

PROCEDURE 2.2.2: FACULTY MENTORING

Statement of philosophy: mentoring new faculty

To provide new full-time faculty members every opportunity to succeed for the success of the individual and the college, this formal mentoring program, overseen by the faculty growth and assessment committee, helps new faculty acclimate to the college, achieve teaching excellence and establish a support network.

Duration of the mentoring relationship

- The mentor serves until the faculty member achieves tenure or leaves the college.
- The mentee or the committee may end the relationship.
- For any reason, especially if the mentor can no longer be positive about the mentee, the mentor may request another mentor be assigned.

Mentoring responsibilities

- Meet with and/or contact your mentee before they begin employment in their new position.
- Remind your mentee about issues such as sexual harassment, substance abuse, etc., including the responsibility to follow college rules and report such things if heard or observed.
- Meet regularly with your mentee.
- Answer any questions your mentee has.
- Sit in on a few of your mentee's classes, and invite them to sit in on a few of your classes.
- Provide constructive criticism, encouragement and compliments, and share pedagogical methods.
- The mentor should help your mentee get to know the campus and college environment, including the tenure process, governance system other relevant elements of the culture, the faculty handbook and the policy manual.
- Introduce your mentee to other staff and faculty members to help them start to establish a professional network at Sandburg.
- Help your mentee find resources for teaching enhancement and technology.
- Each semester, turn in the activity report form, describing activities undertaken without evaluating the teaching or competence of your mentee.
- In the third year, you can complete a peer evaluation of your mentee, and in the first two years, you can recommend another faculty member complete a peer evaluation of your mentee.

Inappropriate mentoring behavior: New faculty

- Don't evaluate, assess or express negative comments about your mentee and their abilities.
- Treat all interactions and discussions with your mentee in confidence.
- Don't speak with your mentee's supervisor regarding the mentee or their teaching. Don't prejudice your mentee against their supervisor.
- Don't limit your mentee's independence or academic freedom by dictating classroom policies, choice of subjects or teaching methods to be followed. Check with other mentors or faculty about whether a particular behavior is poor instructional practice or simply a difference in teaching style.
- Don't take sides or interfere in a disagreement between your mentee and their supervisor. Instead, help your mentee understand the issue, and define possible solutions. If your mentee feels something unfair has taken place, you can offer available remedies and advise on the wisdom of seeking these remedies.
- Don't do your mentee's work for them.
- Since you're serving an advocate for your mentee, during the first two years encourage another faculty member to perform a peer evaluation, if warranted.

Mentoring adjunct faculty

- Any adjunct may be mentored, with the exception of dual-credit adjunct faculty whose primary employment is with the school district of the students they're teaching.
- Both full-time and adjunct faculty may serve as mentors of adjunct faculty; full-time faculty must be tenured.
- Any adjunct with four semesters of experience at the college can mentor other adjuncts but aren't required to do so, and no action can be taken if the adjunct declines to mentor.
- When possible, adjunct mentors should report to the same dean or chair as their mentees, but it's not an absolute requirement.
- Adjuncts should be mentored for three semesters of their teaching.
- Active and former mentors who are adjunct faculty will be formally designated adjunct mentors.
- Adjunct mentors complete the mentoring activity report form every semester they mentor, with the exception of the tenure-track line.
- Adjunct mentors should follow the same guidelines as listed above under *Mentoring responsibilities* and *Inappropriate mentoring behavior: New faculty* for mentors of untenured full-time faculty, including confidentiality, except where they apply solely to tenure-track faculty.

Mutual mentoring for tenured faculty

- Participating in mutual mentoring is voluntary for tenured faculty.
- Mutual mentors must be tenured.
- You will mentor for one year, with an option to extend for one more year.
- Mutual mentors complete the mutual mentoring activity report form every semester you mentor.
- Mutual mentors should follow the same guidelines as listed above under *Mentoring responsibilities* and *Inappropriate mentoring behavior: New faculty* for mentors of untenured full-time faculty, including confidentiality, except where they apply solely to new faculty.

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