**Arts & Sciences Guidelines**

**Faculty Mentoring & Professional Development**

October 15, 2018

**Assistant and Untenured Associate Faculty:**

* Engage in all department/program related activities.
* Develop an action plan mapping out goals and benchmarks to help determine progress during the years prior to the tenure decision. Revisit this plan yearly. Meet with department/program chair and associate dean to discuss progress, challenges, and concerns as appropriate.
* Read your teaching evaluations and discuss them after teaching with department/program chair, associate dean, and mentors where applicable. Address concerns with the help of mentor and DCAL as appropriate.
* Seek mentoring opportunities from department/program chair, associate dean, and/or other faculty members within and outside of the department/program.
* Thoroughly review the Guidelines for Appointments, Reappointments, Promotion and Tenure for Faculty from the Faculty Handbook.
* Be mindful of workload issues. Be thoughtful about your allocation of time as respects teaching, scholarship, and service as it relates to tenure and promotion. Discuss with your Associate Dean, Chair and mentors as need be.
* Identify professional development opportunities offered through DCAL, Institutional Diversity and Equity (IDE), the National Center for Faculty Development and Diversity (NCFDD), and Human Resources (HR). See attached for additional resources.
* Seek out external/internal grants and fellowships to help advance scholarly and teaching trajectory.
* Develop a visibility in your profession, not only for your own tenure and promotion, but for the benefit that your efforts and visibility bring to the institution.
* Help foster an academic community that is built on trust, fairness, and mutual respect. Bring up any concerns with mentors, department/program chair, associate dean, and/or other faculty members within and outside of the department/program.

**Tenured Associate Faculty:**

* Meet with department/program chair(s) and associate dean(s) for at least three years after tenure to map out a plan to come up for promotion to full professor. Discuss concerns, opportunities, and any anticipated challenges.
* Seek out external/internal grants and fellowships to continue scholarly and teaching trajectory.
* Continue to explore mentoring opportunities from department/program chair, associate dean, and/or other faculty members within and outside of the department/program.
* Thoroughly review the Guidelines for Appointments, Reappointments, Promotion and Tenure for Faculty from the Faculty Handbook.
* Begin to take on leadership roles within your department/program, including the mentorship of junior faculty.
* Be mindful of workload issues. Be thoughtful about your allocation of time as respects teaching, scholarship, and service as it relates to promotion. Discuss with your Associate Dean, Chair and mentors as need be.
* Seek out professional development opportunities offered through DCAL, IDE, NCFDD, and HR. See attached for available resources.
* Continue to develop visibility in your profession, not only for your own promotion, but for the benefit that your efforts and visibility bring to the institution.
* Help foster an academic community that is built on trust, fairness, and mutual respect. Bring up any concerns with mentors, department/program chair, associate dean, and/or other faculty members within and outside of the department/program.

**Senior Faculty:**

* Continue to advance scholarship and teaching.
* Seek out external/internal grants and fellowships to continue scholarly and teaching trajectory.
* Mentor junior faculty members as well as untenured associate professors within and outside of the department/program.
* Take on leadership roles on various committees/councils, working groups, and other institutional initiatives.
* Continue to develop visibility in your profession, not only for your own benefit, but for the benefit that your efforts and visibility bring to the institution. Seek opportunities to build visibility of junior colleagues.
* Help foster an academic community that is built on trust, fairness, and mutual respect. Bring up any concerns with mentors, department/program chair, associate dean, and/or other faculty members within and outside of the department/program.

**Department/Program Chairs:**

* Promote an open-door policy as part of the department/program culture.
* Facilitate the participation of all faculty members, regardless of rank, in all department/program activities.
* Help foster an academic community that is built on trust, fairness, and mutual respect.
* Assign mentors or mentoring committees to each junior faculty member as well as untenured associate professors. Encourage senior faculty to build a supportive and transparent environment around professional expectations.
* Meet with assistant professors and untenured associate professors annually to provide honest and clear feedback on their progress toward tenure and promotion. Share and discuss with both the results of a written annual review. Meet with junior faculty and untenured associate professors as a group or individually each term, if possible.
* Encourage junior faculty and untenured associates to develop an action plan mapping out goals and benchmarks for assessing progress prior to the tenure decision. Review annually.
* Lead the department/program effort to provide a realistic assessment of the assistant professor’s progress during the third-year review.
* Review departmental resources with Fiscal Office and/or DOF Chief of Staff and/or the Associate Dean.
* Meet with the Associate Dean at the beginning of each year to
* Map out schedule and plan for any upcoming cases for reappointment, tenure, or promotion. Discuss any concerns related to your department.
* Review with the Associate Dean “Guidelines to Department and Program Chairs for Reappointment, Tenure, and Promotion”.
* Review with the Associate Dean the format of department/program letters for recommendations for reappointment, tenure, or promotion.
* Be mindful of the workload issues for assistant and associate professors and the need to balance teaching, scholarship, and service when making teaching assignments and assigning departmental duties. Keep in mind their goals for tenure and promotion.
* Encourage associate professors to map out a plan to come up for promotion to full professor. Discuss concerns, opportunities, and any anticipated challenges.
* Encourage associate professors to pursue external/internal grants and fellowships that will provide them with critical time to advance their scholarship.
* Encourage junior and associate professors to attend professional development workshops, seminars, and training. See attached for available resources.
* Remind faculty about course releases available for maternity leave in the quarter during or immediately after the birth of a child and primary childcare responsibilities within a one-year period of the arrival of the child.
* Coordinate mentoring with other departments/programs for faculty with joint appointments.

**Associate Deans:**

* Meet with assistant professors and untenured associate professors on an annual basis. During the initial meeting, articulate the need to have outstanding records of both scholarship and teaching to achieve tenure. Service (committee work, advising/mentoring, etc.) is also an important expectation of being a member of the Dartmouth community. In subsequent meetings, provide candid feedback regarding the faculty member’s progress in both scholarship and teaching.
* Meet junior faculty following reappointment as well as untenured associate professors upon appointment to discuss a plan and benchmarks for the next three years. Provide frank assessment of progress toward tenure.
* Promote an open-door policy for faculty members seeking guidance on career decisions.
* Encourage junior and associate professors to attend professional development workshops, seminars, and training. See attached for available resources.
* Meet with tenured associate professors in years 3 and 5 after they receive tenure to provide frank feedback on progress toward promotion.
* Meet with department and program chairs annually to review year’s action items regarding reappointment, tenure, and promotion and associated processes and deadlines. Review guidelines for mentoring and for departmental letter writing for reappointment, tenure, and promotion.

**Professional Development Opportunities**

*Dartmouth Center for the Advancement of Learning*

DCAL hosts workshops, provides grants, and administers other initiatives in support of innovative and inclusive teaching methods, digital pedagogy, and experiential learning ([dcal.dartmouth.edu/](https://dcal.dartmouth.edu/)).

*Office of Human Resources*

HR helps faculty explore a range of campus and community benefits, including childcare options, short-term and long-term disability, training opportunities, and the Faculty/Employee Assistance Program (FE/AP) (<http://www.dartmouth.edu/~hrs/>).

*Office of Institutional Diversity and Equity*

IDE offers implicit bias training and other diversity and inclusion workshops. It connects Dartmouth staff and faculty through the Employee Resource Network and is responsible for issues of accessibility ([www.dartmouth.edu/~ide](http://www.dartmouth.edu/~ide)).

*Office of the Provost*

The office supports professional development through peer mentoring, faculty exchange, and workshops and training through membership with the National Center for Faculty Development and Diversity (NCFDD) (<http://www.dartmouth.edu/~provost/initiatives/faculty_development.html>).

*Montgomery Fellows Program*

The program enriches our community by bringing eminent scholars and artists to campus for a term or less. Faculty, students, and staff are encouraged to nominate fellows who are distinguished in their respective fields and passionate about sharing their work (<https://montgomery.dartmouth.edu/nominating-fellow>).

Funding Resources

*Office of the Dean of Faculty*

The office offers funding for research, teaching, and conference support (<http://faculty.dartmouth.edu/dean/research-teaching-support/internal-awards-and-fellowships>).

*A&S Research Grant Managers*

Grant managers help faculty interested in securing external funding. Contact information may be found at:[faculty.dartmouth.edu/dean/research-teaching-support/external-funding](http://faculty.dartmouth.edu/dean/research-teaching-support/external-funding).

*GrantGPS*

The office provides faculty of all rank, postdoctoral fellows, and graduate students with a wide range of services and information to support projects in all disciplines. Find more information at <https://www.dartmouth.edu/gps/>.

*Office of Corporate and Foundation Relations*

The office works with faculty and administrators to develop partnerships with corporations and foundations to advance the creation of knowledge and make a positive impact here and beyond. Visit [RFPs & funding opportunities](http://www.dartmouth.edu/cfr/forfaculty.html) for resources.

*Office of Sponsored Projects*

The office serves as a central resource to support the research enterprise at Dartmouth by providing guidance and stewardship for the research community and the College ([www.dartmouth.edu/~osp/](http://www.dartmouth.edu/~osp/)).

*Office of the Provost*

The Provost has a number of initiatives and programs that provide grant and seed funding for research and teaching (<http://www.dartmouth.edu/~provost/>).

*Nelson A. Rockefeller Center for Public Policy*

Faculty scholarship is supported through interdisciplinary workshops on health, law, foreign policy, immigration, gender discrimination, organizations and strategy, and the environment. The Center hosts seminars where faculty and visiting scholars present their work, and offers funding for faculty seeking post-doctoral fellows, research grants, conference grants, and classroom enhancements

(<http://rockefeller.dartmouth.edu/funding/faculty-research-funding-opportunities>, <http://rockefeller.dartmouth.edu/funding/faculty-classroom-enhancement-grants>).

*John Sloan Dickey Center for International Understanding*

Faculty, students, postdoctoral scholars, and visiting experts come together at the center to explore international policy, global climate change, world health crises, war and conflict resolution, and poverty alleviation. The center offers grants for research, travel, course development, and events and conferences. Support is also available for undergraduates with whom faculty wish to collaborate on research projects (<http://dickey.dartmouth.edu/global-engagement/funding-opportunities>).

*Fannie and Alan Leslie Center for the Humanities*

The center organizes conferences, seminars, and symposia, and underwrites the scholarship of students, faculty, and visitors who work in the humanities. It also offers faculty fellowships; manuscript review services; research and working groups on specific topics in the humanities; co-sponsorship of academic events; and grants for research and course development (<http://leslie.dartmouth.edu/opportunities/faculty>).

*Neukom Institute for Computational Science*

The institute supports computational investigation across the College. Faculty, postdoctoral researchers, and graduate and undergraduate students are encouraged to pursue innovative scholarship in a broad range of topics related to computing and computation. It also holds public events and colloquia, and provides resources to support research, training, and course development (<http://neukom.dartmouth.edu/programs/>).

*Arts at Dartmouth*

The College supports and encourages creativity through curricular and co-curricular offerings, an array of programming, and ongoing visits by talented artists to share their work and professional advice with our community. The Hopkins Center offers grant funding (<https://hop.dartmouth.edu/Online/arts_funding>) for students interested in working with faculty on research projects. Start-up resources for innovative undergraduate projects is also available from the Digital Arts, Leadership, & Innovation Laboratory (DALI) (<http://dali.dartmouth.edu/the-pitch>) and Dartmouth Entrepreneurial Network (DEN) Innovation Center (<https://www.dartmouth.edu/~oett/den/>).