

Supplemental digital content for DeCastro R, Sambuco D, Ubel PA, Stewart A, Jagsi R. Mentor Networks in Academic Medicine: Moving Beyond a Dyadic Conception of Mentoring for Junior Faculty Researchers; for DeCastro R, Sambuco D, Ubel PA, Stewart A, Jagsi R. Batting 300 is Good: Perspectives of Faculty Researchers and their Mentors on Rejection, Resilience, and Persistence in Academic Medical Careers; for Sambuco D, Dabrowska A, DeCastro R, Stewart A, Ubel PA, Jagsi R. Negotiation in Academic Medicine: Narratives of Faculty Researchers and Their Mentors. Acad Med. 2013;88(4)

## Supplemental Digital Appendix A

*(Please note that the appendix has not been edited.)*

### Telephone Interview Guide – Academic Mentee

Good Morning/Good Afternoon, Dr. (interviewee name). This is (your name), Research Associate for Dr. Reshma Jagsi. I'm calling in regards to the telephone interview that we had scheduled for today.

First of all, I want to thank you for agreeing to share your story with us.

As a reminder, this interview will last about an hour and it will be tape recorded and transcribed for analysis. We want to remind you that we will retain only general information about you, like your gender and not your name. Don't worry if you happen to mention a name during the interview. We'll replace names mentioned in the transcript with non-identifiable terms, such as "Mentor" or "Colleague."

Before we begin, do you have any questions for me?

Ok, I'm going to turn on the tape recorder now.

#### TURN ON TAPE RECORDER

May I ask you to acknowledge that I have explained the interview process to you and that you consent to proceeding with the tape recorded interview?

#### SUBJECT TO ANSWER ON TAPE RECORDING.

Thank you very much.

During this interview, we'd like to focus on your individual experiences and stories, specifically as someone who has pursued an academic medical career. We're trying to understand your experiences so we can figure out what kinds of things can be done to help young medical researchers succeed.

Our goal is to learn more about how to improve the system for supporting and developing the career of researchers in academic medicine. We're doing a number of surveys in our work, but this interview study is particularly important because we want to gain insights from the stories and details of your own experiences and observations."

*For more conversational follow-ups:*

*-Sounds like there might be a story there. Can you tell me more?*

*-That was helpful, can you tell me some more about that?*

*-That's the kind of information we're looking for. Can you tell me more?]*

### ***Current Status***

1. I see that you are still/now at (institution). Can you tell me about what your job currently entails?
2. What percent of your effort do you currently allocate to research?
3. Would you say that research is still a major focus of your career? Or have you shunted onto a clinical track or some other role?
4. If you are still pursuing research, how is your research currently supported?
5. Would you say that you've been successful as a researcher in academic medicine? If not, do you feel that you've been successful in academic medicine in other ways?
6. Are you currently in a "tenure track" or tenured position? Tenure tracks often from institution to institution. Can you tell me a bit more about how your institution defines the different tracks?
7. Have you received any promotion in academic rank?
8. "Different institutions sometimes define 'tracks' or positions differently, so can I ask you to tell me a bit more about what [rank] means at your institution?"

**If RESEARCHER, CONTINUE BELOW**

**If CLINICIAN, GO TO PAGE 6**



### **VERSION 1 – ACADEMIC (RESEARCH)**

Now that I have better picture of your current career status, I'd like to understand a little bit more about how your career has come to develop in this way. I'm going to ask you some more detailed questions about the various resources and challenges that might have influenced your career path.

Of course, I recognize that it's been awhile since you were initially granted a K Award so when you are answering these questions, please think about how things are now as well as how things might have changed for you over time.

### ***Resources and Challenges***

#### ***\*Mentoring\****

1. Do you or have you had any mentors in your career? Tell me about those relationships.

2. What kinds of roles have mentors played for you? Have these roles changed over time?
3. What do you think makes mentoring relationships work well? What do you think makes mentoring relationships work poorly?
4. How did you come to develop your relationships with your mentors?
5. Tell me a story about a time when a mentor really helped you out.
6. Tell me a story about a time when you wished you had a mentor who could help you.

***\*Institutional Resources and Environment\****

***~ Adequate Space ~***

7. Are you a laboratory scientist? Do you or have you ever had a lab? Do you currently have access to adequate (lab/office) space? Has the adequacy of your space changed over time?
8. If dissatisfied with your space, have you tried negotiating with your department or division for more space? If yes, how did that go? If no, why not?

***~ Protected Research Time ~***

9. Do you feel you have enough research time that is adequately protected from clinical demands and other interruptions? Is the problem that you don't have enough, that it's not protected, or both?
10. Describe for me how your time is spent during the course of a typical work week. If you don't work typical weeks, tell me about your schedule in general.
11. Do you have atypical weeks like times when you're on-service or when you're covering the wards?
12. Has the amount of your protected time changed since you were hired? How so?
13. If dissatisfied, have you tried negotiating for more protected time? If yes, how did that go? If no, why not?
14. Tell me a story about a time when you felt your research suffered because of inadequate protected time.

***~ Adequate Administrative Support ~***

15. Do you think you have access to adequate administrative support? Tell me about the support that you receive.

16. Do you have access to a research assistant? What about biostatistical support? Grant administrators?
17. Has your access to administrative support changed since you were hired? How so?
18. Do you spend much time doing tasks that you really feel you should be able to delegate? Why?
19. Have you tried negotiating with your department or division for more administrative support? If yes, how did that go? If no, why not?

~ **Work/Life Balance** ~

20. Are you currently married or living with a partner? Does your partner work? Full time? Would you say both of your job positions contribute equally to maintaining your current lifestyle? Do you have kids? How old are your kids? Are they still living at home? Where are they during the day? Do you currently have concerns about work/life balance? What about in the past?
21. Tell me a story about a time when concerns about work/life balance might have been especially troublesome for you.
22. Have family or personal demands effected your career or you ability to succeed?
23. Have you tried negotiating for more personal time away from work? If yes, how did that go? If no, why not?
24. How is the issue of work/life balance dealt with at your institution? Is it encouraged? Are there formal programs or policies set up?

~ **Treatment by Institutional Leaders** ~

25. Do you currently have concerns about the way leaders treat you at your institution? What about in the past?
26. Tell me a story about a time when these types of concerns might have been especially troublesome for you.
27. Have you tried to resolve any conflicts with institutional leaders? If yes, how did that go? If no, why not?
28. How are conflicts with institutional leaders dealt with at your institution? Are formal procedures or policies set up?
29. Do you think your values align with your institution's values?

~ **Discrimination** ~

30. How well do you fit in at your institution? Do you ever feel excluded?
31. Have you ever experienced discrimination or reverse discrimination in your career?
32. Tell me a story about your experiences.
33. Have you tried to resolve any issues with discrimination at any time during your career? If yes, how did that go? If no, why not?
34. How is discrimination dealt with at your institution? Are formal procedures or policies set up?
35. From what you've seen in your career, do you think women or minorities are treated differently?
36. Are there any other ways that you feel your race or gender has affected your career?
37. Can you confirm with me your racial/ethnic identity?

\* **Financial Resources** \*

~ **Overall Access to Funding** ~

38. I know you said that you are currently supported by \_\_\_\_\_. Now there are a number of sources of funding that investigators can consider. For example, there's the NIH for independent funding, private foundations, or industry. Where have you sought other forms of funding, and what have been your grant application experiences after receiving your K Award?
39. Has it been a challenge to get enough funding?
40. At this point, do you feel that you have adequate funding overall? Has that consistently been the case since your K Award?

~ **Career Development Award** ~

41. I want to know more about your K award. In what ways was this award helpful to you?
42. Tell me a brief story about a time when you wished that this award could have done more for you.

~ **Start-up Package** ~

43. Did you have a start-up package? What did it entail?
44. How did you come to receive your package? Did you request it? Was one offered to you?

45. Did you negotiate the amount? If yes, how did that go? If no, why not?

**\* Influences Regarding Pursuit of Goals and Decision to Remain \***

Transition: So far, we've discussed in detail the resources and challenges that you've experienced along your career path. Now I'd like to shift gears a little bit.

1. What drew you to a career in medicine, more specifically academic medicine?
2. What kinds of things do you hope to accomplish in your career?
3. Have your goals changed over time? How so? Why?
4. Have any of the resources that we discussed been particularly important in helping you to achieve your goals?
5. Now I have some questions that are a bit more sensitive, but we'd really find it valuable to have your responses. Has there ever been a time when you were unsure about whether or not you would continue to pursue an academic research career? Why were you unsure?
6. Can you tell me about a time in your career when things were at a high point? Low point?
7. Now think about all of the challenges that we discussed. Which do you think make it the most difficult to remain in your academic position?
8. Are there any goals you once had for your career in academic medicine that you haven't been successful in achieving?
9. I know no one likes talking about this, but would you be willing to tell me about some specific experiences you've had with rejection in your career? Maybe a grant application, a paper, or something else. What happened, why do you think the decision was unfavorable, and how did you respond?
10. At this point in your career, how satisfied are you with the way things have turned out?

**CONTINUE TO CLOSING ON PAGE 10**

**VERSION 2 – ACADEMIC (NON-RESEARCH)**

***Influences Regarding Pursuit of Goals and Decision to Pursue Non-Research Activities***

1. Why did you make the decision to focus on activities other than research?

2. Were there any specific challenges that might have made it difficult for you to continue pursuing research?
3. Are there any goals you once had for your career in academic medicine that you haven't been successful in achieving?
11. I know no one likes talking about this, but would you be willing to tell me about some specific experiences you've had with rejection in your career? Maybe a grant application, a paper, or something else. What happened, why do you think the decision was unfavorable, and how did you respond?
4. At this point in your career, how satisfied are you with the way things have turned out?

Now that I have better picture of your current career status, I'd like to understand a little bit more about how your career has come to develop in this way. I'm going to ask you some more detailed questions about the various resources and challenges that might have influenced the evolution of your career.

Of course, I recognize that it's been awhile since you were initially granted a K Award but when you are answering these questions, please think about how things were at the time you were actively pursuing research.

### ***Resources and Challenges***

#### ***\*Mentoring\****

46. While you were pursuing a research career, did you have any mentors? Tell me about those relationships.
47. What kinds of roles have mentors played for you?
48. What do you think makes mentoring relationships work well? What do you think makes mentoring relationships work poorly?
49. How did you come to develop your relationships with your mentors?
50. Tell me a story about a time when a mentor really helped you out.
51. Tell me a story about a time when you wished you had a mentor who could help you.

#### ***\*Institutional Resources and Environment\****

*~ Adequate Space ~*

52. Were you laboratory scientist? Did you ever have a lab? Did you have access to adequate (lab/office) space?
53. If dissatisfied with your space, did you try negotiating with your department or division for more space? If yes, how did that go? If no, why not?

~ **Protected Research Time** ~

54. During your research career, did you feel that you had enough research time that was adequately protected from clinical demands and other interruptions? Was the problem that you didn't have enough, that it was not protected, or both?
55. Describe for me how your time was spent during the course of a typical work week when you were pursuing research. If you didn't work typical weeks, tell me about what your schedule was in general.
56. Did you have atypical weeks like times when you're on-service or when you're covering the wards?
57. Did the amount of your protected time ever change throughout the course of your research career? How so?
58. If dissatisfied, did you try negotiating for more protected time? If yes, how did that go? If no, why not?
59. Tell me a story about a time when you felt that your research might have suffered because of inadequate protected time.

~ **Adequate Administrative Support** ~

60. During your research career, did you have access to adequate administrative support? Tell me about the support that you received.
61. Did you have access to a research assistant? What about biostatistical support? Grant administrators?
62. Did you ever spend much time on tasks that you really felt you should be able to delegate? Why?
63. Did you try negotiating with your department or division for more administrative support? If yes, how did that go? If no, why not?

~ **Work/Life Balance** ~

64. While you were pursuing a research career, were you married or living with a partner? Did your partner work? Full time? Would you say both of your job positions contributed equally to maintaining your lifestyle at the time? Did you have kids? How old were your kids? Were they still living at home? Where were they during the day? Did you have concerns about work/life balance? What about now?

65. Tell me a story about a time when these concerns were especially troublesome.

66. Did you ever try negotiating for more personal time away from work? If yes, how did that go? If no, why not?

67. How was the issue of work/life balance dealt with at your institution? Was it encouraged? Were there formal programs or policies set up?

~ ***Treatment by Institutional Leaders*** ~

68. While you were pursuing a research career, were you ever concerned about the way leaders would treat you at your institution?

69. Tell me a story about your concerns.

70. Did you ever try to resolve any conflicts with institutional leaders? If yes, how did that go? If no, why not?

71. How were conflicts with institutional leaders dealt with at your academic institution? Were there formal procedures or policies set up?

~ ***Discrimination*** ~

72. Did you ever experience discrimination or reverse discrimination in your career?

73. Tell me a story about your experiences.

74. Did you ever try to resolve any issues with discrimination? If yes, how did that go? If no, why not?

75. How was discrimination dealt with at your institution? Were formal procedures or policies set up? How is discrimination dealt with at your current institution?

76. From what you've seen in your career, do you think women or minorities are treated differently?

77. Are there any other ways that you feel your race or gender has affected your career?

78. Can you confirm with me your racial/ethnic identity?

\* ***Financial Resources*** \*

~ ***Overall Access to Funding*** ~

79. Other than your K Award, did you apply for other types of research funding? Was this another mentoring award or for independent funding?

80. Tell me more about your grant application experiences during your research career.

81. Was it a challenge to get enough funding?

82. Did you have adequate funding overall? Tell me more about your past funding sources.

~ *Career Development Award* ~

83. I want to know more about your K award. In what ways was this award helpful to you?

84. Tell me a brief story about a time when you wished that this award could have done more for you.

~*Start-up Package*~

85. While you were pursuing a research career, did you have a start-up package? What did it entail?

86. How did you come to receive your package? Did you request it? Was one offered to you?

87. Did you negotiate the amount? If yes, how did that go? If no, why not?

**CONTINUE TO NEXT PAGE FOR CLOSING**

### ***Other Thoughts/Reflections***

Well, we're nearing the end of our interview today, and I'd like to take some time now to ask you for some final thoughts on what we've talked about. Specifically, do you have any recommendations or advice for young researchers who are just starting out in their careers? How about ideas for policies or institutional practices that might be helpful to young researchers?

### ***Closing***

Now that we've concluded your interview, I hope you have a better idea of what our research project entails.

Do you have any questions for me at this time?

This is one of the first few interviews that we're conducting. Do you have any ideas or suggestions for questions that we should ask in future interviews? Any thoughts on ways I could have made this interview go more smoothly?

**TURN OFF TAPE RECORDER, BUT DO NOT HANG UP YET**

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Ok, now I've just turned off the tape recorder so we can take care of a few administrative matters before we end today.

First, we're hoping to get the perspective of K Award mentors as well as mentees. We would particularly like to have some mentor/mentee pairs involved. Do you still have a relationship with your K Award mentor? Do you think that mentor would be willing to consider participating in an interview with us? I can forward you an invitation letter to send to your mentor or you can choose to give us the information to contact him or her directly, whichever you prefer.

Also, as you read in the initial invitation, we will be providing you with a \$100 honorarium for your time. I just need your mailing address in order to process your payment.

**\*\*\* Lastly, confirm race/ethnicity if not already specified during “Discrimination” portion of the interview. \*\*\***

I'd like to thank you again for sharing your story with me today. It was really a pleasure to speak with you.

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## Supplemental Digital Appendix B

*(Please note that the appendix has not been edited.)*

### Telephone Interview Guide, Non-Academic Mentee

Good Morning/Good Afternoon, Dr. \_\_\_\_\_. This is (your name), Research Associate for Dr. Reshma Jagsi. I'm calling in regards to the telephone interview that we had scheduled for today.

First of all, I want to thank you for agreeing to share your story with us.

As a reminder, this interview will last about an hour and it will be tape recorded and transcribed for analysis. We want to remind you that we will retain only general information about you, like your gender and not your name. Don't worry if you happen to mention a name during the interview. We'll replace names mentioned in the transcript with non-identifiable terms, such as "Mentor" or "Colleague."

Before we begin, do you have any questions for me?

Ok, I'm going to turn on the tape recorder now.

#### TURN ON TAPE RECORDER

May I ask you to acknowledge that I have explained the interview process to you and that you consent to proceeding with the tape recorded interview?

#### SUBJECT TO ANSWER ON TAPE RECORDING.

Thank you very much. During this interview, we'd like to focus on your individual experiences and stories, specifically as someone who has pursued an academic medical career in the past, but who is now working in \_\_\_\_\_ (industry, private practice, government, etc). We're trying to understand your experiences so we can figure out what kinds of things can be done to make it easier for young medical researchers to achieve their goals in an academic setting.

Our goal is to learn more about how to improve the system for supporting and developing the career of researchers in academic medicine. We're doing a number of surveys in our work, but this interview study is particularly important because we want to gain insights from the stories and details of your own experiences and observations."

I'd like to start by asking you about the various resources and challenges that may have played a role in influencing the evolution of your career.

*For more conversational follow-ups:*

*-Sounds like there might be a story there. Can you tell me more?*

*-That was helpful, can you tell me some more about that?*

*-That's the kind of information we're looking for. Can you tell me more?*

### ***Current Status, Goals, and Decision to Leave Academic Institution***

1. I see that you are no longer at (institution). Can you tell me about what you are doing now?
2. When did you leave academic medicine?
3. Why did you make the decision to leave your academic institution and pursue a career in \_\_\_\_\_ (industry, private practice, government, etc)?
4. When you were pursuing an academic career, what kinds of things did you hope to accomplish?
5. Now that you are working in \_\_\_\_\_ (industry, private practice, government, etc), have your goals changed? How so? Why?
6. Are there any specific challenges that might have influenced your decision to leave your academic position?

Now I have some questions that are a bit more sensitive, but we'd really find it valuable to have your responses.

7. Were there any goals you once had for your career in academic medicine that you weren't successful in achieving?
8. I know no one likes talking about this, but would you be willing to tell me about some specific experiences you've had with rejection in your career? Maybe a grant application, a paper, or something else. What happened, why do you think the decision was unfavorable, and how did you respond?
9. At this point in your career, how satisfied are you with the way things have turned out?

I'm now going to ask you some more detailed questions about the various resources and challenges that might have influenced the evolution of your career.

Please think about how things were at the time you were still in your academic position.

### ***Resources and Challenges***

#### ***\*Mentoring\****

88. While you were pursuing an academic career, did you have any mentors? Tell me about those relationships.

89. What kinds of roles have mentors played for you?
90. What do you think makes mentoring relationships work well? What do you think makes mentoring relationships work poorly?
91. How did you come to develop your relationships with your mentors?
92. Tell me a story about a time when a mentor really helped you out.
93. Tell me a story about a time when you wished you had a mentor who could have helped you.

***\*Institutional Resources and Environment\****

***~ Adequate Space ~***

94. Are you a laboratory scientist? Did you or have you ever had a lab? Did you have access to adequate lab or office space when you were at your academic institution?
95. If dissatisfied with your space, did you try negotiating with your department or division for more space? If yes, how did that go? If no, why not?

***~ Protected Research Time ~***

96. While you were at your academic institution, did you feel that you had enough research time that was adequately protected from clinical demands and other interruptions? Was the problem that you didn't have enough, that it's was not protected, or both?
97. Describe for me how your time was spent during the course of a typical work week when you were at your academic institution. If you didn't work typical weeks, tell me about what your schedule was in general.
98. Did you have atypical weeks like times when you're on-service or when you're covering the wards?
99. Did the amount of your protected time ever change throughout the course of your academic career? How so?
100. If dissatisfied, did you try negotiating for more protected time? If yes, how did that go? If no, why not?
101. Tell me a story about a time when you felt your research suffered because of inadequate protected time.

~ ***Adequate Administrative Support*** ~

102. While you were at your academic institution, did you have access to adequate administrative support? Tell me about the support you received.
103. Did you have access to a research assistant? What about biostatistical support? Grant administrators?
104. Did you ever spend much time on tasks that you really felt you should be able to delegate? Why?
105. Did you try negotiating with your department or division for more administrative support? If yes, how did that go? If no, why not?

~ ***Work/Life Balance*** ~

106. While you were pursuing an academic career, were you married or living with a partner? Did your partner work? Full time? Would you say both of your job positions contributed equally to maintaining your lifestyle at the time? Did you have kids? How old were your kids? Were they still living at home? Where were they during the day? Did you have concerns about work/life balance? What about now?
107. Tell me a story about a time when these concerns were especially troublesome.
108. Did you ever try negotiating for more personal time away from work? If yes, how did that go? If no, why not?
109. How was the issue of work/life balance dealt with at your institution? Was it encouraged? Were there formal programs or policies set up?

~ ***Treatment by Institutional Leaders*** ~

110. Did you ever have concerns about the way leaders treated you at your academic institution? Tell me a story about your concerns.
111. Did you ever try to resolve any conflicts with institutional leaders? If yes, how did that go? If no, why not?
112. How were conflicts with institutional leaders dealt with at your academic institution? Were there formal procedures or policies set up?

~ ***Discrimination*** ~

- 113. Did you ever experience discrimination or reverse discrimination in your career? Tell me a story about your experiences.
- 114. Did you ever try to resolve any issues with discrimination in your career? If yes, how did that go? If no, why not?
- 115. How was discrimination dealt with at your academic institution? Were formal procedures or policies set up?
- 116. Are there any other ways that you feel your race or gender has affected your career?
- 117. Can you confirm with me your racial/ethnic identity?

**\* Financial Resources\***

**~ Overall Access to Funding ~**

- 118. Other than your K Award, did you apply for other types of research funding? Was this another mentoring award or for independent funding?
- 119. Tell me more about your grant application experiences during your academic career.
- 120. Was it a challenge to get enough funding?
- 121. Did you have adequate funding overall? Tell me about your past funding sources.

**~ Career Development Award ~**

- 122. I want to know more about your K award. In what ways was this award helpful to you?
- 123. Tell me a brief story about a time when you wished that this award could have done more for you.

**~Start-up Package~**

- 124. While you were at your academic institution, did you have a start-up package? What did it entail?
- 125. How did you come to receive your package? Did you request it? Was one offered to you?
- 126. Did you negotiate the amount? If yes, how did that go? If no, why not?

**Other Thoughts/Reflections**

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Well, we're nearing the end of our interview today, and I'd like to take some time now to ask you for some final thoughts on what we've talked about. Specifically, do you have any recommendations or advice for young researchers who are just starting out in their careers? How about ideas for policies or institutional practices that might be helpful to young researchers?

### ***Closing***

Now that we've concluded your interview, I hope you have a better idea of what our research project entails. Do you have any questions for me at this time?

This is one of the first few interviews that we're conducting. Do you have any ideas or suggestions for questions that we should ask in future interviews?

**TURN OFF TAPE RECORDER, BUT DO NOT HANG UP YET**

Ok, now I've just turned off the tape recorder so we can take care of a few administrative matters before we end today.

First, we're hoping to get the perspective of K Award mentors as well as mentees. We would particularly like to have some mentor/mentee pairs involved. Do you still have a relationship with your K Award mentor? Do you think that mentor would be willing to consider participating in an interview with us? I can forward you an invitation letter to send to your mentor or you can choose to give us the information to contact him or her directly, whichever you prefer.

Also, as you read in the initial invitation, we will be providing you with a \$100 honorarium for your time. I just need your mailing address in order to process your payment.

***\*\* Lastly, confirm race/ethnicity if not already specified in Discrimination Section \*\****

I'd like to thank you again for sharing your story with me today. It was really a pleasure to speak with you.

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## Supplemental Digital Appendix C

*(Please note that the appendix has not been edited.)*

### Telephone Interview Guide – Mentor

Good Morning/Good Afternoon, Dr. \_\_\_\_\_. This is [your name], Research Associate for Dr. Reshma Jagsi. I'm calling in regards to the telephone interview that we had scheduled for today.

First of all, I want to thank you for agreeing to share your story with us.

As a reminder, this interview will last about an hour and it will be tape recorded and transcribed for analysis. We want to remind you that we will retain only general information about you, like your gender and not your name. Don't worry if you happen to mention a name during the interview. We'll replace names mentioned in the transcript with non-identifiable terms, such as "Mentor" or "Colleague."

Before we begin, do you have any questions for me?

Ok, I'm going to turn on the tape recorder now.

#### **TURN ON TAPE RECORDER**

May I ask you to acknowledge that I have explained the interview process to you and that you consent to proceeding with the tape recorded interview?

#### **SUBJECT TO ANSWER ON TAPE RECORDING.**

Thank you very much.

As you know, we were referred to you by one of your K Award mentees. During this interview, we'd like to focus on your observations and stories, specifically as someone who has mentored others in pursuit of an academic medical career. We would like to gather your insights so we can figure out what kinds of things can be done to help young medical researchers succeed.

Our goal is to learn more about how to improve the system for supporting and developing the career of researchers in academic medicine. We're doing a number of surveys in our work, but this interview study is particularly important because we want to gain insights from the stories and details of your own experiences and observations.

First, let me get a sense of your history as a mentor.

*For more conversational follow-ups:*

*-Sounds like there might be a story there. Can you tell me more?*

*-That was helpful, can you tell me some more about that?*

*-That's the kind of information we're looking for. Can you tell me more?*

***\*Mentoring History & Career Development Award \****

1. How many K awardees have you mentored?
2. Have you served as a formal mentor for other individuals holding other kinds of career development awards (like ones from private philanthropic foundations)?
3. Over the course your career, how many junior faculty members would you say you have mentored?
4. Overall, how many years do you think you've been mentoring others?
5. Can you think of any recent instances when you were particularly helpful to any of your mentees? Tell me about them. Have you ever been able to turn things around when one of your mentees felt like giving up?
6. Can you think of any mentoring relationships that didn't work out as well? Tell me about those instances. Are there any mentees that, despite your best efforts, failed to reach their potential? Do you think there was anything more you could have done at the time? What would you do now?
7. Why have you chosen to mentor junior faculty members?
8. In your experience, what have been the rewards of mentoring?
9. Do you feel that mentoring is adequately valued or rewarded at your institution?
10. About how much time in a typical week would you say you spend on mentoring-related activities?  
\_\_\_\_\_ hours or proportion.
11. What kinds of things have your mentees told you they hope to accomplish in their careers?
12. Have any of these mentees' goals changed over time? How so? Why?

13. Have any of your mentees become unsure about whether or not they would continue to pursue an academic career? Why?

Okay, we've talked a bit about your mentoring experiences in general. Now I want you to think specifically about mentoring individuals who have had K awards.

14. Do you think that the K Award program has played a major role in helping any of your mentees to succeed? Why or why not?

15. Do you think that your mentoring relationships with K awardees have been different in any way from your mentoring relationships with other junior faculty members? How so?

16. Did any of your K awardees go on to get an R01 or another independent investigator award? How many of them were able to do this? Did they all apply? Of those that did not apply, what do you think are some of the reasons why they did not apply?

17. Overall, do you think any of your K awardees would be considered as "success stories"? Tell me about them and what you think helped them to succeed.

18. Have you had any K awardees who didn't do as well in academic medicine? Tell me about them and the challenges they faced.

19. Do you have any other insights about why some K awardees succeed while others don't?

In our remaining time, I'd like to ask you a few more detailed questions about the various resources and challenges that may influence the development of a research career.

### ***Resources and Challenges***

#### ***~ Work/Life Balance ~***

127. Has concern about balancing work with family life influenced the career development of any of the young medical researchers that you've mentored?

128. Tell me about a mentee of yours who has really struggled with achieving balance between work and family life. What was the impact on their career?
129. Tell me about a mentee of yours who has done well with maintaining both career and family.
130. Have you ever tried to help one of your mentees address the issue of balance between work and family life? Tell me about what happened.
131. (Have you had any female mentees? If so, have they faced any unique challenges?)

~ ***Discrimination*** ~

132. Do you believe that any of your mentees have experienced discrimination or reverse discrimination in their careers?
133. Tell me about a mentee of yours who has experienced discrimination or reverse discrimination. What was the impact on their career?
134. Have you ever tried to help one of your mentees address a problem with discrimination or reverse discrimination? Tell me about what happened.

***Treatment by Institutional Leaders*** ~

135. Have conflicts with institutional or departmental leaders influenced the career development of any of the young medical researchers that you've mentored?
136. Tell me about a mentee of yours who has had problems dealing with institutional leaders. What was the impact on their career?
137. Have you ever tried to help one of your mentees resolve a conflict with an institutional leader? Tell me about what happened.

~ ***Protected Research Time*** ~

138. Have any of the young medical researchers that you've mentored been seriously challenged because they had insufficient time protected from clinical demands and other interruptions?
139. Tell me about a mentee of yours who has really struggled with having inadequate protected time. Was the problem that they didn't have enough time, that the time was not well protected, or both? What was the impact on their career?
140. Have you ever tried to help one of your mentees address the challenge of inadequate protected time? Tell me about what happened.

~ **Adequate Space** ~

1. Have any of the young medical researchers that you've mentored been seriously challenged as a result of having insufficient lab or office space?
2. Tell me about a mentee of yours who has really struggled with not having enough space. What was the impact on their career?
3. Have you ever tried to help one of your mentees obtain sufficient lab or office space? Tell me about what happened.

~ **Adequate Administrative Support** ~

141. Have any of the young medical researchers that you've mentored been seriously challenged as a result of having inadequate administrative support?
142. Tell me about a mentee of yours who spends too much time doing administrative tasks that should be delegated to others. What has been the impact on their career?
143. Have you ever tried to help one of your mentees deal with a lack of administrative support? Tell me about what happened.

\* **Financial Resources** \*

~ **Overall Access to Funding** ~

144. Has lack of funding influenced the career development of any of the young medical researchers that you've mentored?
145. Tell me about a mentee of yours who has had problems with obtaining adequate funding. What was the impact on their career?

~ **Start-up Package** ~

146. Do you think that it is important for young researchers to have a start-up package? What should it entail?
147. Has having a start-up package (or not having one) influenced the career development of any of the young medical researchers that you've mentored?
148. Why do you think some young researchers are able to obtain a satisfactory start-up package while others are not?
149. Have you ever tried to help one of your mentees ask for or negotiate for a start-up package? Tell me about what happened.

Supplemental digital content for DeCastro R, Sambuco D, Ubel PA, Stewart A, Jagsi R. Mentor Networks in Academic Medicine: Moving Beyond a Dyadic Conception of Mentoring for Junior Faculty Researchers; for DeCastro R, Sambuco D, Ubel PA, Stewart A, Jagsi R. Batting 300 is Good: Perspectives of Faculty Researchers and their Mentors on Rejection, Resilience, and Persistence in Academic Medical Careers; for Sambuco D, Dabrowska A, DeCastro R, Stewart A, Ubel PA, Jagsi R. Negotiation in Academic Medicine: Narratives of Faculty Researchers and Their Mentors. Acad Med. 2013;88(4)

### ***Other Thoughts/Reflections***

Transition: Well, we're nearing the end of our interview today, and I'd like to take a moment now to ask you for some final thoughts on what we've talked about. Specifically, do you have any other recommendations or advice for young researchers who are just starting out in their careers? How about ideas for policies or institutional practices that might be helpful to young researchers?

### ***Closing***

Now that we've concluded your interview, I hope you have a better idea of what our research project entails. Do you have any questions for me at this time?

This is one of the first few interviews that we're conducting. Do you have any ideas or suggestions for questions that we should ask in future interviews?

**TURN OFF TAPE RECORDER, BUT DO NOT HANG UP YET**

Ok, now I've just turned off the tape recorder.

As you read in the initial invitation, we will be providing you with a \$100 honorarium for your time. I just need your mailing address in order to process your payment.

I'd like to thank you again for sharing your story with me today. It was really a pleasure to speak with you.