Arts & Sciences Guidelines
Faculty Mentoring & Professional Development
June 2018

Junior Faculty:

- Engage in all department/program related activities.
- Develop an action plan mapping out goals and benchmarks to help determine progress during the first six years. Meet with department/program chair and associate dean to discuss progress, challenges, and concerns as appropriate.
- Discuss teaching evaluations annually with department/program chair, associate dean, and mentors where applicable.
- 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 work load issues and the need to balance teaching, scholarship, and service.
- 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.
- Faculty at all ranks are encouraged to develop a visibility in their profession, not only for their own tenure and promotion, but for the benefit that their efforts and visibility bring to the institution.
- Help foster an academic community that is built on trust, fairness, and mutual respect.

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.

• Be mindful of work load issues and the need to balance teaching, scholarship, and service.

• Seek out professional development opportunities offered through DCAL, IDE, NCFDD, and HR. See attached for available resources.

• Faculty at all ranks are encouraged to develop a visibility in their profession, not only for their own tenure and promotion, but for the benefit that their efforts and visibility bring to the institution.

• Help foster an academic community that is built on trust, fairness, and mutual respect.

**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 within and outside of the department/program.

• Take on leadership roles on various committees/councils, working groups, and other institutional initiatives.

• Faculty at all ranks are encouraged to develop a visibility in their profession, not only for their own tenure and promotion, but for the benefit that their efforts and visibility bring to the institution.

• Help foster an academic community that is built on trust, fairness, and mutual respect.

**Department/Program Chairs:**

• Promote an open door policy as part of the department/program culture.

• Help foster an academic community that is built on trust, fairness, and mutual respect.

• Meet with assistant professors annually to provide feedback on their progress toward tenure and promotion. Meet with junior faculty as a group or individually each term, if possible.
- Assign mentors or mentoring committees to each junior faculty member. Encourage senior faculty to build a supportive and transparent environment around professional expectations.

- Encourage junior faculty members to develop an action plan mapping out goals and benchmarks for assessing progress in the first six years.

- Lead the department/program effort to provide a realistic assessment of the assistant professor’s progress during the third-year review.

- Facilitate the participation of all faculty members, regardless of rank, in all department/program activities.

- Be mindful of the work load issues for assistant and associate professors and the need to balance teaching, scholarship, and service.

- Encourage associate professors to map out a plan to come up for promotion to full professor. Discuss concerns, opportunities, and any anticipate 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.

**Deans:**

- Meet with assistant 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 to discuss a plan and benchmarks for the next three years.

- 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 associate professors in years 3 and 5 after they receive tenure to provide feedback on progress toward 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/).

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).

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).

Ombuds Office
The office provides confidential and informal assistance in the resolution of college-related concerns, especially those not being addressed adequately through normal procedures (http://www.dartmouth.edu/~ombuds/).

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
One of 9 grant managers help faculty interested in securing external funding. Contact information may be found at: faculty.dartmouth.edu/dean/research-teaching-support/external-funding.
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 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/).

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 (https://hop.dartmouth.edu/Online/arts_funding) funding for students interested in working with faculty on research projects. Start-up funding 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 (http://den.dartmouth.edu).