

Faculty Mentoring Program for First-year Tenure-eligible 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 *first-year, tenure-eligible faculty* through mentoring. The goal is to ensure successful faculty reviews including preliminary/third-year, promotion, and tenure. In furtherance of this goal and our institutional strategic goals, this Faculty Mentoring Program for first-year tenure-eligible faculty aims to increase faculty retention and success (e.g., promotion, sense of belonging, retention, developing future mentors and leaders).

All *first-year, tenure-eligible faculty at the rank of Assistant and Associate Professor* are required to have at least one faculty mentor. Department chairs/school directors are encouraged to contact newly hired faculty soon after their offer letters are signed and begin discussions to ensure that faculty transition smoothly into their new roles. Department chairs/school directors are advised to pair a new faculty member with at least one faculty mentor and recommend other mentors to support the mentored faculty's development and integration within the broader campus community. Faculty mentors may or may not be from the same discipline or disciplinary subfield, depending upon the mentored faculty's needs and goals.

Department chairs/school directors may not serve as formal 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.

Preliminary discussions between faculty mentors and mentored faculty 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 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](#) and [Associate Professors](#).
2. Discussing 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 guidance about varying mentoring orientations is available in the Faculty Mentor Guide, which is posted on the [Faculty Mentoring](#) website under the heading, Faculty Mentor Roles, Responsibilities, and Expectations.
3. Completing the Mentoring Agreement Form, which is posted on the [Faculty Mentoring](#) website under the heading, Required Faculty Mentoring Program.

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

5. Evaluating the success of the mentoring plan as it relates to communication, alignment, and quality of resources and training provided. Adjust as necessary. Department chairs/school directors are encouraged assess the effectiveness of their faculty's mentoring plans during annual reviews.

Additional 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](#)
- Lunsford, L. G. (2016). *A handbook for managing mentoring programs: Starting, supporting and sustaining*. Routledge.

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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