

## **School of Marine Science and Policy**

### **Policy Statement 3.4 Faculty Mentoring Program**

#### **Background**

The School of Marine Science and Policy is committed to helping all incoming faculty to achieve a successful outcome in the promotion and tenure (P&T) process. Assistant Professors in the School of Marine Science and Policy (SMSP) have access to a mentoring program until they have achieved the rank of Associate Professor, and maintain it, upon request only, after their promotion to Associate Professor. This program provides information and advice regarding responsibilities, prerogatives, and performance expectations. The mentoring program does not evaluate the performance of the Assistant Professor (or the Associate Professor), and it is solely advisory in intent and function. The mentoring program is administered by the Director of the School.

#### **I. Items specific to the Faculty Mentoring Program in the SMSP are listed below:**

- A. The Director shall provide each Assistant Professor with access to a mentor within two weeks of arrival at the University of Delaware. The mentor for an Assistant Professor can be either an Associate Professor or Full Professor. The mentor will be determined through discussion between the Director and the Assistant Professor. The mentoring relationship is to be renewed by the Director as part of the annual appraisal process and in consultation with the mentor and Assistant Professor.
- B. Ordinarily, the Assistant Professor will meet with the mentor several times per year, and typically more often in the initial years of employment. The timing and topics to be covered are provided below in item II as a suggested mentoring schedule.
- C. The mentor for an Assistant Professor will inform the School Director at the end of each semester about mentoring activities. Each mentor will provide a brief outline of mentoring activities as part of their annual service appraisal with the Director. Mentoring is counted as part of the administered service workload for participating faculty.
- D. The Assistant Professor will be given an onboarding package that contains information about SMSP and University policies. The mentor will meet with the Assistant Professor to answer questions about this package. In particular, this meeting will be used to make sure the Assistant Professor understands school policies.
- E. The mentor for an Associate Professor is a Full Professor. The Associate Professor can request a post tenure decision meeting with the P&T committee. The Associate Professor can request continued mentoring.

**II. Suggested timeline and potential topics for mentorship – this only serves as guidance; each mentor-mentee relationship will design their own meeting agendas and timelines.**

A. Year 1

Early summer or prior to first semester:

- Laboratory renovations and progress.
- Obtain the onboarding package
- Equipment orders and purchasing logistics at UD.
- Review of Research Office policies and submitting proposals at UD.
- Graduate student recruitment.

Early in first semester:

- Teaching load for the year and teaching preparations, including syllabus advice, grading policies, and support mechanisms (Canvas, Course capture, etc.).
- Overview of University policies for students and UD policies for faculty.
- College and School P&T guidelines (including the possibility for a one semester research leave), Faculty handbook, Family Friendly Policies.

Mid-semester:

- Review process of annual evaluation, in-rank reviews, and focus on research, papers, funding, external letters, and good record keeping for building the tenure dossier.
- Current research and teaching plans.

End of first semester:

- Revisit topics from previous meetings as needed.
- Building a professional network.
- Long-term funding plans and draft a five year effort strategy.

Middle of second semester:

- Review first-year annual review from Director: are there issues or problems?
- Were deficiencies / proficiencies discussed that were not noticed before this point?
- Is the teaching load still appropriate?
- Is research on track and how does this compare to initial five year plan?
- Is the mentee's service load reasonable and optimal?
- Provide clarification and help to discriminate among service activities that are appropriate for the rank

B. Year 2

First semester:

- Begin to review dossier for the two-year review.
- Is the mentee actively mentoring graduate and possibly undergraduate students?
- Which objectives have been met from the previous summer?
- Any modifications to teaching assignments and goals for this semester?
- Review deadlines for grant proposals and graduating students.

- Discuss timing of possible one-semester research leave.

Mid-semester:

- Is the mentee attending national meetings and making external contacts?
- Discuss appropriate faculty to advise mentee on research proposals.

Early in second semester:

- Revise and update the five-year research plan, with a concentration on the first four years in preparation for tenure, but also some consideration for longer-term projects post tenure.
- Review materials for the two-year review.
- Review mentee's teaching load, evaluations and service.

Middle of second semester:

- Review the two-year review. What steps are needed to continue positive growth and prepare for tenure?
- Review the five-year research plan with a focus of considering how external reviewers will evaluate the mentee in three years when they are under tenure review.
- Discuss opportunities to present seminars at other institutions and increase the mentee's network and positive exposure.

C. Years 3–5:

- As in previous years, mentors should continue to meet regularly with the mentee to assure that work is on track. Meetings should take place at least two times per year in order to cover the topics presented below.

Year 3

- Discuss and re-evaluate research progress: papers submitted, where revisions stand (and dealing with rejections), proposals pending and funded, and current service obligations.
- Discuss how to represent the mentee's research and what is (are) the unifying themes? What are the contributions and their relevance? Who is the audience?
- Re-visit the 5-year research plan. Are publications on track?
- Consider one-semester research leave and discuss research activities and production.
- Review teaching load and evaluations.
- Discuss possible opportunities for any specific awards.
- Check that the mentee is maintaining a record of all appropriate activities that can be logged in their P&T dossier.
- Revisit P&T guidelines and the School recommendations of the two-year review in preparation of the dossier for the four-year review.
- Develop a tentative list of external reviewers and the mentee's visibility in their respective fields of study.

Year 4

- Update dossier for the four-year review.
- Discuss publication submission times with a realistic time frame for what can be included in the promotion dossier.

- Re-evaluate the five-year plan, with a strong focus on the next two years to meet publication deadlines, but also consider longer-term planning so the mentee is on track once promoted.
- Discuss the four-year review and any perceived weaknesses in the dossier to establish a clear plan of correction.
- Discuss the external reviewers and what should be included in the external promotion dossier for external evaluations.
- Discuss how the mentee thinks their colleagues would describe their work and their contributions and how to apply this to the external dossier.

#### Year 5

- Discuss P&T schedule, dossier completion and future plans.
- Discuss teaching plans as well as possible future sabbatical plans post- promotion.

#### **Legislative History**

- Drafted by Interim Director of SMSP - 01 April 2011.
- Discussed by Directors Council of SMSP - 11 April 2011.
- Posted on Web for faculty comment - 11 – 25 April 2011.
- Revised by Interim Director - 03 May 2011.
- Discussed by Directors Council of SMSP - 09 May 2011.
- Revised by Interim Director - 10 May 2011
- Approved by Directors Council of SMSP - 13 May 2011.
- Approved by Dean of CEOE -19 May 2011.
- Promulgated by Interim Director of SMSP - 20 May 2011.
- Updated by Director of SMSP - 03 Nov 2017.
- Updated by Director's Council - 12 Jan 2018.
- Updated by SMSP Faculty – 02 February 2018.
- Approved by CEOE Academic Council - 16 November 2018.