

April 1, 2011.

College of Communication Arts & Sciences Faculty Mentoring Policy

Part 1: Faculty Mentoring Policy

Consistent with University policy that every college implement a formal faculty mentoring program effective at the beginning of the 2011-12 academic year, the College of Communication Arts and Sciences adopts the faculty mentoring policy outlined as follows:

1. Mentoring is an essential component of faculty practices. The CAS policy will make mentoring available to tenure stream faculty at the assistant and associate professor level who wish to have mentoring as a tool to advance their academic career.
2. Different faculty needs may be met at different stages of their career, in different ways from different sources, both inside and outside the unit.
3. Mentoring is to be organized at the college level, with input from departments in accordance with the needs of faculty in the different departments.
4. Mentoring shall be made available in at least the following areas:
 - i) Institutional culture, history, resources and structure
 - ii) Teaching
 - iii) Research
 - iv) University service
 - v) Grant writing
 - vi) Unit and college rules regarding promotion, reappointment, evaluation and tenure
 - vii) Balancing the loads of work and life
 - viii) Developing professional connections inside and outside the university
 - ix) Expectations of the unit(s) with regard to relative productivity in teaching, research and service.
5. Additional areas may be identified by individual faculty and units and attempts will be made to accommodate them.
6. CAS acknowledges that conflicts of interest threaten good mentoring relationships. As such, conflicts of interest should be minimized, confidentiality protected, and all faculty members provided an environment in which they can address concerns without fear of retribution.
7. CAS recognizes the right of faculty members not to have a designated mentor or not to participate in the mentoring program without penalty. CAS also recognizes the right of faculty members not to serve as a mentor.
8. CAS recognizes that mentoring occurs in both formal and informal settings. Feedback on mentoring shall be part of the annual review.
9. Mentoring shall be regarded as an essential component of university service.

Part 2: Implementing CAS Mentoring Policy

1. By the second week of each fall semester, department heads will inform the dean's office of individual faculty members who desire mentoring during the academic year. Department heads shall also inform the dean's office who their mentoring facilitator (MF) is for the academic year. Mentoring Facilitators from each department, along with a dean's designee shall constitute a CAS Mentoring Committee (CMC). The dean's designee shall serve as the Mentoring Program (MP) chair.
2. The College Mentoring Committee (CMC) will organize at least one faculty mentoring forum during the fall semester. This forum shall serve as an orientation for the mentoring program and all new college faculty members. The forum will identify the resources available at the University, College, and Department levels for faculty success. The forum shall introduce mentoring participants to the goals, roles, and expectations of the mentoring program.
3. Mentoring needs will initially be discussed at the department level between the department head, mentoring facilitator, and faculty member.
4. The department head and its MF will offer to meet individually with faculty members requesting mentoring to discuss potential mentoring areas and possible mentors. None may be identified and/or the faculty member may decide not to proceed with mentoring.
5. Where mentoring needs are identified, the department head, MF, and the faculty member will outline a plan that addresses the areas discussed. The plan may be limited or elaborate in scope. The plan should be documented and jointly initialed. The plan may or may not include a specific mentor(s) for the faculty member. For jointly-appointed faculty, the MP chair may be requested to offer guidance on mentoring during the development of the mentoring plan.
6. Follow-up will occur when requested by the faculty member or mentor(s). The MP chair, department head, or the MF may initiate a follow-up discussion. Follow-up activities should be documented and jointly initialed.
7. Where informal mentoring activities occur, mentoring participants may note the instance but do not have to formally endorse or acknowledge the activity.
8. Faculty who do not identify mentoring needs or areas of mentoring during the fall semester and/or during annual review may do so subsequently.
9. In addition to individual mentoring initiatives, the CMC will facilitate and encourage peer-to-peer and group mentoring initiatives.
10. To assess the mentoring program, the dean's office shall conduct a mentoring evaluation periodically.

11. A summary of mentoring evaluations, without individual identification, will be made available to the College Advisory Council. The Council and the College Mentoring Committee may recommend changes in the mentoring program to the dean.

Adopted, April 1, 2011.