

New Investigator Mentorship Program

Approved by:	CEO and Scientific Director	Date Approved:	May 2015
Owner:	Resource Manager	Supersedes:	2014
Section:	3.7	Next Scheduled Review:	2018

I Scope

This policy affects all Members of the Institute, but is targeted at New Investigators (the focus of this policy), established Members (who are potential mentors), and Members who are eligible to serve on the internal review committee (based on having received funding from the Institute in the past).

II Definitions

Mentorship Committee

The Mentorship Committee is comprised of at least four established Members of the Institute who are independent researchers and/or educators, with representation from the Human Resource Sub-Committee of the Board of Directors as well as from the Administrative Office. The Mentorship Committee is responsible for the development and implementation of the New Investigator Mentorship Program and operates according to the Committee's Terms of Reference (Appendix).

New Investigator

New Investigators are recently appointed Members (Policy Manual 2.1) within the first six years of their academic appointment, with departmental approval protecting a minimum of 50% of their time for research.

Established Member

An established Member of the Institute has an independent externally funded research program. They will have demonstrated success in securing external funding, experience in mentoring trainees, experience in collaborative and network research activities, and a sustained publication record in areas related to child health.

Mentor / Mentee relationship

The mentor / mentee relationship is the positive mentoring relationship between a New Investigator, and an established independent researcher. Mentorship describes a personal, one-on-one, relationship between an experienced scientist (the mentor) and a scientist-in-the-making (the mentee)¹.

III Rationale

The Canadian Child Health Clinician Scientist Program (CCHCSP) Handbook states that success as an independent researcher requires early *experience* in various dimensions of the scientific process, *training* at a top academic centre, and a relationship with a good *mentor* who facilitates progress. Of these three pillars of success, mentorship is probably the most important for scientists who engage in their first academic appointment¹. This policy is intended to structure the mentorship New Investigators will receive at the Institute, resulting in closer collaboration between Member scientists at different career stages, and the prospect of a more successful start for New Investigators.

IV Policy Statement

1. The Mentorship Program applies to Members who are New Investigators within six years of their academic appointment at a Manitoba university, and normally with departmental approval protecting a minimum of 50% of their time for research, at the discretion of the CEO and Scientific Director.
2. Where there is a conflict between the provisions of this policy and the collective agreement or policies of the employer of the Member, the collective agreement or policy of the employer shall govern. Members, including New Investigators, are responsible for being aware of and in compliance with standards of their specific professional organizations and employing universities.
3. While the Mentorship Program exists to support and encourage New Investigators, Members of the Institute bear sole responsibility for the advancement of their careers and the outcome of any application for funding, promotion or tenure.
4. Participation by New Investigators in the Mentorship program is expected, unless the New Investigator shows proof of early career success in grant writing and productivity and/or sufficient support from their employer or other resources to support them in the early stages of their career (i.e. participation in CCHCSP).
5. The New Investigator Mentorship Program is developed and executed by the Mentorship Committee, chaired by a member of the Institute's Administrative Office. The Committee reports to the CEO and Scientific Director. Committee Members serve a term of three years. The Committee has the mandate to involve mid- and senior career Members in coaching New Investigators (see the Committee's Terms of Reference, Appendix 1). Mentorship programs for other groups (e.g., trainees) will be considered by the Committee and the Institute's Management Team following effective implementation of the New Investigator Mentorship Program.
6. New Investigators will be expected to identify a) a scientific mentor and b) a career mentor. This can be one, but preferably two, individuals. The Mentorship Committee will help identify potential mentors if the New Investigator is unfamiliar with the senior members of the Institute/University.
7. Established independent researchers within the Institute are expected to be available to mentor New Investigators. Past or current awardees of CHRIM Operating Grants are required to fulfill the role of scientific mentors.
8. Mentor and mentee should adopt the CCHCSP model¹ as a guide in the relationship and meet regularly. Annual reports to the CEO and Scientific Director are required.
9. The Mentorship Committee will arrange for an Internal Review Committee to provide New Investigators with at least 2 internal reviews of grant applications prior to submission for the submission of CHRIM or Research Manitoba Operating Grants. Proposals for funding from other agencies other than CIHR (for which internal review is offered by the University of Manitoba) will also be accepted for internal review. If the New Investigator intends to apply for both Research Manitoba and CHRIM Operating Grants with different proposals, only one application will be reviewed at a time. A library of successful grant applications by Members will also be maintained, with the permission of the applicants.
10. New Investigators will be provided with a series of resources available on the website (www.chrim.ca) that will provide helpful information in establishing an independent research program. These resources are listed in Appendix 3.

11. The Mentorship Program for New Investigators will be structured around four approaches or pillars, as illustrated in Figure 1.

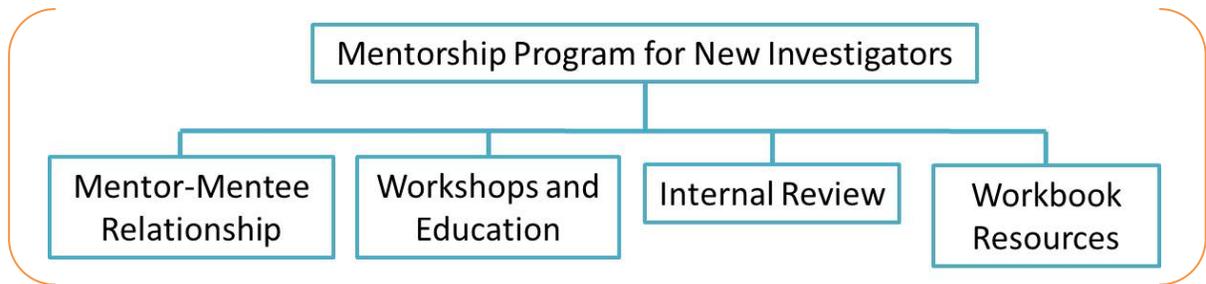


Figure 1. The Four Pillars of the Mentorship Program

V Procedures

1. Members of the Mentorship Committee will fulfill an active role in the implementation and execution of the Mentorship Program. The Committee will operate in accordance with its Terms of Reference (see Appendix), which are approved by the CEO and Scientific Director.
2. In addition to the actions listed in the Onboarding Checklist (Policy Manual 3.5), New Investigators are required to schedule an introductory meeting with the CEO and Scientific Director and a member of the Mentorship Committee within six months of the start of their appointment.
3. Following the introductory meeting, New Investigators should approach a potential scientific mentor and an academic/clinical career mentor as soon as possible. New Investigators are not limited to Members of the Institute or Faculty at the University of Manitoba (U of M) in their choice. In addition, the Mentorship Committee may identify a potential mentor that the New Investigator has not met and arrange a meeting for them. Publications in the digital workbook that is made available to New Investigators (Appendix) will give guidance to initiating and building the mentor/mentee relationship.
4. Once the Mentor has agreed to the role, the CEO and Scientific Director, on behalf of the Mentorship Committee, will send a letter of thanks and explain the Institute's expectations of the relationship. Mentor information should be provided to the Chair of the Mentorship Committee and will be recorded by the Administrative Office.
5. It is expected that mentor and mentee will meet monthly, in a formal or informal setting. Mentor and mentee should report their aims and successes to the CEO and Scientific Director on an annual basis. The goals of the annual review are to establish mutual goals, and make a plan for new directions in a formative, supporting manner.
6. Mentor and mentee should attend an annual meeting organized by the Mentorship Committee for all mentors and mentees involved in the Mentorship Program to review progress, share the experience and present their work.
7. The CCHCSP liaison, as a Committee member, will make connections, provide knowledge to mentors and committee members and ensure that no overlap exists between the two programs. CCHCSP will be used as a basis for establishing monthly meetings for continuing education and professional development, which mentees are encouraged to attend.
8. As the program develops, the New Investigator Educational Agenda will be planned well in advance, will regularly invite (local) guest speakers to build the Investigator's network, and will consist of at least

25% interactive time in each meeting. The content of the Program will be balanced and applicable to basic and clinical science, exploring a range of topics within the following four fields:

- Ethics and Integrity (e.g., Research Ethics, Research Safety, children in research)
 - Toolkit development (e.g. regulatory standards, commercialization, researcher finance, Office of Research Services)
 - Personal and Team Management (e.g., time management, mentorship, LEAN principles (CHI), and management skills)
 - Communication (e.g., Grant writing, knowledge translation (CHI), career advancement and building an academic dossier)
9. Research proposals (as outlined in section IV-9 above) should be submitted to the Mentorship Committee, *six weeks before the respective submission deadlines*, for an internal review to be arranged prior to final submission of the grant. Early submission for internal review will provide the New Investigator with (a) a thorough review of their grant; (b) sufficient time to meet with the reviewer to discuss revisions and (c) sufficient time to revise the grant prior to the deadline. The Committee generally promotes the early completion of a preliminary version of an application as it is associated with greater success rates. Contact information for the Committee Member coordinating the internal review can be obtained from the grants administrator at grantsadministrator@chrim.ca. Specific deadlines can be found in the Grants and Awards Guide of the applicable year. A library of successful grant applications will also be made available for reference, through the grants administrator. The process used for internal review is detailed in Appendix 2.
10. The Administrative Office will support the mentorship program by facilitating meetings, keeping records, follow-up, and by providing New Investigators with resource materials (see Appendix 3) including a checklist to track progress over the first three years as well as the library of successful grants described above. As part of the resource materials, New Investigators will also be provided with a hard copy of *Mentorship in Academic Medicine* by Straus and Sackett².

VI Responsible Office(s)

This policy is owned by the Resource Manager and maintained by the same in partnership with the Quality Management Team and the Mentorship Committee. The policy has been approved by the CEO and Scientific Director.

VII References

1. Bortolussi, R. *Handbook for clinician scientists: tools for a successful academic career*. (Canadian Child Health Clinician Scientist Program, 2011).
2. Straus, S. E. & Sackett, D. L. *Mentorship in academic medicine*. (John Wiley & Sons, 2014).

VIII Appendices

1. Mentorship Committee Terms of Reference
2. Procedures for Internal Review of Grant Submissions
3. Introduction to the Workbook for New Investigators

Appendix 1: Mentorship Committee Terms of Reference

Mandate:

The primary mandate of the Mentorship Committee (the "Committee") is the **execution** and **advocating** of the Mentorship Program at the Children's Hospital Research Institute of Manitoba (the "Institute"), through the involvement of all investigators as either mentor or mentee.

Reporting:

As an **operational** (as opposed to governing) body, the Committee is considered by the Institute to be autonomous in its function, and is accountable to the Management Team/Administrative Office, represented by the CEO and Scientific Director, the Resource Manager and the Quality Management Team.

Organization of the Committee:

- The Committee consists of at least four Members of the Institute who have held their Membership and/or their University Appointment for at least six years.
- The Committee Chair is a member of the Quality Management Team.
- The Resource Manager and the CEO and Scientific Director serve as Adjuncts to the Committee.
- Committee Members serve for a three-year term, with enough overlap so that the entire membership does not turn over at once.
- The Administrative Office provides support and resources and recognized that Mentors are the face of the program, guiding and facilitating mentor and mentee participants.

Responsibilities:

The primary responsibilities of the Committee are structured around the four pillars of the program and include the following:

- Introduction of New Investigators to the program and facilitating the establishment of the mentor-mentee relationship
- Organizing and facilitating networking and education opportunities for New Investigators (Meet and Greet, Professional Development)
- Funding Application Support in the form of organized Internal Review plus a library of successful applications
- Recognition of successful mentor/mentee relationships

Each of these tasks is assigned to a Committee Member as the "owner" of that task. In addition, Committee Members give input into the resources made available to New Investigators by the Administrative Office.

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Appendix 1 continued...

Meetings and Procedures:

- A minimum of one (1) primary Committee meeting is to be held in each quarter, a minimum of four (4) per calendar year.
- The Chair schedules the meetings (at the beginning of each year), assembles and distributes the agenda, chairs the meeting itself, and endeavors to keep each meeting to circa 60 minutes.
- The Committee meetings may be held in accordance with Robert's Rules of Order.
- A recorder of the meeting minutes is provided by the Administrative Office. The recorder types the minutes, distributes them and saves a copy to the central hard drive.
- Each topic/role is led and reported on by its owner. The evaluation and change of roles happens as needed.
- Decisions are made by a consensus of attending Committee Members. There is no quorum for this Committee, as it is more collaborative than governing. Where governing decisions are required, the Committee advises the CEO and Scientific Director, who reports to the Board of Directors.

Appendix 2: Procedures for Internal Review of Grant Submissions

- This process begins annually in October, coinciding with the release of the Grants and Awards Guide.
- Based on Letters of Intent received by the Grants Administrator, the Committee Member responsible for coordinating this effort will, with support from the Administrative Office, create an overview of submissions to be expected for review and available reviewers that are a good match with the expected content of the submission (at a minimum one Committee Member, and one content expert from within the Institute or beyond).
- A deadline (approximately 6 weeks prior to the final submission deadline set by CHRIM and/or Research Manitoba) will be communicated for submission to the coordinating Committee Member.
- Reviewers are expected to discuss the submission with the applicant, preferably in person.
- When sending out the application, the coordinating Committee Member will provide the following review guidance:

Please use the following questions to guide your evaluation of the grant:

- ✓ Does the application contain clear testable hypothesis(es)?
 - ✓ Does the background contain sufficient necessary information and is it suitably succinct?
 - ✓ Are there clearly defined Aims, completion of which will enable an appropriate test of the hypothesis?
 - ✓ Has the applicant clearly articulated that they are uniquely qualified to perform the studies outlined in the proposal? Is there a link to previous work (i.e. fellowship, early career research program)? (If applicable: do they have collaborators with sufficient expertise in areas where the applicant is not and expert?)
 - ✓ Is the study novel or more of the same?
 - ✓ Is the importance of the study clearly defined within the context of Manitoba and Child Health?
 - ✓ Does the application contain excessive (or unconventional) abbreviations and/or acronyms?
 - ✓ Has the applicant included a timeline?
 - ✓ Is the application free of mistakes and aesthetically pleasing?
 - ✓ Have they included an appropriate number of figures?
 - ✓ If this is a resubmission, have they addressed the reviewers' comments?
 - ✓ Is the applicants CV complete?
 - ✓ Is the summary page an accurate reflection of the study? Was it easy to read?
- After finalizing the review cycle, the coordinating Committee Member will send out a quick Survey to all involved, intended to collect feedback to improve the process in future years.

Appendix 3: Introduction to the Workbook for New Investigators

Introduction

As part of the New Investigator Mentorship Program, the Workbook for New Investigators is made available at www.chrim.ca. The Workbook provides tools and information for the establishment of a research program and the support available through the Institute.

List of Resources

- 1/ Introduction, table of contents, and other recommended publications
- 2/ New Investigator Mentorship Program Policy and Procedures, CHRIM, 2015
- 3/ Three Year Checklist for Establishing a Research Program, CHRIM, 2015
- 4/ Guidebook for New Principal Investigators, McInnes, CIHR, 2005
- 5/ Making the right moves, Burroughs Welcome Fund and Howard Hughes Medical Institute, 2006
- 6/ Experimental study design and grant writing in eight steps and 28 questions, Bordage, Medical Education, 2003
- 7/ How to write a Clinical Grant, Inouye, Annals of Internal Medicine, 2005
- 8/ How to get your first Grant, CHRIM CCHCSP Symposium, 2013
- 9/ How to prepare a CIHR Grant Application, CIHR Workshop, 2007
- 10/ How to write a successful CIHR Grant, CIHR Workshop
- 11/ Tips on Biomedical CIHR Grant writing, Mark, 2010
- 12/ Tips for budget, CV module and resubmission in Grant writing, Hack, CIHR presentation, 2010
- 13/ *Nature's Guide for Mentors*, 2007
- 14/ The Structure and Function of Effective Mentorship: Advice and Protection, 2012
- 15/ Mentoring Plan Worksheet, CHRIM 2015

Other recommended publications

Library of Successful Grant Applications for Reference (see Resource Manager)

At the Helm: Leading Your Laboratory by Kathy Barker (Cold Spring Harbor Laboratory Press, 2nd edition 2010)

Handbook for Clinician Scientists: Tools for a Successful Academic Career by Robert Bortolussi, Editor (CCHCSP, 2nd edition)

Mentorship in Academic Medicine by Sharon Straus and David Sackett (Wiley Blackwell, 2014)

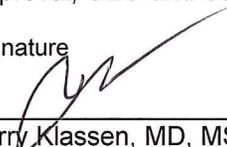


Mentorship Program for New Investigators

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Approval, CEO and Scientific Director

Signature



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Date

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