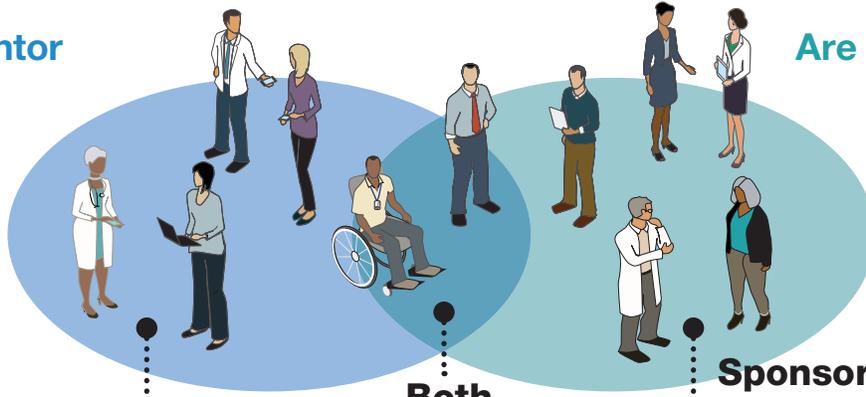


UCSF SPONSORSHIP TIPS

Are You a Mentor or Mentee Interested in Sponsorship?

Are You a Sponsor, or Seeking Sponsorship?



Mentorship

- Career development
- Focused on personal and professional development
- Transformative relationship
- Usually longitudinal
- Critical early in career

Both

- Key professional relationships
- Both participants benefit
- Multiple are desired
- Mentor may serve as sponsor
- Require trust, respect, and loyalty

Sponsorship

- Career advancement
- Focused on specific career-advancing opportunities
- Transactional relationship
- Often episodic
- Critical later in career

Ayalla, M et. al. Academic Medicine. 2019.

Sponsorship is a set of actions wherein the sponsor uses their position to actively support the career of a colleague to help them obtain visibility, promotion, recognition, or positions. Sponsorship can be episodic or longitudinal, for prominent or smaller roles, and is often not transparent to the colleague being sponsored.

Who Needs Sponsorship? Studies demonstrate a positive association between sponsorship and increased visibility, promotion, and leadership opportunities for health science faculty members. All faculty benefit from sponsorship, and this may be especially true for women and those underrepresented in health science careers who may be overlooked when sponsorship opportunities exist. The UCSF Sponsorship Survey found that amongst faculty respondents, 55% felt that women receive less sponsorship than men and 46% felt that underrepresented faculty receive less than their non-underrepresented peers. While sponsorship often occurs behind closed doors, there are opportunities to actively seek out sponsorship, such as approaching your chair about your interest in a

position and asking them to reach out to the committee or asking a colleague to talk up your successes with a leader in your field.

Are You a Sponsor? Yes! Most of us are leaders in one domain or another in our careers. We encourage you to reflect on the areas where you are positioned to help support a colleague's career. For example:

- You are asked to give a talk at a high visibility meeting, but instead recommend your colleague to present.
- You are aware of a new leadership opportunity and encourage your colleague to apply for it. You follow up by speaking highly of the colleague to leadership behind closed doors.

Are You an Institutional Leader?

Institutional leaders have faculty who report to them and/or hold key positions in the school or department; for example: division and section chiefs, department chairs, and deans, to name a few. These leaders have unique influence and responsibility relating to sponsorship. If you are one of these leaders, it is crucial for you to recognize that sponsorship is part of your role because of the potential influence you have on faculty members' careers. Your faculty may come to you asking for sponsorship – this is a great opportunity.

to support their career! Other faculty may be more reticent or unaware that they can ask for your support and they may need you to identify sponsorship opportunities for them. We encourage you to reflect on who you sponsor and whether you are sponsoring men and women underrepresented in health sciences careers and non-underrepresented faculty equitably. Sponsorship is a powerful tool that should be used to support an equitable and inclusive climate at UCSF.

Are You a Mentor? Mentors can act as sponsors for their mentees, but the activities of sponsorship are distinct from the activities of mentoring. If you are a mentor, you should think about opportunities where you can leverage your role as a leader to create sponsorship opportunities for your mentee. Examples include encouraging a mentee to apply for a position and then following this up by talking up their success to someone on the search committee or introducing them to a leader with whom they would not otherwise be able to connect without your support. The figure above can help you reflect on the differences and overlap between mentorship and sponsorship.

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