



Mentorship: From mentee to mentor

Devin L. Brown, MD, MS
University of Michigan

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I'm an adult, do I need a mentor?

- Improved job satisfaction
- Career advancement

Mentorship roles

- Teacher – write papers and grants, review manuscripts
- Sponsor – introductions
- Advisor – help refine ideas, listen, gives advice sparingly
- Agent – helps remove obstacles when needed
- Role model – observe style, priorities, interactions
- Coach – motivates, offers encouragement (*share your humiliating stories*)
- Confidante – discussions kept in confidence

Benefits to mentor

- Building a legacy
- Building a bigger network
- Leadership skills
- Personal growth
- Grow your search reach

Mentee receives

- Critical feedback
- Confidence
- Encouragement: “Success is going from failure to failure without loss of enthusiasm.”
- Safe haven to test ideas
- Sponsorship and recognition
- Colleague to celebrate successes

Finding a mentor



Bromance/womance



Research mentor(s) selection

- Proven record
 - Grants, papers, mentorship
- Successful investigator (NIH reporter: <https://reporter.nih.gov/>)
- Similar research interests
- Invested in you
- Has time to support you
- Able and willing to assist with networking
- One individual may not cover all the bases

Menteeship – an active process

- “Managing up” – mentee directs the relationship
 - plan and set the meeting agenda, ask questions, listen, complete assigned tasks, and request feedback
- Give adequate time to mentor to review/provide materials
- Be accountable
- Ask for clarity on authorship issues early

Your declaration of independence

- When in the course of human events it becomes necessary for a [mentee] to dissolve the bands which connect...to pursue [promotion], that impels them to the separation.
 - Publications without mentor
 - PI of grants
 - Talk about this with your mentor



Sponsorship

- Networking/intro to leaders in field
- Advocacy
- Visibility/recognition
- Refer opportunities to mentee
- Involvement in projects
- Facilitate nominations for awards, committees, and key positions

Mentors – how can they help?

- Access to their data – write papers, serve as prelim data for grant app
- Access to biostats support
- Point you toward resources – tools available at your institution (database software, survey software, data storage, grant writing consultation)
- Access to co-mentors
- Might have discretionary \$ or coordinator support
- Help with project design (scope*, study design)
- Manuscript prep, responses to reviewers
- Grant prep – writing, administrative paperwork, response to critiques**

*Hint: it's too big

**Hint: your changes are too small

Mentors – how can they help?

- Suggest helpful training/courses
- Leadership guidance (and suggestions for training)
- Personnel management including hiring*

*Pearl: it's awful



Put things in perspective

- Manuscript rejection*
- Poor grant score*
- Rejected application for position*

*Pearl: you are overreacting 😊

Never, ever give up??

- “Opportunity is missed by most people because it is dressed in overalls and looks like work.”
- “Every corpse on Mt. Everest was once a motivated person”

When to say no

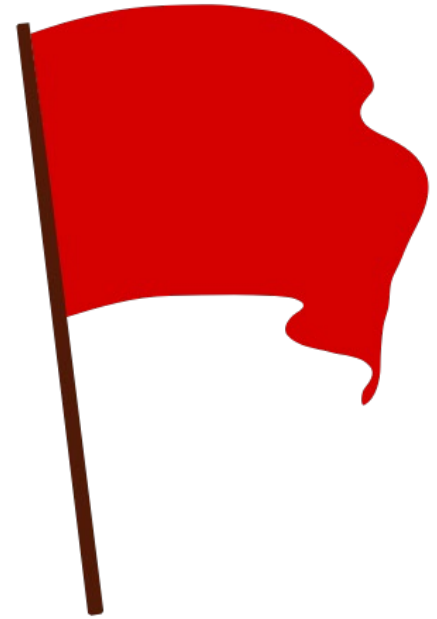
Appointments and promotion

- Tenure clock
- Track selection and criteria – tenure track, clinical track
- Institutional criteria
 - Scholarship
 - Teaching
 - Service
- Clinical track
 - Niche? Clinician -administrator, -safety/quality innovator, -research scholar
- Supporting evidence
 - Teaching evals
 - Arm's length letters
 - National reputation
- Benchmarks
- Help you evaluate this serially

Pearl: don't wait, look now so you can plan ahead and prioritize

How can mentors hurt?

Committing mentorship malpractice



- Active mentorship malpractice
 - Hijacker – label mentee’s ideas/work as their own
 - Exploiter – torpedo success by saddling with low yield activities
 - Possessor – domination of the mentee, isolate them
- Passive mentorship malpractice
 - Bottleneck – insist on signing off but delays
 - Country Clubber – avoid difficult conversations on behalf of mentee
 - World traveler – little time for mentee, lack of direction

Your research team

- Just you?
- Teams do better science



Biostats collaborators

- Involve them early, please

Mentorship teams

- A team of mentors to help one mentee

Peer mentorship

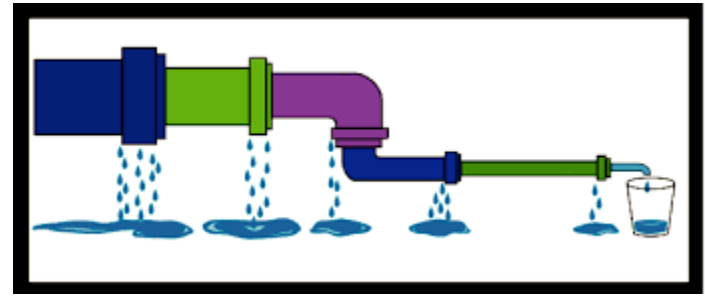
- Peer-to-peer
- Group of peers
- Similar career stage to share knowledge, experiences, strategies
- Provide mutual support, help navigate work-life balance, career transition, burnout, etc
- Skill development – help develop leadership, communication skills

Women

“Women who seek to be equal with men lack ambition.”

- Gender disparities in academics
- Underrepresentation in leadership positions
- Gender bias and discrimination
 - Compensation
 - Promotion
 - Publications
- Imposter syndrome
- Barriers identified by women: lack of women mentors, underrepresentation of women in senior positions, and competing responsibilities (young children)

Summary



- Leaky pipeline – women drip through in higher academic rank, AAMC:
 - 58% of instructors
 - 46% of assistant professors
 - 37% of associate professors
 - 25% of full professors
- 12% of Neurology Departments chaired by women
- Neurology gender wage gap: women make ~15 cents less on the dollar than similar men
- Of 187 AAN awards given 2008-2017, 78.1% were given to men
- The proportion of female neurologists at 31.5%

Ranks within Neurology Departments

	Men	Women
Assistant Professor	39%	58%
Associate Professor	23%	24%
Professor	30%	14%
Academic vice chairs	78%	22%
Vice chairs for clinical affairs	70%	30%
Vice chairs for research	>80%	<20%
Chairs (2023)	80.3%	19.7%

Publications: Top 15 neurology journals

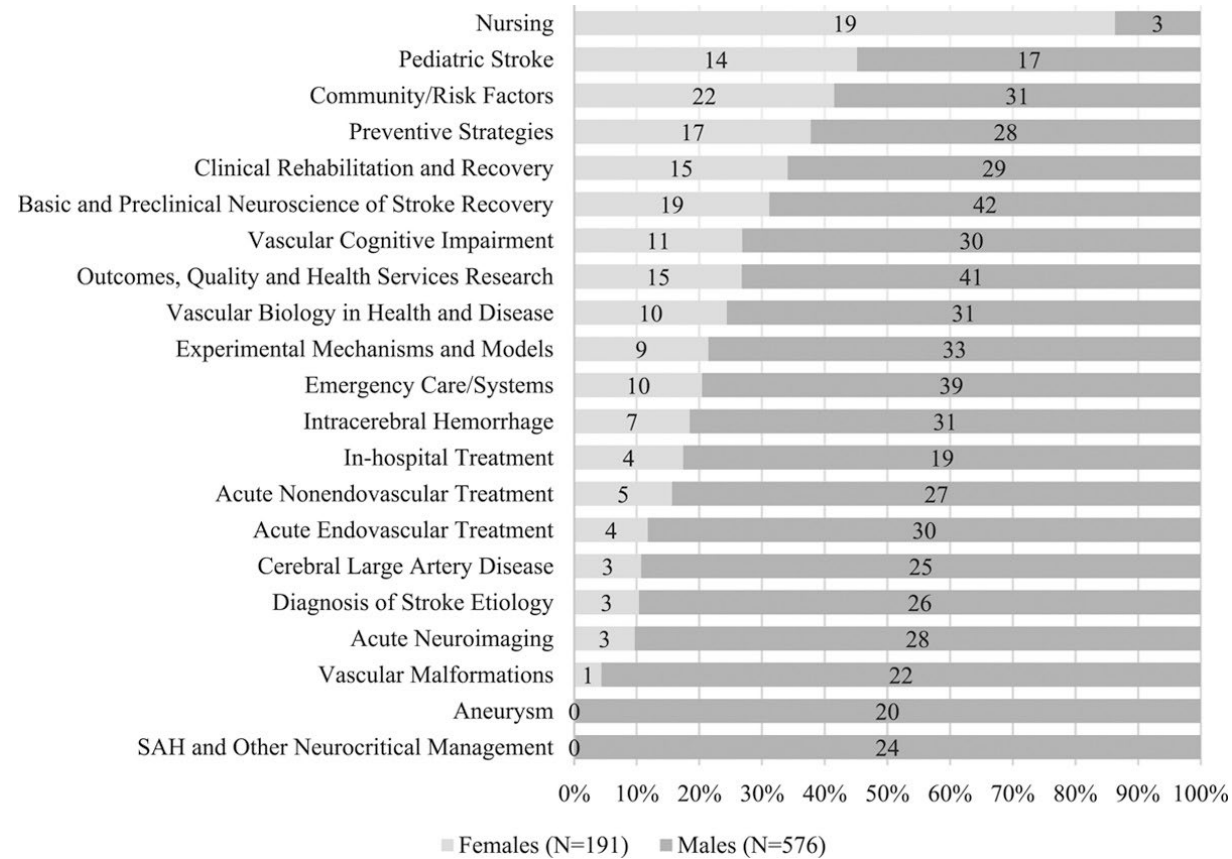
Women:

- 13% editors-in-chief
- 35% editorial board members
- 39% of first authors
- 26% of last authors

AAN Practice Guidelines

- Of 709 physician authors, 31% (223) women
- Representation was worse when men physicians were first authors vs women physicians (31% [161/524] vs 43% [50/118], $p = 0.02$)
- Among subspecialties with at least 10 statements, lowest representation was in stroke and vascular neurology (16% [18/113])

Invited Speakers at ISC, 2014-2018



Salary difference in Neurology

- “the average compensation for women academic neurologists is lower than for their male counterparts by more than \$45,000.”

Sex differences in salary by specialty

Specialty	Unadjusted Salary (\$)			Adjusted Salary (\$)		
	Males	Females	Difference	Males	Females	Difference (95% CI)
Anesthesiology (N=654)	278,931	256,981	21,950	291,617	276,684	14,933 (-2,822, 32,688)
Cardiology (N=369)	284,378	243,904	40,474	263,690	229,940	33,749 (6,479, 61,020)
Emergency Medicine (N=361)	234,997	214,007	20,990	239,257	232,534	6,723 (-17,907, 31,353)
Family Medicine (N=519)	179,080	162,330	16,750	191,879	185,635	6,244 (-12,529, 25,017)
Gastroenterology (N=228)	273,915	235,666	38,249	263,838	251,130	12,709 (-20,499, 45,916)
Hematology/Oncology (N=419)	282,705	229,021	53,684	256,959	219,166	37,793 (16,030, 59,556)
Infectious Disease (N=237)	192,077	166,023	26,054	196,449	177,886	18,563 (-9,889, 47,016)
Internal Medicine (N=927)	210,062	183,700	26,362	207,497	191,338	16,159 (2,256, 30,061)
Neurology (N=449)	210,705	170,504	40,201	202,832	172,351	30,482 (9,371, 51,592)

Adjusted for age, years of experience, sex (interacted with specialty), NIH funding, publication count (total as well first or last authored publications), clinical trial participation, Medicare payments, and medical school fixed effects.

JAMA Intern Med. 2016 September 01; 176(9): 1294–1304.

How to help?

- Role modeling
- Career advancement – career planning, research opportunities, publication strategies, promotion
- Leadership development – encourage women to pursue leadership roles in home institution and nationally
- Provide networking opportunities

ANA Speaker Directory

- ANA members can register for the directory
 - Contact info, talks offered, relevant publications, clinical area of expertise, career level
 - Can list identification as woman or URiM
- Conference organizers (ANA members) can search by woman or URiM status

AAN's Women Speakers Directory

- Those listed are open to being contacted for speaking opportunities

Parting thoughts for mentoring

- Be generous with your time
- Be kind with your feedback
- Be invested in the mentees' success
- Have skills, knowledge, and experience to share
- Use your projects to help junior investigators gain experience, papers, and grant applications
- Use your “power” for good – connect the mentee to others and other opportunities

Thank you

