

Mentoring statement, September, 2018

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This is a living, breathing document that is subject to evolve, because like all trainees, all mentors learn lifelong. That said, experience begets insight, and for me, opens the following fundamental principles of mentoring.

What the trainee should seek in me:

- 1. Individualization.** No two people learn the same way, and no two people flourish under precisely the same approach. A hallmark of our environment is that diverse scientific and personal backgrounds, as well as personalities, command distinct needs and stylistic expectations. This opens a unique ‘curriculum’ for each person that is co-designed, and continually amended as needed, between trainee and mentor.
- 2. Personal attention.** In addition to small group and lab meeting contexts, the standing goal is to meet 1:1 once per week for at least 30 minutes, with formal meetings more frequently as dictated by the demands of the phase of training (*e.g.*, presentation preparation, manuscript, grant proposal). Informal meetings should occur regularly as well, and the trainee should feel comfortable scheduling mutually convenient meetings as needed.
- 3. Confident humility.** In the end, the trainee teaches the mentor as much, or more, as the mentor imparts to the trainee. I will lead by sharing experiences that science (and life) has bestowed to me, in a manner that is sensitive to the trainee’s personal experience and needs.
- 4. A safe and comfortable work environment.** Integration of diverse perspectives and personalities is critical in any working environment. However, no one should feel threatened by any group member, and certainly not by the mentor. The trainee should expect a professional work environment fully respectful of who (s)he is, completely free of insensitivity, behavior that approaches the level of harassment, or any form of abuse.
- 5. To be given leadership opportunities.**
- 6. A commitment to openly communicate and integrate scientifically with the trainee, lab colleagues, and collaborators.**

What I seek in the trainee:

- 1. Passion and commitment.** No success is realized without a self-endowed and nearly insatiable hunger to learn.
- 2. Curiosity.** Achievement of milestones is important, but they are hollow if not fundamentally driven by curiosity. Curiosity supports a durable lifelong trajectory in investigation.
- 3. Focus, with a view of the landscape, in both science and self.** A balance in understanding the importance of both ‘tree and forest’ is essential for transformational opportunities to contribute. This principle applies to each of us as individuals, within the collective, and to the science we are generating, in its broader context of impact.
- 4. Resilience, with a desire to expand comfort zone.** If you’re serious about science, you’re prepared to lose frequently. Success comes when one’s hunger to win outlasts the persistent accumulation of losses. Taking calculated risks, and maintaining an open mind, are absolutely essential in this process.
- 5. Honesty and accountability.** Golden rule.
- 6. A commitment to openly communicate and integrate scientifically with the mentor, lab colleagues, and collaborators.**