The goals of the MGH IHP Research Mentoring Program (RaMP) are to (1) provide information and skills needed to advance the research careers of MGH IHP faculty and (2) to help our faculty establish a grant-supported research career. The program is designed for early-stage investigators who are planning to submit a proposal for external funding. Establishing a grant-supported research program often takes several years and requires a sustained and strategic effort. Mentees in the RaMP are paired with experienced mentors who facilitate planning and provide critical advice and encouragement. The commitment for the mentors and mentees is three years. For mentors, the RaMP provides institutional recognition of their time and effort, providing the basis for work planning, annual review, and promotion consideration.

Below is a basic description of the RaMP program including the expectations for mentors and mentees. Our hope is that your participation in the program will be rewarding both professionally and personally, while also enriching to the research community at the Institute.

*Please note that because RaMP is focused primarily on promoting research program development, mentees may also be assigned an onboarding mentor through the Institute’s faculty orientation program.*

**Who can apply?**

Interested participants should seek approval from their supervisors prior to applying. The application process is brief. Applications are accepted on a rolling basis and should be submitted to Jordan Green (jgreen2@mghihp.edu), and should only include the following:

1. current CV
2. a one-paragraph explanation of what you want to get out of the program
3. indicate that your supervisor has approved your participation
4. indicate your % effort allocation for research for current year

**How are mentors assigned and who can serve as a mentor?**

Mentors are assigned by the Research Operations Committee based on their grant experience relative to that of the mentees.

**What are the responsibilities of the mentee?**

A productive mentoring relationship should be a two-way conversation. Mentees are responsible for…

- Arriving at mentoring sessions prepared and with a completed MGH IHP Grant Development Plan (GDP)
- Initiating contact and scheduling for three face-to-face meetings with the mentor per year
- Following through on mentor’s suggestions
- Saying, “Thank you” to mentors
- Participating in the IHP Peer-Grant Review program
• Provide a brief update on progress to the Research Operations Committee

**What are the responsibilities of the mentor?**

Mentors are asked to serve for at least three years and meet with the mentees at least three times per year. Before meeting for the first time, a mentor should review the mentee’s CV.

The mentor’s responsibilities include…

• Reviewing and providing feedback about the mentee’s program of research including timelines for collecting pilot data, presenting at conferences, publishing research findings, and submitting grants

• Helping establish realistic goals and timelines for manuscript and grant submissions that are stage appropriate
  
  • Mentee Stages
    1. Mentee should focus on bolstering publication record and obtain pilot data prior to submitting grant
    2. Mentee is ready to apply for small or training grant (R21, R15, or K award)
    3. Mentee is ready to apply for large grant award (R01)

• Pointing mentee to the available resources and helping the mentee make connections with colleagues

• Providing directive (not detailed) feedback on written products including manuscripts or grant applications

• Discussing a wide variety of relevant topics (see suggested list below) with mentee

**Setting expectations**

a. Because it is unlikely that your mentor will have expertise in your area of specialty, your mentor is not expected to evaluate the methodologic validity of your study specialty. Part of the mentorship will involve identifying potential consultants or collaborators that have the required expertise.

b. Mentors will not provide help with text editing or providing feedback on technical aspects of writing

c. Mentors are instructed to focus mostly on helping you develop your research program; mentorship on developing your teaching program will be provided by your home department

**What should be on the meeting agenda?**

The MGH IHP Grant Development Plan (GDP) can help focus your efforts. Below is a suggested agenda for the first and follow-up meetings

• Example first meeting agenda
  
  • Ensure confidentiality
  • Identify mentee stage
  • Discuss suggested topics
• Develop short-term and long-term goals for publication and grant submission
• Identify the areas where the mentee needs the most support
• Discuss mentee’s concerns or how to overcome logistical barriers to research progress
• Discuss who else might support the mentee’s professional development.
• Recommend proposed activities that would support research career development
• Example follow up meetings agendas
  • Review progress and challenges
  • Provide advice and feedback
  • Discuss suggested topics
  • Revise short-term and long-term goals for publication and grant submission
  • Discuss mentee’s concerns or barriers to research progress
  • Discuss who else might support the mentee’s professional development

Suggested topics for meeting
• Current challenges and obstacles
• Productivity benchmarks and accountability plan
  o Three high priority activities: acquisition of pilot data for grants, publication of scholarly works, and submission of grants
  o Managing expectations for research productivity
  o Prioritizing publications for submission Deciding on grant mechanisms and submission timeline
• Writing and publishing
  o Efficient writing strategies and habits
  o Author and journal impact factors
  o Responding to critical reviews
  o Managing manuscript rejection
  o Assigning authorship
• Grant funding
  o Finding funding sources
  o Typical NIH (or other grant agencies) career trajectory
  o Funding rates of different institutes and IDCs
  o The grant review process and the most common reviewer concerns
  o When and where to resubmit
• Communication strategies
  o Developing reputation regionally, nationally, internationally
  o Establishing a presence on the web (professional webpage, google scholar, research gate, Wikipedia, orchid id)
• Developing elevator pitch
  • Content and organization of presentations
  • Most impactful conferences - Presenting at workshops vs scientific conferences

Lab and research management
  • Onboarding employees
  • Hiring and managing staff and students
  • Research participant recruitment strategies
  • Handling conflict resolution
  • Pre-award and post-award grant management

Building and maintaining research collaborations

Professional service
  • Professional committees
    • Grant review panels

What if there is a mismatch between mentor and mentee? Mismatches can be expected and may occur for a variety of reasons including differing areas of scientific expertise or career trajectories, or personality incompatibilities. Although finding a mismatch can be unfortunate, it is a problem that is relatively simple to resolve particularly if identified early. At each meeting, mentors and mentees should reaffirm their interest and commitment to moving forward with the mentoring plan, and if needed, discuss ways to make the relationship more productive. If either the mentor and the mentee believe that a switch is desirable, the mentee can work with the current mentor or the ROC to help identify a more appropriate mentor.

Resources for Mentors
• Guide to the IHP onboarding mentors
• National Research Mentoring Network that has virtual mentors and grant writing workshops
• Program at BU: Mentoring literature and training guides
• Program at NIH: https://oir.nih.gov/sourcebook/mentoring-training/guide-training-mentoring
• MentorNet: http://www.mentornet.net/
• Woman to Woman Mentoring Program: https://www.womantowomanmentoring.org/

Resources for Mentees
1. Statistics
   • MGH IHP methodologist: Dr. Annie Fox
     • https://www.mghihp.edu/research-research-management/request-statistical-consultations
     • http://catalyst.harvard.edu/services/biostats-continuing-ed/short-courses.html
   • Training workshops including R, REDCap
     • https://rc.partners.org/news-events/events
   • CITI online course on biostats
     • https://about.citiprogram.org/en/series/fundamentals-of-biostatistics/
2. Qualitative research consultant
3. Grant writing
  o http://catalyst.harvard.edu/services/elementsofgrantwriting/
  o https://grants.nih.gov/grants/grant_tips.htm
  o Funding Your Research: NIH through Harvard Catalyst
4. Grant review
  o http://catalyst.harvard.edu/services/grasp/
5. Research Information Science & Computing (RISC)
  o https://rc.partners.org/support-training/getting-started/new-risc
6. Career development:
  o MGH Office of Research Career Development
    • http://facultydevelopment.massgeneral.org/orcd/
  o Vitae: Realizing the potential of researchers web materials and courses
    • https://www.vitae.ac.uk/
  o National Center for Faculty Development & Diversity
    • https://www.facultydiversity.org/
7. Technology transfer
  o Partners innovation: technology licensing, patenting, bench research, finance, funding, business, law and start-ups
8. Finding grant opportunities
  o http://facultydevelopment.massgeneral.org/orcd/faculty-research-funding.html
  o Faculty can meet with a MGH Division of Clinical Research consultant
    http://www.massgeneral.org/DCR/ToolsResources/GettingStarted/ExploreFundingOpps.aspx
  o Pivot tool through the Harvard Catalyst
    • https://vpr.harvard.edu/pages/fundingresources
      https://pivot.proquest.com/session/login
9. Partners resources
  o Research navigator: https://www.partners.org/Medical-Research/Default.aspx
  o IRB submissions: https://insight.partners.org/public/
10. Women in science
  o Work-life balance
  o Office of Womens Careers
    • http://facultydevelopment.massgeneral.org/owc/
11. Communicating your research
12. Finding research articles
  o Treadwell: https://phstwlp2.partners.org:3149/
13. Compliance
  o Electronic disclosure forms are within Insight: https://insight.partners.org
14. Finding participants for your research: IHP faculty are eligible to access the following participant data registries but you may need to contact our office prior to access.
  o MGH IHP RedCap Participant Database Registry
  o Research Participant Database Registry (RPDR)
• https://rc.partners.org/research-apps-and-services/identify-subjects-request-data
  o ResearchMatch
    • https://www.researchmatch.org/
  o Look for occasional seminars sponsored by Division of Clinical Research
    • Example: Clinical Research Spotlight Series - Recruitment Options: Research Match, RSVP for Health and the Research Portal
15. Harvard Catalyst registration help: https://catalyst.harvard.edu/services/loginfaq.html
  o How to set up a Harvard email: http://g.harvard.edu/getting-started/fas