

## **CAL Faculty Mentoring Policy**

The College of Arts and Letters believes that mentoring can contribute significantly to the development of junior faculty and to the quality of academic life in the College. Strong and effective mentoring is also critical to our efforts to increase diversity within the College by attracting and retaining women and under-represented minority faculty members. It is College policy that departments offer mentoring to junior tenure system faculty in all the areas of their professional responsibility: teaching, research, service, and outreach. Departments must develop effective procedures by which untenured faculty can receive mentoring from tenured colleagues who have the relevant professional experience and are knowledgeable about University procedures. Mentors should be able to counsel junior faculty in the academic work expected of them and should offer sound understanding of the expectations for promotion and tenure.

The College of Arts and Letters requires that each department develop a written policy on mentoring. This policy should address the selection and duties of mentors and the duration of their responsibilities. It should also specify how mentoring is to be recorded and provide an annual means by which junior faculty can indicate if their individual needs for mentoring are being met. Mentors should record their efforts as part of their service obligations and this work should be appropriately recognized in annual reviews of faculty efforts. While typically each junior faculty will have at least two official mentors, departments should strive to create a climate in which the support and guidance proper to good mentoring is a shared effort made by the tenured faculty.

Assignment of mentors should take place at the beginning of the first year of a junior faculty member's service at MSU. Mentors should be readily available and they should be prepared to assist in the following ways as appropriate to individual needs and policy expectations:

- Serve as a source of information
- Provide support and advice. Confidential information shared must remain confidential
- Serve as a liaison to administrators
- Clarify department and college expectations for promotion and tenure, and discuss strategies for success in evaluation processes
- Assist with setting long-term goals and short-term objectives
- Advise on how to set priorities and developing a professional development plan;
- Review and critique papers, grant proposals, conference abstracts
- Encourage submission of proposals and papers, and help critique drafts
- Advise on development of new research collaborations
- Offer suggestions on course preparation, classroom delivery, examinations, TAs, and grading
- Help identify appropriate opportunities for engagement and leadership within the department, college and university
- Assistance with developing professional networks
- Identify strategies for avoiding pitfalls, overcoming difficulties and saying "no" when appropriate
- Advise on optimal time allocation across research, teaching, and service missions