

Faculty mentoring policy for the Department of Microbiology and Immunology

Summary: Fostering the career development of faculty members is of paramount importance to the mission of the Department. In addition to continual informal interactions, each assistant and associate professor will meet annually with their personalized mentoring committee, and with the Head, to discuss career development. The members of the mentoring committee will be appointed by the Head, in consultation with the faculty member (mentee), and can be changed, in order to provide the faculty member with the most relevant advice. Importantly, the collegial atmosphere of the Department actively promotes and encourages unofficial mentoring from a broad range of senior colleagues.

The following principles guide the mentoring policy:

1. All assistant and associate professors will have a formal mentoring committee consisting of 2-3 senior faculty members. The Department Head will also provide independent advice. Upon request, newly recruited or existing full professors, can be assigned a formal mentoring committee.
2. The mentee will meet annually (or upon request, more frequently) with their mentoring committee. The mentee will also meet annually with the Department Head. The mentee may arrange informal meetings with mentoring committee members or with the Head at any time.
3. The mentoring committee will be established upon the arrival of the mentee at UBC. Committee members will be appointed by the Head, after consultation with the mentee. Committee members can be changed in order to provide the mentee with the most relevant advice. Mentors suggested by the Head must be approved by the mentee and the mentee can request a change in the membership of their committee at any time. It is hoped that mentoring committee members will provide a continuity of support and advice. However, they may ask to be replaced on the committee upon consulting with the Head.
4. In the annual meeting between the Head and the faculty member, the Head will assess the mentee's satisfaction with their mentoring committee, assess if the committee is working effectively, and determine if a change in the mentoring committee is advisable.
5. Both mentors and mentees should consult the Faculty of Science web page on mentoring (<http://www.science.ubc.ca/faculty/mentoring>) for suggestions on topics for discussion, as well as relevant resources to assist new faculty in their transition to UBC.
6. The mentoring committee, and the Head, can provide the mentee with advice on subjects that include:
 - Applying for research funding, designing grant proposals, grant management
 - Hiring staff, recruiting and supervising graduate students and post-doctoral fellows, lab management
 - Research networking opportunities
 - Responding to reviews of manuscripts and grant applications
 - Departmental activities and resources
 - Teaching assignments, development of a teaching philosophy, resources for course development and for improving teaching skills
 - Expected workloads with respect to teaching, service, and student supervision
 - Progress towards tenure and promotion (i.e. developing demonstrated excellence in research, teaching, and service as well as national/international recognition)
 - Preparation of CV and annual activity reports
 - Award eligibility

Tenure and promotion processes (because they are updated periodically, details related to the timelines and specific steps in these processes will be provided to the mentee by the Head or the Operations Manager)

7. As necessary, the mentoring committee or the Head may refer the mentee to an expert to provide specific advice on a particular subject. The mentee should also be mindful that a mentoring committee member's advice on some of the subjects listed above is often an opinion and not official UBC policy. The mentee is encouraged to seek input from as many relevant sources as possible and for policy matters to consult with the Head, the Operations Manager, or Faculty Relations. In addition both the Faculty Relations and Faculty of Science web sites have official policy documents such as the current Guide to Promotion and Tenure.

8. The Head and mentoring committee may coordinate on formal mentoring activities. The mentoring committee will provide the Head with a written summary of their annual meeting with the mentee (the mentee will also receive a copy of this summary). This document will form a basis for discussions between the Head and the mentee at their annual meeting. Conversely, the Head may approach the chair of the mentoring committee and ask them to provide the mentee with additional advice on specific issues.

9. **Confidentiality:** The content of discussions between the Head and the mentee or the mentoring committee and the mentee, as well as discussions between the Head and the mentoring committee that relate to the mentee, should not be revealed to other parties, without agreement by the mentee. Matters of particular sensitivity should be discussed in individual private conversations with the Head, a member of the mentoring committee, relevant colleagues, or Faculty Relations.

10. Mentees are also encouraged to seek advice relating to research, grant applications, teaching and career advice, etc., as needed, from other faculty members and to participate in relevant workshops offered by TAG or the Faculty of Science.

11. For formal reviews associated with (a) year 3 reappointment, (b) the application for tenure and promotion to associate professor, and (c) the application for promotion to full professor, the mentoring committee, along with one additional Microbiology and Immunology faculty member, will serve as the evaluation committee. The additional committee member will be appointed by the Head, following consultation with the mentee and will function as the chair of the review committee. For mentees with appointments in more than one department, the review committee will consist of members from both departments.

12. Membership on a mentoring committee or reappointment/promotion committee is expected to be a normal part of a faculty member's Departmental service and should be recognized as an important contribution to the mission of the Department, which emphasizes building a collegial atmosphere. Mentors are encouraged to list membership on faculty mentoring committees in their annual update reports for Merit/PSA consideration.

Detailed description of mentoring activities:

A. Mentoring for newly appointed faculty members

1. The commitment to assign a faculty mentor, and eventually a mentoring committee, will be explicitly stated in the job offer.
2. Upon acceptance of a job offer from the Department, the chair of the search committee (or another faculty member designated by the Head) will be appointed as a mentor for the new faculty member. Consultations with the new faculty member will guide the selection of this initial mentor.
3. The faculty mentor, along with the Head, the Department Operations Manager, and the UBC Work Life Relocation Office, will assist the new faculty member with issues related to relocation to Vancouver and establishing their laboratory.

B. Mentoring during the first appointment (years 1-3)

1. Upon their arrival at UBC, a formal mentoring committee consisting of two (three, upon request by the mentee) faculty members will be appointed for the new faculty member. The members of the committee will be determined by discussions between the Head and the new faculty member.

2. In addition to informal interactions, the mentoring committee will meet as a group with the faculty member at least once per year to discuss their progress, address any concerns, and provide advice. Discussions can focus on (a) obtaining external funding, recruitment and mentoring of trainees, and supervision of lab personnel, and progress towards the submission of independent publications based on work performed at UBC, (b) issues related to teaching including the development of a teaching philosophy, and the use of innovative teaching approaches, (c) developing appropriate service contributions, and (d) establishing national/international recognition as an independent researcher. The yearly update (see appendix 1) and complete UBC CV provided by the faculty member as part of the annual merit/PSA process will be provided to the mentoring committee so that they can assess the faculty member's progress and provide guidance in the areas indicated above.

The chair of the mentoring committee will provide the faculty member with a written summary of the meeting discussion and any recommendations made during the meeting. Both the faculty member and the committee chair will sign this document, indicating that it represents an accurate summary of the meeting. A copy of the summary will be provided to the Head and to the Operations Manager to place in the faculty member's file.

3. The Head will meet with the faculty member on an annual basis to discuss similar topics as in item B2 above and will review the mentoring committee's summary with the faculty member. The Head will also explicitly discuss how he/she can help foster the development of the faculty member's career, using the "Discussion Framework" document (appendix 2) as a starting point.

4. In year 2, the mentoring committee, along with one additional M&I faculty member, will serve as the evaluation committee for the faculty member's first reappointment. The additional member will be appointed by the Head and will usually serve as chair of the review committee. Committee members will attend lectures by the faculty member and write peer evaluation summaries. After reviewing the faculty member's CV and meeting with the faculty member, the reappointment evaluation committee will provide a written letter to the Head with a recommendation regarding reappointment.

This is a critical time at which potential problems should be identified and advice for addressing those problems provided. The mentee must receive a clear, frank, and realistic appraisal of their progress.

C. Mentoring leading up to promotion and tenure (typically years 4-6)

1. In addition to informal interactions, the mentoring committee will meet as a group with the faculty member at least once per year (more frequently upon request by the mentee) to discuss their progress, address any concerns, and provide advice. Discussions will focus on (a) developing an excellent record of external funding, trainee mentoring, and publications based on work performed at UBC, (b) establishing teaching excellence, further development of a teaching philosophy, and the use of innovative teaching approaches, (c) involvement in appropriate service and leadership activities, and (d) establishing national/international recognition as an independent researcher. The yearly update (see appendix 1) and complete UBC CV provided by the faculty member as part of the annual merit/PSA process will be provided to the mentoring committee so that they can assess the faculty member's progress and provide guidance in the areas indicated above.

The mentoring committee will also discuss with the mentee, and advise the Head, as to when the promotion and tenure process should be initiated.

The chair of the mentoring committee will provide the faculty member with a written summary of the meeting discussion and any recommendations made during the meeting. Both the faculty member and the committee chair will sign this document, indicating that it represents an accurate summary of the meeting. A copy of the summary will be provided to the Head and to the Operations Manager, who will place it in the faculty member's file.

2. The Head will meet with the faculty member on an annual basis to discuss similar topics as in item C1 above and will review the mentoring committee's summary with the faculty member. The Head will also explicitly discuss how he/she can help foster the development of the faculty member's career, using the "Discussion Framework" document (appendix 2) as a starting point.

3. The Head will provide the faculty member with the UBC Guide to Tenure and Promotion. Prior to Year 6, the Head will discuss with the faculty member whether or not they wish to initiate the promotion and tenure process. Prior to a final decision by the faculty member, the Head will ensure that the faculty member has met with their mentoring committee to receive advice, and will also recommend that the faculty member meet with the Department's DACOPAT representative. After consulting with their mentoring committee, the DACOPAT representative, and the Department Head, the faculty member will sign a letter (see appendix 3) indicating whether or not they wish to initiate the promotion and tenure process.

D. Mentoring through the promotion and tenure process

1. When the promotion and tenure process is initiated, the Head will provide the Faculty member and the promotion and tenure committee with a document describing the steps in the promotion and tenure process (appendix 4). This document indicates when the faculty member must submit materials required for the tenure dossier.
2. The mentoring committee, along with one additional M&I faculty member, will serve as the promotion and tenure committee. The additional member will be appointed by the Head and will usually serve as chair of the review committee. Committee members will guide the faculty member through the tenure process, in particular providing advice for presentation of the CV and assembly of the tenure dossier.
3. Committee members will attend lectures by the faculty member and write peer evaluation summaries. The committee will review the faculty member's CV, read their publications, and solicit letters from external referees. After reviewing this material, the evaluation committee will provide a written letter to the Head with a recommendation regarding promotion and tenure.

E. Mentoring for associate professors

1. In addition to informal interactions, the mentoring committee will meet as a group with the faculty member at least once per year to discuss their progress, address any concerns, and provide advice. Discussions will focus on establishing the credentials required for promotion to full professor, in particular (a) an excellent record of obtaining external funding and training graduate students and post-doctoral fellows, (b) a strong and consistent record of excellent publications in respected and highly-visible journals, (c) teaching excellence and evidence of leadership commitments related to teaching (e.g. developing new courses or teaching approaches, (d) leadership activities at the national/international level, and (e) national/international recognition as a significant contributor to their field. The yearly update (see appendix 1) and complete UBC CV provided by the faculty member as part of the annual merit/PSA process will be provided to the mentoring committee so that they can assess the faculty member's progress and provide guidance in each of the areas indicated above. In general, the members of this committee will all be full professors.

The chair of the mentoring committee will provide the faculty member with a written summary of the meeting discussion and any recommendations made during the meeting. Both the faculty member and the committee chair will sign this document, indicating that it represents an accurate summary of the meeting. A copy of the summary will be provided to the Head and to the Operations Manager (to place in the faculty member's file).

2. The Head will meet with the faculty member on an annual basis to discuss similar topics as in item E1 above and will review the mentoring committee's summary with the faculty member. The Head will also explicitly discuss how he/she can help foster the development of the faculty member's career, using the "Discussion Framework" document (appendix 2) as a starting point.

3. The Head will ensure that the faculty member has the current UBC Guide to Tenure and Promotion.

Upon the faculty member's first opportunity to apply for promotion to full professor (and annually thereafter if the faculty member declines to initiate the promotion process), the Head will discuss with the faculty member whether or not they wish to initiate the promotion process. Prior to a final decision by the faculty member, the Head will ensure that the faculty member has met with their mentoring committee to receive advice and will also recommend that the faculty member meet with the Department's DACOPAT representative. After consulting with their mentoring committee, the DACOPAT representative, and the Department Head, the faculty member will sign a letter (see appendix 3) indicating whether or not they wish to initiate the promotion process.

4. The mentoring committee, along with one additional M&I faculty member will serve as the promotion committee. The additional member will be appointed by the Head and will usually serve as chair of the review committee. Committee members will attend lectures by the faculty member and write peer evaluation summaries. The committee will review the faculty member's CV, read their publications, and solicit letters from

external referees. After reviewing this material, the evaluation committee will provide a written letter to the Head with a recommendation regarding promotion.

F. Mentoring for full professors

1. At the faculty member's request, the mentoring committee will remain in place and the faculty member may meet with the members either individually or as a group as they see fit.
2. The Head will meet with the faculty member on an annual basis to discuss their progress, address any concerns, and provide advice. The Head will also explicitly discuss how he/she can promote the further development of the faculty member's career, using the "Discussion Framework" document (appendix 2) as a starting point.

Appendix 1: Annual merit/PSA info form for research faculty

(To be provided in addition to a complete, updated UBC CV)

Part I (limited to 2 pages):

A. Research for the period from April 20xx-March 20xx

1. Grant funding held or obtained. Indicate the granting agency, title of the grant, the annual amount, and whether you are the principal investigator or a co-applicant.
2. Research articles published or accepted
3. Review articles and other scholarly contributions
4. Selected invited lectures

B. Teaching for the period from April 20xx-March 20xx

1. Courses taught—for each course, indicate the number of contact hours (i.e. time you personally lectured) and the number of students in the course.
 2. Leadership/administrative roles (e.g. course coordinator)
 3. Summary of extra efforts related to teaching including development or implementation of innovative teaching methods, course revision, preparation of new resources for student learning
- The Head will also take into consideration summaries of student teaching evaluations.

C. Service for the period from April 20xx-March 20xx

1. Department
 - a) Number of thesis committees, PhD and MSc defenses, comprehensive exams
 - b) Membership on Departmental committees (describe roles, activities)
2. UBC
 - a) Activities related to coordinating team grants, training grants, equipment grants
 - b) Leadership roles in research teams
 - c) Membership on LSI and UBC committees (describe roles, activities)
3. External
 - a) Grant panels, editorial boards, advisory panels, national committees, reviewing of grants and manuscripts, etc.
 - b) Conference organization, leadership roles in scholarly organizations
4. Outreach activities and other contributions
5. Other activities

D. Awards and other forms of recognition

Part II (Free-form, limited to 1 page)

A. Additional details about your most significant contributions

1. Expand upon items listed in Part I

B. Collegiality

1. Please describe how you contribute to the coherence of the Department and advancement of its members by taking leadership roles, catalyzing the exchange of ideas and expertise, mentoring, etc.

Appendix 2: Career development discussions with the Department Head

Goals: To have faculty members articulate their goals, priorities, and challenges and discuss (a) how these fit with Departmental goals and (b) how the Department can help the faculty member achieve these goals and meet challenges. Possible teaching assignments for the next several years will also be discussed. The meeting will afford opportunities for the recognition of contributions as well as a discussion of approaches and resources available to achieve goals and deal with concerns. Expected duration of the discussion is 1 hour.

Scope: All research and teaching faculty to meet annually with the Head.

Discussion Framework for Individual Meetings with the Head

1. What do you consider your most important personal accomplishments over the last academic year?
2. In what ways do you see your work supporting the vision or mission of the Department and the University?
3. How do you feel about your current teaching assignments? How would you like to see your teaching assignments change or evolve over the next several years?
4. How do you feel about your current departmental committee responsibilities and leadership roles? How would you like to see your committee responsibilities and leadership roles change or evolve over the next several years?
5. What do you consider your three key goals/priorities over the next year?
6. What do you consider to be your three key challenges over the next year? Are there other concerns that you have?
7. What additional support could the Head or the Department provide you that would enable you to achieve your goals or allay your concerns?
8. Are there awards or other forms of recognition that you feel you should be nominated for?
9. If applicable: Are you satisfied with your mentoring committee? Are you receiving sufficient advice?
10. Are there other things you would like to discuss?

Department of Microbiology and Immunology

Appendix 3: Request for periodic review (sample letter)

Date:

Name:

Rank:

Dear _____,

I am pleased to inform you that you are entitled to a periodic review of your record during the next year (July 1-June 30) under Article 9 of the *Agreement on Conditions of Appointment for Faculty*.

If you do not wish to be reviewed at this time, please indicate so at the bottom of this letter and return it to me by [Date]. Please note that the University reserves the right to review your record at any time for the purpose of promotion under Article 9.03. A periodic review of your record will be made at your written request in any subsequent year before the next periodic review due under Article 9.01 (a) or (b).

If you wish to be reviewed for promotion, please provide a list of at least four possible arm's length referees from which at least two referees will be asked to provide a letter of assessment of your work. Please do not contact any potential referees about this process. I will arrange for us to meet soon to discuss the review and the relevant documentation you will need to provide. Please note that it is your responsibility to ensure that your CV is up-to-date. This documentation must be provided to me no later than September 10, [year].

Yours sincerely,

Michael R. Gold, Ph.D.

Professor and Head

Department of Microbiology and Immunology
Appendix 3: Request for periodic review (sample letter)

Date:

Name:

Rank:

Dear _____,

I wish to be reviewed for promotion during the coming academic year, beginning the upcoming September, in accordance with Article 9 of the *Agreement on Conditions of Appointment for Faculty?* (Please circle the appropriate box)

Yes No

Signature: _____

If yes, please complete the following:

I wish a letter of appraisal to be obtained from at least two of the following external referees (name at least four). I understand that I am not to discuss with these individuals the possibility that they may be asked to write a letter of appraisal for me.

a) _____

(Name, please print)

(Contact Information)

b) _____

c) _____

d) _____

Appendix 4: Important dates for the promotion and tenure process

1. First week of September: Candidate to provide committee with list of potential external reviewers
2. Second week of September: Committee to finalize the two prioritized lists of external reviewers (list suggested by Candidate, list suggested by committee)
3. Middle to end of September: Candidate to provide final version of CV to committee and Department Head.
 - CV can be updated throughout the promotion and tenure process, but only to provide new information such as papers submitted or accepted, grants funded.
4. End of September: CV packages sent to external reviewers. Candidate to provide Head's assistant with 8 complete packages (6 for external reviewers, one for Department, one for the Head) that contain (a) CV, (b) list of appended papers (full citations), and (c) sample publications.
5. Early to middle October: Candidate to provide his/her parts of the teaching portfolio: (a) 1 page summary of teaching philosophy, (b) summary of teaching accomplishments for each class taught, (c) list of graduate students supervised.
6. Early September until middle of October: Committee to sit in on candidate's lectures and provide peer reviews. (If the candidate teaches in term 2, this must be done during the previous winter term).
7. Early September until middle of October: Candidate to present a research seminar to the Department.
8. Middle to end of October: Tenure committee to submit recommendation letter to Head.
9. End of October: Head's assistant to assemble dossier for review by tenured faculty, which includes (a) the complete CV, (b) sample publications, (c) the teaching dossier, and (d) the promotion and tenure committee's recommendation letter.