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Mentorship Circle Overview

A Roadmap to the GBA Mentorship Circle Program

Group on Business Affairs (GBA)

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This document was created by the GBA Professional Development Committee (PDC) and is intended to serve as a roadmap to the GBA Mentoring Circle Program. All content reflects the views of the GBA and does not reflect the official position or policy of the Association of American Medical Colleges unless clearly specified.

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The GBA Mentorship Circle Program serves to connect junior GBA members with veteran GBA members, as well as peers, via Mentorship Circles, helping to support mentees in both their careers and their GBA experience.* Through this year-long experience, participants will be connected with valuable professional development resources, and also garner advice and share best practices within their Mentorship Circle. By engaging in this unique networking opportunity, mentors and mentees alike will build meaningful professional connections across the GBA community that can continue to serve them well beyond the program's one-year commitment.

**Please note that you must be a GBA member to participate in the GBA Mentorship Circle program. For questions, please contact gba@aamc.org.*

Program Description

What are Mentorship Circles?

Instead of traditional one-to-one mentorships where person A (mentor) sits down with person B (mentee) for a chat, mentoring circles involve a number of people (mentees), usually about 5 to 7, who convene together – usually in a *circle* – to discuss a topic of interest with one (or multiple) mentors or facilitators who have expertise or experience in that subject matter.

How does it work?

1. There will be an informational webinar regarding the GBA Mentorship Circle Program announced and open to all GBA members.
2. GBA members will soon thereafter be sent an application survey, providing interested members the opportunity to apply to the Program via the survey outlined below (see page 8).
3. The number of participants will then determine the number of Mentorship Circles that will be formed for the year-long term. Each Mentorship Circle will consist of 2 mentors and 5-7 mentees. The matching process, curriculum, and expectations are described in detail below.

Program Recruitment and Onboarding

GBA members will have a variety of opportunities to learn about and apply for the Mentorship Circle Program. These opportunities include:

1. An invitation to apply to participate in the program by completing an application survey. Upon review of the applications, individuals will be matched into a Mentorship Circle and then will receive a formal acceptance into the program.
2. A welcome email from the GBA Chair that contains information about how to become more engaged with the GBA.
3. A new member orientation/meet and greet of Mentorship Circles to be held annually at the GBA Annual Spring Conference or virtually if there is no Spring Conference.

Mentorship Circle Assignments and Launch

The GBA Professional Development Committee (PDC) will review all mentor and mentee applications and make Mentorship Circle assignments based upon the application criterion. Once assigned to a Mentorship Circle, the PDC will notify mentors and provide the names and contact information of their co-mentor and mentee matches.

Co-mentors should first connect with each other and then jointly reach out to their mentees to welcome them to the program and begin to define a meeting schedule that enables completion of the program curriculum over the course of a year.

The meeting schedule may include phone conversations, online communications, and/or in-person meetings. Mentorship Circles are expected to connect on a quarterly basis for an hour, but more frequent and/or longer meetings are welcome and at the discretion of each Circle.

Program Curriculum and Evaluation

Each Mentorship Circle will engage in a year-long curriculum, which is provided by the PDC. To review the full curriculum, see page 5. Over the course of the year, participants will have opportunities to provide feedback via evaluation surveys. Individuals are also welcome to submit feedback throughout their experience directly to the PDC. All feedback will be considered when the PDC makes improvements for future program cycles.

Program Participant Expectations

A successful Mentorship Circle experience requires engagement from both mentors and mentees. The PDC has outlined the following expectations for each of these roles.

Mentor Expectations

Every Mentorship Circle will have 2 mentors, and these mentors will be matched with 5-7 mentees. Mentors are expected to:

1. Attend the GBA Mentorship Circle session at the Annual GBA Spring Conference* and engage with their assigned mentees. This session will either kick off the year of the Mentorship Circle term, or this will be held midway through the term.
2. Attend selected GBA PDC Spring Conference sessions and/or meals with co-mentor and mentees throughout the Conference.
3. Introduce and facilitate the connection of the mentees to GBA members and leadership. Mentees will be provided with the GBA Steering Committee roster.
4. Work with Mentorship Circle participants to define a meeting schedule that enables completion of the program curriculum over the course of a year. The meeting schedule may include phone conversations, online communications, and/or in-person meetings. Mentorship Circles are expected to connect on a quarterly basis for an hour, but more frequent and/or longer meetings are welcome and at the discretion of the group.
5. Discuss and set realistic goals or areas of focus for their mentees.
6. Encourage the mentee to utilize the GBA Listserv and consider/encourage attendance at future Principal Business Officers' Meetings/GBA Conferences as applicable.
7. Introduce mentees to potential ongoing GBA mentors in roles/areas of interest.
8. Complete GBA Mentorship Circle evaluation surveys to ensure continuous improvement in the program.

You may be asked to provide feedback to the GBA Steering Committee and/or GBA PDC about your experiences throughout the year, with the intent to improve on the program from year to year, and to assist new mentors and mentees begin their Mentoring Circle relationships.

Mentee Expectations

Every Mentorship Circle will have two mentors, and these mentors will be matched with 5-7 mentees. Mentees are expected to:

1. Encouraged to attend the GBA Mentorship Circle session at the Annual GBA Spring Conference* and engage with their assigned mentor. This session will either kick off the year of the Mentorship Circle term, or this will be held midway through the term.

2. Attend selected GBA PDC Spring Conference sessions and/or meals with assigned Mentorship Circle mentors and peers throughout the Conference, where applicable.
3. Work with Mentorship Circle participants to define a meeting schedule that enables completion of the program curriculum over the course of a year. The meeting schedule may include phone conversations, online communications, and/or in-person meetings. Mentorship Circles are expected to connect on a quarterly basis for an hour, but more frequent and/or longer meetings are welcome and at the discretion of the Circle.
4. Utilize the knowledge and skills of the mentors to enhance connections and engagement with the GBA, knowledge of GBA resources, and individuals within the GBA community.
5. Work with the mentors to identify key colleagues with interests and activities that would make them potential collaborators and/or mentors for the longer term; meet and/or connect with these individuals as schedules allow.
6. Work with the mentors to identify ongoing relationships at the conclusion of their Mentorship Circle at the end of the year.
7. Complete GBA Mentorship Circle evaluation surveys to ensure continuous improvement in the program.

*There will be no in-person GBA Spring Meeting in 2021. The Mentorship Circle Program will occur virtually for the first year.

Mentorship Circles Annual Curriculum

Mentorship Circles will engage in the following curriculum. The curriculum is structured by quarter; if groups choose to meet more frequently, then the quarterly curriculum content can be spread across the meeting schedule.

Timing	Topic(s)	Details
Fall	Mentorship Circle Informational Session	This will be an annual webinar where people can listen to find out more information about getting involved in the Mentorship Circle Program as a mentor or mentee. There will be a review of the Program and a time to answer questions.
Fall – Part 2	Mentorship Circle Matching Survey	This application survey will be distributed to all GBA members (see below for survey). After survey responses are received, the PDC will assign 2 mentors and 5-7 mentees to each Mentorship Circle created
January/February	Mentorship Circle Program Launch and Orientation	All Mentorship Circle program participants will join the virtual GBA Mentorship Circle Orientation Session – reviewing timeline, curriculum, and mentor and mentee expectations. This is the first call for all Mentorship Circle program participants to connect with each other virtually. The Quarter 1 call, listed below, is when your Mentorship Circle will convene together for the first time.
Winter 2020/2021	Schedule Setting	-Mentors will reach out to mentees to coordinate a regular meeting schedule for their assigned Circle. -Determine Circle’s preferred mode(s) of communication.
Quarter 1, Spring 2021*	<ol style="list-style-type: none"> 1. Mentorship Circle Program Call 2. Mentorship Circle Operations 3. Mentorship Circle Program 101 4. GBA 101 	<ol style="list-style-type: none"> 1. Welcome and introduction/icebreaker of individual Mentorship Circle members. This will be the first time your Mentorship Circle will be convening together. 2. In-depth review/discussion of Mentorship Circle Program timeline, curriculum, and mentor and mentee expectations. How well has it work for you? 3. Review GBA overall goals

		<ol style="list-style-type: none"> 4. General overview of GBA organizational structures, including GBA leadership, AAMC staff support, GBA steering committee, and subcommittee structures 5. Discussion of GBA resources and where to find them, including: <ol style="list-style-type: none"> a. GBA Website, Listservs 6. General overview of professional mentorship and how Mentorship Circles support mentoring. 7. During other years, Mentoring Circles would meet in person at the Spring Meeting after this kick-off call with your assigned circle
Quarter 2, Summer 2021	<ol style="list-style-type: none"> 1. GBA Subcommittees Overview 2. Identify call theme(s): possible topics include: career growth, HR, strategic planning; budgeting – Circle to determine topics 	<ol style="list-style-type: none"> 1. Overview of each of the GBA subcommittees, including charges and current projects. 2. Discussion of the value of serving on a subcommittee, subcommittee member expectations, and how to apply to serve. 3. Participants volunteer to bring forward challenges they are facing in the workplace and use the group to work through potential solutions. 4. Participants volunteer to highlight a best practice that has made a positive impact in their workplace. 5. Identify themes for the year – what do mentees want to learn/discuss? 6. Consider participating in a GBA webinar over the course of the year and reconvening to discuss the webinar.
Mid-Year	<ol style="list-style-type: none"> 1. Mid-year evaluation 	<p>Check in with mentors and mentees about lessons learned, how the experience has been going, any other feedback to consider. Feedback can be submitted at any point though to gba@aamc.org throughout the year.</p>
Quarter 3, Fall 2020	<ol style="list-style-type: none"> 2. Some GBA-related business 	<ol style="list-style-type: none"> 1. Participants volunteer to bring forward challenges they are facing in the workplace and use the group to work through potential solutions.

	<ol style="list-style-type: none"> 3. Theme of call – identified earlier 4. Hot Topics 	<ol style="list-style-type: none"> 2. Participants volunteer to highlight a best practice that has made a positive impact in their workplace. 3. Discussion of theme
Quarter 4, Winter 2021	<ol style="list-style-type: none"> 1. See above 	<ol style="list-style-type: none"> 1. Participants discuss topics identified during Quarter 2 meeting. 2. Participants volunteer to bring forward challenges they are facing in the workplace and use the group to work through potential solutions. 3. Participants volunteer to highlight a best practice that has made a positive impact in their workplace.
Winter 2021	Conclusion of year	<p>Survey to mentors and mentees.</p> <p>Consideration of whether to continue in circle or to step down. Repeat process above.</p> <p>Celebration upon the completion of the year</p>
Ongoing		<p>Follow-up with mentors and mentees, as needed, to get input. How have the Mentorship Circles made a difference in the careers of the mentees? Do participants still connect with their colleagues in their Circle?</p>

GBA Resources

You may learn more about the AAMC and the GBA by viewing the [AAMC GBA homepage](#), which includes featured and upcoming events, GBA news, resources, professional development opportunities, information on how to get more involved in the GBA through [Committees](#), and more.

Committees, Interest Groups, Work Groups

The GBA convenes various Committees, Interest Groups and Work Groups.

Committees

The three standing Committees turn over each year in the Spring, and each focus on a different topical area:

- Emerging Issues
- Professional Development
- Data and Benchmarking

The GBA also convenes an annual Spring Meeting Planning Committee that is a joint Committee with representatives from the Group on Institutional Planning.

Interest Groups

The two GBA Interest Groups bring together members with the following positions listed below. You may join an Interest Group at any time.

- Human Resources
- Department Administration

Work Group

The GBA currently convenes one Work Group in collaboration with the Group on Information Resources and Group on Institutional Planning. You may join the Work Group at any time.

- Data-Driven Academic Medical Centers

Access to the GBA Listserv. Members are automatically added to the GBA Listserv (gba@lists.aamc.org). It is also the chief mechanism by which GBA members and AAMC staff are able to distribute updates to our member institutions. The listserv messages are [archived](#) for future access and reference by GBA members only (you must sign in first).

Additionally, GBA members have access to other resources such as:

[AAMC Medical School Profile System \(MSPS\)](#)

[AAMC Organizational Characteristics Database \(OCD\)](#)

[AAMC Faculty Roster](#)

[The GBA monthly newsletter](#)

[Recent webinars](#) (see under *Professional Development*); [archived webinars](#) (see under *Webinar Library*)

Mentor/Mentee Applications

AAMC Group on Business Affairs Mentorship Circle Program:

MENTOR APPLICATION

The AAMC's Group on Business Affairs (GBA) is excited to announce the launch of its GBA Mentorship Circle Program for GBA members. Through this program, 2 mentors will each be matched with 5-7 mentees, who will collectively form a Mentorship Circle. Over the course of a year, this group will work through a defined mentoring curriculum aimed at helping support the mentees in their careers, as well as their GBA experience.

We are looking for motivated individuals to serve as mentors in this exciting new Membership Circles Program. Being a mentor is a great way to:

- Increase AAMC participation
- Expand your professional network

GBA Mentoring Circle Roadmap

- Develop coaching and leadership skills
- Develop the next generation of leaders
- Share your knowledge and experience with other members

Program participants will receive a Mentorship Circle Toolkit, which outlines mentor and mentee expectations, articulates the year's curriculum, and provides resources to help support both mentors and mentees during their experience in the Program.

Once assigned to a Mentorship Circle, mentors are expected to make initial contact with mentees and then work to define a meeting schedule that enables completion of the mentorship curriculum over the course of a year. The meeting schedule may include phone conversations, online communications, and/or in-person meetings. Mentorship Circles are expected to connect on a quarterly basis for an hour, but more frequent and/or longer meetings are welcome and at the discretion of the group.

If you are interested in serving as a mentor in the GBA's Mentorship Circle Program, please complete the survey below by January 8, 2021. This information will be used to match you with mentees accordingly.

Contact Information

Name

Email

Phone

Institution

Title/Role (describe briefly your role at your institution)

*What is your institution type? Check all that apply.

- Medical School based – practice plan and health system leaders report to medical school dean
- Health System/Medical Center – medical school reports to health system CEO
- University-based – dean and health system leaders report to university leader
- Stand-alone – medical school is fully independent from health system/medical center and university.
- Research Intensive
- Community based
- Other

*Years of experience in academic medicine or in a similar industry with experiences in finance and administration.

- 0-5 years
- 5-10 years
- 10-15 years

GBA Mentoring Circle Roadmap

- 15-20 years
- 20+ years

Years of experience in your current role

- 0-5 years
- 5-10 years
- 10-15 years
- 15-20 years
- 20+ years

***What are your current areas of experience? Check all that apply.**

- Clinical Operations
- Finance and Accounting
- Facilities and Space Management
- Human Resources
- Faculty Practice Plan Administration
- Project Management
- Departmental Administration
- Research Administration
- Information Technology
- General Administration
- Other (please specify)

What qualities and skills do you feel you are aligned with and best able to provide mentorship on? Check all that apply.

- Prioritization/Flexibility/Multi-tasking
- Strong Communication/Interpersonal Skills
- Accountability/Reliable
- Anticipating Needs of Others (upstream and downstream)
- Patience/Calm Under Pressure
- Analytical/Problem Solving
- Attention to Detail
- Innovator/Visionary
- Available/Approachable/Accessible
- Coaching/Feedback/Guidance/Supportive
- Emotional Intelligence/Listening/Empathy
- Other (please specify)

How would you like to help mentees? Check all that apply.

- Clarity around long-term career direction/development
- Positioning to meet career goals
- How to deal with challenging work environments
- Balance of work and home life
- Networking/relationship building
- Accountability toward a goal
- Job search/resume development
- Career transition (industry change, job change)
- Overall strategy and operational governance for finance and administration
- Other (please specify)

Please include additional comments here.

AAMC Group on Business Affairs Mentorship Circle Program:

MENTEE APPLICATION

The AAMC's Group on Business Affairs (GBA) is excited to announce the launch of its GBA Mentorship Circle Program for GBA members. Through this program, 2 mentors will each be matched with 5-7 mentees, who will collectively form a Mentorship Circle. Over the course of a year, this group will work through a defined mentoring curriculum aimed at helping support the mentees in their careers, as well as their GBA experience.

We are looking for individuals who are interested in joining the GBA Membership Circle Program as a mentee. The benefits of being a mentee in the program include:

- Increasing your AAMC participation
- Expanding your professional network
- Developing skills related to your role
- Learning from experienced GBA members

Program participants will receive a Mentorship Circle Toolkit, which outlines mentor and mentee expectations, articulates the year's curriculum, and provides resources to help support both mentors and mentees during their experience in the Program.

Once assigned to a Mentorship Circle, mentors will reach out to mentees to make initial contact and then work to define a meeting schedule that enables completion of the mentorship curriculum over the course of a year. The meeting schedule may include phone conversations, online communications, and/or in-person meetings. Mentorship circles are expected to connect on a quarterly basis for an hour, but more frequent and/or longer meetings are welcome and at the discretion of the group.

If you are interested in participating as a mentee in the GBA's Mentorship Circle Program, please complete the survey below by January 8, 2021. This information will be used to match you with a

Mentorship Circle accordingly.

Contact Information

Name

Email

Phone

Institution

Title/Role (describe briefly your role at your institution)

*What is your institution type? Check all that apply.

- Medical School based – practice plan and health system leaders report to medical school dean
- Health System/Medical Center – medical school reports to health system CEO
- University-based – dean and health system leaders report to university leader
- Stand-alone – medical school is fully independent from health system/medical center and university.
- Research Intensive
- Community based
- Other

*Years of experience in academic medicine or in a similar industry with experiences in finance and administration.

- 0-5 years
- 5-10 years
- 10-15 years
- 15-20 years
- 20+ years

Years of experience in your current role

- 0-5 years
- 5-10 years
- 10-15 years
- 15-20 years
- 20+ years

*What are your current areas of experience? Check all that apply.

- Clinical Operations
- Finance and Accounting
- Facilities and Space Management
- Human Resources
- Faculty Practice Plan Administration

GBA Mentoring Circle Roadmap

- Project Management
- Departmental Administration
- Research Administration
- Information Technology
- General Administration
- Other (please specify)

***In what areas are you looking to gain more experience? Check all that apply.**

- Clinical Operations
- Finance and Accounting
- Facilities and Space Management
- Human Resources
- Faculty Practice Plan Administration
- Project Management
- Departmental Administration
- Research Administration
- Information Technology
- General Administration
- Administrative Effectiveness
- Communication/Interpersonal Skills
- Change Management
- Coaching/Feedback/Guidance
- Overall strategy and operational governance for finance and administration
- Other (please specify)

What qualities and skills do you want to further develop with the help of a mentor? Check all that apply.

- Prioritization/Flexibility/Multi-tasking
- Strong Communication/Interpersonal Skills
- Accountability/Reliable
- Anticipating Needs of Others (upstream and downstream)
- Patience/Calm Under Pressure
- Analytical/Problem Solving
- Attention to Detail
- Innovator/Visionary
- Available/Approachable/Accessible
- Coaching/Feedback/Guidance/Supportive
- Emotional Intelligence/Listening/Empathy

- Other – please specify

***In what other areas are you interested in getting further guidance? Check all that apply.**

- Clarity around long-term career direction/development
- Positioning to meet career goals
- How to deal with challenging work environments
- Balance of work and home life
- Networking/relationship building
- Accountability toward a goal
- Job search/resume development
- Career transition (industry change, job change)
- Other- Please specify

***Does your current institution offer mentoring services?**

- Yes
- No
- I don't know

***Have you ever worked with a mentor before?**

- This will be my first time working with a mentor.
- I currently do not have a mentor but have had one in the past.
- I currently have a mentor.

Please include additional comments here.