Faculty Mentoring Initiative for Early and Mid-career Faculty
Office of the Senior Vice President and Provost
Iowa State University

The Office of the Senior Vice President and Provost recognizes the importance of supporting *early and mid-career faculty* through mentoring. The goal is to ensure successful faculty advancement, promotion, and inclusion. In furtherance of this goal and our institutional strategic goals, this Faculty Mentoring Initiative for early and mid-career faculty seeks to increase faculty retention and success (e.g., promotion and advancement, sense of belonging, developing future mentors and leaders). This program is designed for:

- early career faculty at the rank of Assistant Professor (term and tenure-eligible)
- mid-career faculty at the rank of Associate Professor (term and tenure-eligible)

Interested faculty are encouraged to discuss their goals with their Department Chairs/School Directors. Preliminary discussions among Department Chairs/School Directors may focus on:

1. Developing an initial mentoring plan designed to promote the mentored faculty's engagement in the department/school and larger campus community and set the faculty member on a trajectory for a successful review. The mentoring plan and approach will depend upon the department or school's structure and the mentored faculty's position responsibilities and career goals. Best practices for mentoring and faculty planning are available for [Assistant Professors, Associate Professors,](#) and [term faculty](#).

2. Crafting a mentoring approach. Mentoring works in various ways for different faculty. Mentoring approaches could reflect mentoring dyads (Faculty Mentor– Mentored Faculty) or mentoring circles (Faculty Mentor(s) with more than one Mentored Faculty). Additional information about various mentoring orientations is described in the Faculty Mentor Guide, which is posted on the [Faculty Mentoring](#) website, under the heading Faculty Mentor Roles, Responsibilities, and Expectations.

   Department chairs/school directors may not serve as faculty mentors. Rather, the department chair/school director is a faculty mentor by virtue of their administrative position. Every department chair/school director is encouraged to support all faculty members in the unit and work with each faculty member to ensure that they have the resources to succeed and the appropriate feedback on performance.

   Department Chairs/School Directors are encouraged to pair a new faculty member with a Faculty Mentor and recommend other mentors to support the faculty member's development and integration within the campus community. Faculty Mentors may be from the same discipline or disciplinary subfield or not, depending upon the mentored faculty's needs and goals.

3. Completing the mentoring agreement, which is posted on the [Faculty Mentoring](#) website.

4. Considering best practices for advising and supervising students. Sample resources and activities include:
    *   discussing [Graduate College: Resources for Mentoring & Advising Graduate Students](#)
    *   reading [Center for Excellence in Learning and Teaching: Mentoring Graduate Student Scholars](#)
    *   planning to observe an annual evaluation with graduate students/assistants
    *   reviewing [Mentor ISU Undergraduates](#)
    *   accessing resources in the [Student Employment Center](#)

    For a fuller list of potential mentoring activities, review the Faculty Mentor Guide, which is posted on the [Faculty Mentoring](#) website, under the heading Faculty Mentor Roles, Responsibilities, and Expectations.

Different evaluation strategies could be used to assess communication, alignment, and quality of resources and training provided. Adjust as necessary. Department chairs/school directors are encouraged to evaluate the effectiveness of their faculty's mentoring plans during annual reviews. The contribution of Faculty Mentors to the department's success may be recognized and valued as service. Mentoring may also become part of departmental governance documents, with specific guidelines recommended.

Resources
*   Office of the Senior Vice President and Provost:
    *   [College Peer Mentors](#)
    *   [Faculty Advancement and Review](#)
    *   [Faculty Development](#)
    *   [Faculty Work-life Integration](#)
    *   [New Faculty Programs and Resources](#)
    *   [Onboarding and Orientation Checklist for Term and Tenure-eligible (Tenure-track and Tenured) Faculty](#)
*   Faculty Senate:
    *   [Nine Faculty Core Values](#)
    *   [Position Responsibility Statement [Faculty Handbook 3.4]](#)
*   [International Mentoring Association](#)

Contacts
Share questions and comments with your [college-level Associate Dean for Academic Personnel,](#) your [College Peer Mentors](#), or the [Assistant Provost for Faculty Development](#).

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