

Mentoring and Review of Clinical Center Tenure Track Investigators

The Clinical Center (CC) is home to about 20 tenured and 5 tenure-track investigators covering the spectrum from basic laboratory investigations to translational and clinical diagnostic and therapy trials. Our tenured investigators have extensive collective knowledge of how to build a successful career in biomedical research. We strongly advise all Tenure-track Investigators (TTIs) to take full advantage of this expertise; therefore, we have instituted measures to facilitate TTI mentoring.

The Mentoring Committee

1. All TTIs must be invested with an **advisory/mentoring committee** within 6 months of their starting date for tenure-track status.
2. The advisory/mentoring committee is intended to a) provide feedback on the scientific research program of the TTI and b) provide guidance on strategic and practical aspects of the TTI's career; including, but not limited to, managing personnel, mentoring of trainees, successful publication strategies and logistics, promoting the TTI's research in the community for establishing their research reputation, and the NIH Intramural Program tenure process. The two objectives should be given equal priority.
3. The committee should be developed in consultation with the relevant CC Department Chief; and typically, would include 5 tenured scientists at NIH who may be in the Clinical Center, other NIH institutes or Centers (IC), or extramural university faculty who are familiar with the TTI's chosen research field.
4. Criteria for committee membership should include familiarity with the TTIs area of research, potential complementary expertise to TTI's own field as needed, established track record as a leading scientist, and regular personal availability for TTI meetings. The composition of the committee may be adjusted as needs change during progression towards tenure.
5. Committee Meetings:
 - It is recommended that the committee **meet at least 1-2 times/year**.
 - Before the mentoring committee meetings, the TTI should provide mentors an updated CV (ideally in tenure and promotion committee format) and a brief (1-2 page) summary of their research, including accomplishments and future plans, as well as any other materials that they would like to share with the committee (e.g. manuscripts in preparation).
 - Meetings should start with the investigator's brief (15-20 minutes) presentation of their research, outlining overall research goal, specific projects/aims, major findings, and future plans (essentially what is in the summary provided to committee beforehand). The TTI should dictate the specific agenda for each meeting, being explicit about what feedback, advice, or other help is needed from the committee, reflecting the investigator's changing needs as their research program and career progress.
 - The meeting should cover 1) the TTI's science, with an emphasis on the big picture and overall strategy (that is, whether it will lead to a coherent and unique body of published

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work having a substantial impact on a field), and 2) professional and practical issues affecting the investigator's science such as access to resources, lab management problems, publishing, conferences, etc. About equal time should be devoted to each of the two major areas of discussion.

- After the meeting, the committee chair should write a very brief summary of the meeting including any recommendations to the investigator and/or to the SD. This document should be shared with the SD, who should acknowledge having read it to the investigator and the mentoring committee. In addition to providing guidance, mentors should act as an advocate or sponsor whenever appropriate (e.g., justifying a needed resource to leadership or recommending for a conference talk).
- The mentoring committee and meetings should be used to prepare the TTI for the best possible BSC presentation and write-up.

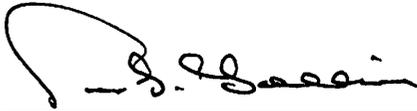
6. **Annual Report:** The Chair of the mentoring committee and the TTI are expected to each prepare an annual short written report on progress, future plans, and interactions between the investigator and mentoring committee. The annual report by the Chair of the committee will describe the scientific, strategic and administrative strengths and weaknesses of the TTI's progress to date. The response by the TTI will describe planned actions to address any deficiencies, future plans, as well as an assessment of how well the committee is meeting their career needs. Each report should not be longer than one page. The combined reports from the year are to be submitted to the CC Scientific Director and Deputy Scientific Director. The reports will be used by the Scientific Director during discussions with the Board of Scientific Counselors (BSC), as needed. This report does not replace the annual evaluation of the TTI by the Department Chief; which is also still required.

Interim Reviews of TTI Progress

- The mentoring committee will participate in a formal interim evaluation of all TTIs 2 years before their second BSC site visit (unless there is a 2-year BSC re-review). The intention of this review is to place the TTI in the best possible position for success in the upcoming BSC site visit which is often used to determine suitability for progression to tenure. Approximately two weeks before this interim review, each TTI will submit to their mentoring committee a 5-page report describing his/her current research results, future plans, along with a current copy of their CV. This document will be read by members of the TTI's mentoring committee and by CC leaders, who may also participate in the interim review. The Deputy Scientific Director will chair this review and submit a written evaluation regarding the progress of the TTI toward tenure to the TTI. The report will be reviewed by CC Senior Leaders, and feedback will be provided to the TTI, to ensure that he/she is making appropriate progress toward tenure.
- NIH policy recommends that TTIs are in their position for at least one year prior to participating in the first of two site visit reviews that are required for tenure. CC now requires that all TTIs undergo a formal review by the CC Board of Scientific Counselors (BSC) within the first 3 years of starting on the tenure track, as delaying the first review until after the third year tends to make it more difficult for TTIs to make major adjustments to their research programs, if needed. Typically, this requirement is fulfilled during a regular BSC site visit that can take place either when the rest of the TTI's CC

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Department's research is reviewed, or as an out-of-cycle site visit review. In rare cases, where scheduling the first site visit within the first 3 years is not feasible, a separate formal interim evaluation should be convened to ensure that the TTI receives early feedback on their research program to help keep them on track for tenure. This formal interim evaluation will be conducted by the TTI's mentoring committee and chaired by the CC's Deputy Scientific Director, exactly as outlined for interim reviews in Section 1 above but BSC representation should be included in such a review.



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3/11/20

Date