FACULTY MENTORING
10 BEST PROGRAM PRACTICES

1. Visible, overt, regular communication from leadership that good mentoring is a department priority

2. Formal program management

3. Thoughtful mentor matching at hire, and prior to arrival on campus

4. Multiple mentors, one outside department, until tenure & promotion decision

5. Provision for training of mentors

6. Provision for training of junior faculty (mentees)

7. Opportunities for junior faculty to network/meet as a group

8. Opportunities to check on success of mentoring relationships for every junior faculty, and re-assign/augment, etc., as needed

9. Evaluation of program as a whole on a regular basis

10. Provision of formal recognition, acknowledgment, awards, etc., for mentoring
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1. Be available: take the initiative to make the first contact; set a mutually agreed upon schedule of meetings

2. Listen and ask questions: essential skills! suspend judgment, be sensitive to situations or problems that you may not have encountered

3. Offer support: permit time for new faculty to become acclimated; be positive

4. Offer guidance and advice: assist mentee in establishing a balance between teaching, research, and service responsibilities

5. Practice and encourage direct communication: this is a 2-way street! get to know your mentee, let your mentee know your mentoring style and philosophy, discuss expectations, offer constructive feedback, be honest, respect privacy

6. Advocate for rights: educate new faculty regarding both departmental and institutional contractual agreements; understand differences for individuals from underrepresented groups

7. Help establish relationships: help mentee establish networks of support, introduce new faculty to colleagues, administrators, and others whom they will need to know

8. Appreciate the multi-dimensional nature of mentoring: understand that your role may change from counselor, coach, advocate, challenger and no one person can meet all the needs all the time.

9. Set goals: short term (people, procedures) and long term (promotion, professional profile, tenure)

10. Assess your relationship: take the role of mentoring seriously, stay active, ask for help with difficulties

Some Guidelines for Department Chairs

1. Be familiar with your college policy, and publicly endorse mentoring as valuable

2. Develop a formal mechanism to acknowledge mentors in your department

3. Assign a mentor as soon as the offer letter is accepted; consult with the search committee about the mentor assignment

4. Assign a mentor from outside your department based on research or other interests

5. Continue to check in with the mentor and the new faculty member