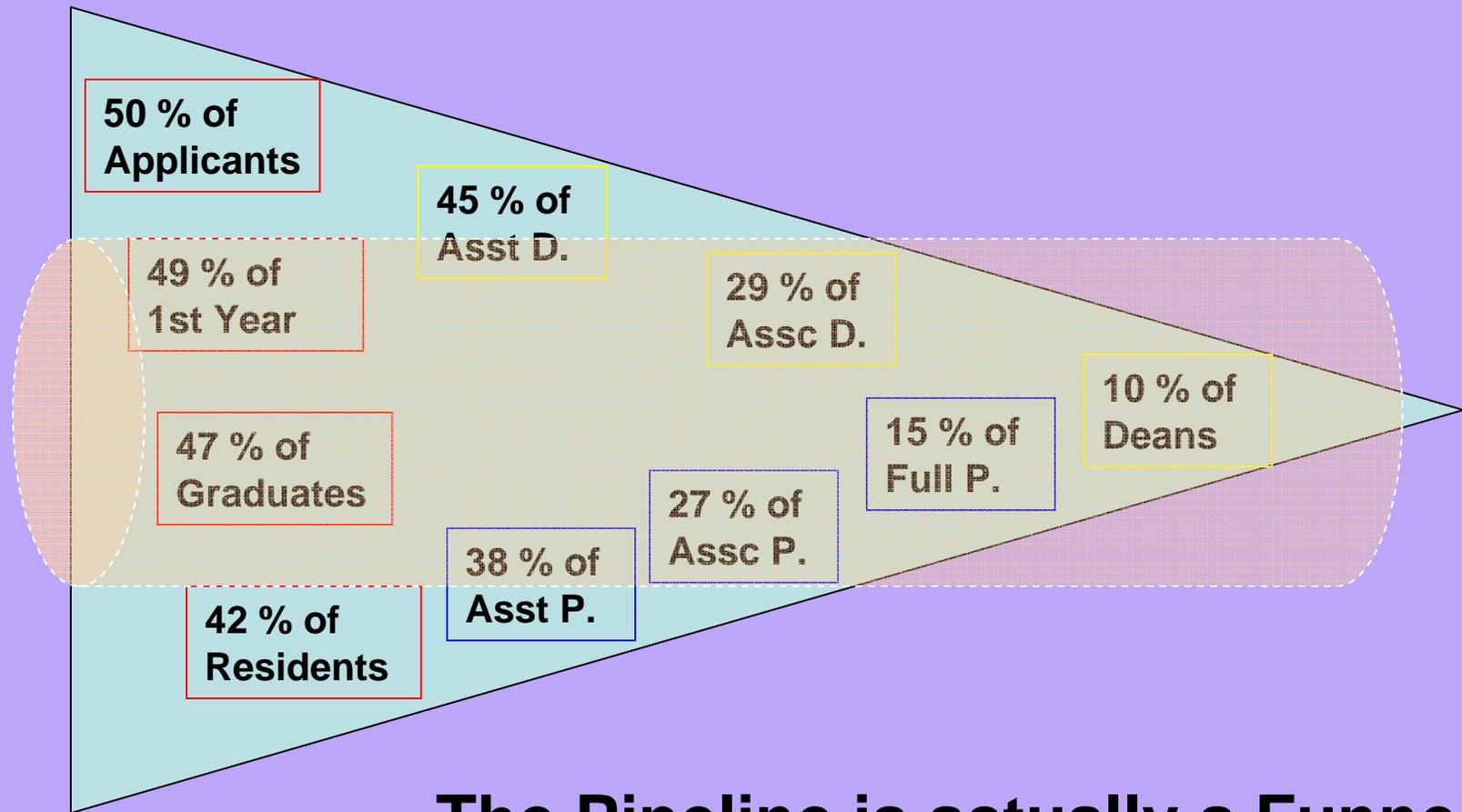




**Determining Gaps in Mentoring Programs and
Developing Novel Models for Successful Mentoring**



Women in Academic Medicine



The Pipeline is actually a Funnel



Developing an Institutional Culture of Mentoring at Stanford

School of Medicine
Office of Diversity and Leadership

Search
Committees

Primary assigned
mentors

Developmental
Workshops

Leadership
Programs

Pilot Pediatric Mentoring Program

- Stable of Mentors
- Mentor/mentee training
- Accountability
- Compensation

Department

Medicine
Program

Surgery
Academy



Questions Addressed

- 1. Assessing mentoring gaps and faculty needs**
- 2. Strategies for establishing an institutional culture of mentoring and accountability**
- 3. Practicalities of designing a new mentoring program: goals/objectives, success metrics & ROI**
- 4. Identify, train, compensate mentors,– Essential expertise areas: Academic; Research; clinical/teaching; life-work balance; women and underrepresented**
- 5. Peer, small group and informal mentoring/network**



Recommendations

Approaches for Experiment

- **Accountability**
 - NIH to work with professional associations to define policies.
 - Call for multiple sets of best practices
 - Institutional/NIH and A&P reward system for mentoring
 - Mentoring is expected, with defined metrics, for appointments and promotion.
- **Funding for research on mentoring**
 - Methods to identify gaps
 - Seed grants for small mentoring programs
 - Novel mentoring programs
 - Comparative studies of mentoring models
- **Facilitated peer group/informal mentoring**
 - Research to evaluate



Recommendations

Approaches for Experiment

- Funding for mentoring
 - Institutional funding
 - All training grants to have a funded mentoring component
- Success metrics—define and research
 - Comparative studies
 - Cost of mentoring and not mentoring ROI