person:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. What topics have you discussed with your mentor in the past 6 months?

- Methodology
 Data Analysis
 Data Interpretation
 Abstract/Paper/Presentation
 Career Development
 Setting Goals
 Other: _____

7. Please describe any other ways in which your mentor may have supported you during this period.

Your answer _____

8. What has been the most important outcome of your mentoring relationship to date?

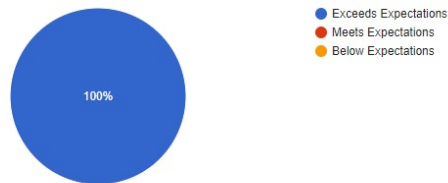
Your answer _____

CAIRHE Mentoring Survey Results

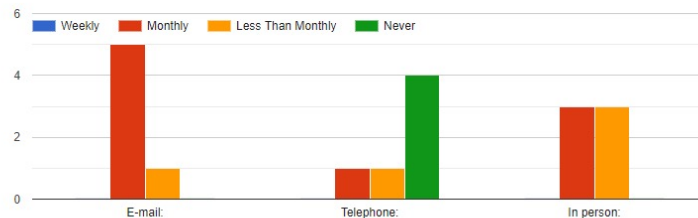
Center Support

1. How would you rate the support you've received from CAIRHE as a whole (not just your mentor) in the past 6 months for your research and career development?

6 responses

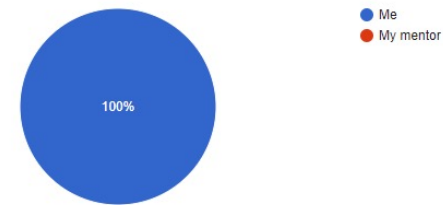


5. Please indicate the average frequency of contact in the past 6 months, by mode of interaction:



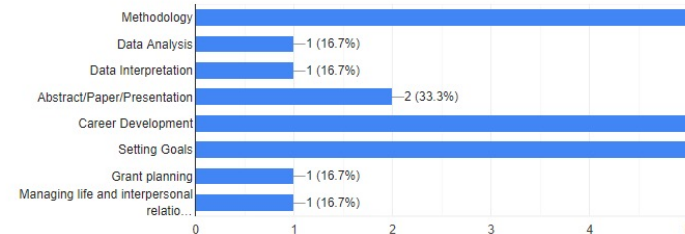
4. On average, who initiates the contact when you interact?

6 responses



6. What topics have you discussed with your mentor in the past 6 months?

6 responses



CAIRHE Mentoring Survey Results (cont'd)

- “[My mentor] is extremely easy to approach with questions and always seems willing to offer her thoughts. She seems to genuinely have my success in mind and has taken an interest in supporting me to achieve it. I also really value the advice she offers.”
- “Our discussions have helped me to visualize the path forward for my rural health equity research line, including opportunities to pursue future funding.”
- “She is an incredible mentor and has connected me with a new collaborator and helped me think through my ideas, plans and results. It's been outstanding.”
- “[My mentor] is reliable and is always there for me if I need advice. She is well-connected at MSU and understands the system. She provides good career development advice. Regarding areas for improvement, her research is vastly different than mine, so she isn't able to provide guidance regarding my study design and methods. But I am able to get that input from other mentors.”

#3: Help mentees to say NO more often (and gracefully)

- “No Button”: **Ask, *Why would this be helpful to their mission?***
- Use mentors as advocates
- Don’t use service as an excuse to NOT progress, and make sure that their director/boss/dean knows this!
- Especially relevant if they are the only ...

#4: Time Management

- ***Ask, What is most difficult about time management this year?***
- Sunday planning
- Color coding schedule
- 30 minutes of writing per day in the schedule
- Giving them permission to daydream, exercise, etc.
- Always have a sane person with kids on the mentor team



#5: Build a solid research team

Ask, *Who is on your research team?*

- What struggles are you having with your team?
- Get folks who complement their expertise. Know your own strengths and weaknesses, then *hire the opposite*
- Make sure everyone is invested in the mission/vision as a team
- Pay them well and get out of their way
- If you aren't good at the collaborative stuff, make sure someone is!
- Be careful whom you add, and consult others before adding them
- Listen to your gut
- These folks are GOLD, so treat them well!



#6: Get great leadership training

Ask, What types of training would be most helpful this year, and how can we help you get it?

- National Center for Faculty Development & Diversity
 - www.facultydiversity.org
- AAMC
 - <https://www.aamc.org/professional-development/leadership-development/minfac>
 - <https://www.aamc.org/professional-development/leadership-development/seminar-women-faculty-medicine-and-science>
- Institute for Zen Leadership <http://institutezenleadership.org/>
- Zen Leadership HEAL Series - <https://zenleader.global/programs/heal-series/>
- Health Equity Leadership Institute (HELI) <https://uwheli.com/>
- National Research Mentoring Network <https://nrmnet.net>,
<https://nrmnet.net/mentorship-training-programs/>

#7: Do research that you are invested in; Don't just chase the money

Ask, Is this grant in line with my mission/vision?

- Junior faculty often feel pressure to get grants—ANY grant, even if not in their area of expertise or passion
- Help with choosing opportunities wisely
- Help with collaborations, using data from large studies to write papers, get preliminary data, etc.
- Work with established community teams in CBPR



#8: Make friends with funders

Ask, How can I help you find funding opportunities and talk to program officers?

- Help them talk to POs and visit them in DC!
- Find them at conferences
- Keep calling and emailing
- Have them read Specific Aims
- Don't give up! THEY WANT TO HELP YOU
- Don't forget to look into local foundations
 - e.g., BC/BS conversion foundations

#9: Facing Fear and Finding Joy

- Tormentor legacy
- Impostor syndrome
- Seize interesting opportunities
- Do things that bring them joy



#10: Celebrate small and large successes



Mentee Success Stories

- Vernon Grant
- Monica Skewes
- Ryan Berns



Supporting your Mentoring Journey

- Remember your great mentors and tormentors
- Get leadership and mentor training
- Listen to your own advice
- Step back if things aren't going well and ask *why*—seek out help from others
- Create a culture of team mentoring
- Have mentees actively set up meetings and advocate for themselves
- Create a system for mentoring-meeting schedule and plan
- Save examples of LOS, specific aims, grants, abstracts, budgets, etc., for all levels of mentees
- You are responsible for mentoring, NOT chasing down your mentees!
- Be mindful of opportunities you can say NO to that may really help your mentees

Being a Mentor

- Is a privilege
- Extends your impact
- Can make or break a career
- Is fun and fulfilling
- Makes a big difference!





THANK YOU! QUESTIONS?
**Center for American Indian and
Rural Health Equity (CAIRHE)**

www.montana.edu/cairhe

Feedback Survey

A link to the feedback survey has been sent to the email address you used to register.

Please get out your device, find that email, and spend a few moments completing that survey before you leave today.

Tip: If on a mobile device, shift view to landscape view (sideways) for better user experience.