Departmental/Program Mentoring Plans

All departments/programs with tenure-track faculty members are required to have mentoring plans.

Included here are the most recent versions of mentoring plans submitted to the Office of the Provost/Dean of the Faculty to date.

Requests for new tenure-track positions are to include a copy of the department’s/program’s mentoring plan. Departments/programs without a mentoring plan may adopt the default plan approved by Chairs/Directors in April 2017 (see page 2) or submit an alternate plan that meets the minimum requirements outlined in the default plan. Please contact Hayley Spizz (hspizz@smith.edu or x3005) with questions.

Please access the bookmarks icon on the left to find hyperlinks to plans for individual departments/programs.
Departmental Mentoring Plan

Guiding Principles
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing college resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the Policy of Appointment, Reappointment, Promotion, and Tenure.

While mentoring does and should happen informally, a formal departmental mentoring plan provides transparency, clarity, consistency, and equity. In addition, formalization removes the burden of request from tenure-track faculty members, who may not feel empowered to initiate conversations with senior colleagues about areas of concern.

Mentoring is a supplemental support mechanism for faculty, part of an array of faculty development opportunities at Smith, and is not an employment requirement.

Roles
Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Practices
Departments and mentors are expected to meet the following minimum requirements:
1. Early in the fall semester, the department chair assigns at least one senior colleague mentor for each tenure-track member.
2. The mentor schedules at least one meeting per semester with the mentee. These meetings are separate from the annual meeting with the chair, required by the Policy.
3. The mentor sends the meeting dates to the provost’s office.

Departments and mentors are encouraged to supplement these minimum requirements with additional practices such as scheduling more frequent mentoring meetings, rotating mentors during the course of the probationary period, partnering with other departments, organizing class visits for the primary purpose of improving teaching rather than evaluation, devoting time during departmental meetings to discuss teaching and research challenges and strategies, and holding departmental colloquia where department members can share research. There are many different ways to mentor well, and all mentoring is improvable.

If the mentoring relationship is not satisfactory for either party, the individual should reach out to the department chair and/or the associate dean of the faculty and dean for academic development for resolution.

Office of the Provost/Dean of the Faculty
April 24, 2017
Mentoring junior faculty should supplement and complement the department’s annual evaluation of assistant professors but it should not take the place of these regular evaluations. The purpose of annual evaluations is for the department to review the assistant professor’s teaching, research and service and to provide feedback as to whether the individual is meeting the expectations of the department and the college to fulfill the requirements for tenure. Mentoring, on the other hand is a less formal, more flexible and more dynamic relationship that enables senior faculty to introduce their junior colleagues to the culture of the department, the college, the 5-College community and the profession. Oftentimes, the issues and questions that arise for a junior colleague are unaddressed in the functioning of the department and/or college. A young scholar’s ability to navigate this professional terrain can become more manageable with support provided through informal conversations between mentor and mentee. This policy is meant to serve as a guide for senior faculty in the department, but we don’t mean for any of the recommendations outlined to be read as mandatory or proscriptive. Ideally, mentoring should allow all involved individuals to develop and learn from each other through ongoing conversations about professional goals and strategies. Because teaching and research are the most important categories upon which tenure decisions are based at Smith College, these are the areas that the department should be most attentive to when mentoring junior faculty.

Because of the small size of our department, it is not always practical to designate specific individuals as mentor/mentee pairings. In that regard, the department chair should encourage senior colleagues to share their particular strengths with the assistant professor. The department chair should also designate one senior colleague as a mentor, and that mentor will meet at least once per semester with the junior colleague. (At this meeting, the junior colleague can be encouraged to identify which mentoring discussion topics are of greatest interest; see the college list/document.) It is worth saying that because the department chair takes charge of the annual evaluation each year, thereby acting in an official, supervisory capacity, other tenured faculty should not assume that the chair will assume the lead mentorship role.

Recognizing that conversations about pedagogy and curricular concerns would be mutually beneficial to all department members, we will set aside time during at least one department meeting each semester to discuss challenges in the classroom, teaching strategies, curricular innovations, etc. In addition, in their first semester at Smith new faculty should meet with the chair to review their syllabi in order to ensure that readings, course expectations, grading, etc. are in line with the culture of the college. New faculty should also be invited to class meetings of their senior colleagues that first semester. Exposure to different teaching styles, learning aides,
and classroom dynamics can help new faculty to understand the expectations their colleagues and students will have of the instructor’s performance in the classroom.

In regards to scholarship, the department’s tenured faculty should lend support at all stages. Tenured faculty who have recently gone through the process of moving through the peer-reviewed journal process, or from acquiring a book contract to publishing the manuscript, might help guide the assistant professor through these steps. Conversations about the publishing industry and particular presses can help junior faculty to identify the journals and presses that would prove most suitable for and receptive to their work. Senior faculty should also offer support during the writing and revision processes of proposals and manuscripts.

While assistant professors should be responsible for defining their intellectual goals and professional plans, and should also be encouraged to bring problems, concerns and questions to their mentors for advice or support, mentors are responsible for initiating a meeting with the assistant professor at least once a semester. The responsibility of the mentor to seek out the mentee is far greater than the reverse because it takes time and feelings of comfort for a pre-tenure faculty member to initiate conversation about something they need help with. Tenured faculty’s ability to provide feedback on a range of questions, from the most basic to the more complicated – questions, such as the necessity of attending particular meetings, the usefulness of delivering a co-curricular lecture for a student group, or the wisdom of pursuing publication with a particular journal or press – can only be enhanced if senior faculty are diligent about initiating and maintaining contact with untenured colleagues.

The mentoring relationship should allow departmental colleagues to connect with each other; as well as enable senior members to connect the assistant professor with other relevant members of the Smith or 5-College faculty. Given AFR’s interdisciplinary nature, we should work to help new and junior colleagues to develop meaningful relationships with other faculty working in the junior faculty member’s discipline at Smith or Five Colleges (to the extent they desire).
AMS Mentoring Plan  
(Approved November 2011)

In addition to the annual meetings with the Director and a senior faculty member and the class visits and discussion of those that are part of the regular reappointment and promotion processes, faculty in the American Studies program will mentor junior colleagues as follows:

1. For each year of the probationary period, one senior member of the AMS Executive Committee will serve as mentor to the junior colleague. The mentor will meet at least once per semester with the junior colleague. These meetings will be informal and non-evaluative, focused on making legible the intellectual and social norms of the program. The untenured colleague will have a different mentor from the Executive Committee during each year of the probationary period.

2. The American Studies Executive Committee will devote part of at least one of its meetings each semester to discussion of publishing and teaching in the field. These discussions will be aimed at sharing information and experience. The conversations will be of use to all, but will be explicitly constructed in terms of “mutual mentoring,” as opportunities for experienced faculty members to provide advice on the basis of their experience and for the untenured colleague to acquaint faculty with new directions in the field.
Guiding Principles
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing College resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the Policy of Appointment, Reappointment, Promotion, and Tenure.

We recognize that mentoring does and should happen informally, and all faculty are encouraged to seek advice, feedback, and diverse perspectives from senior colleagues across the community. This is an organic process that is at the heart of an academic community such as Smith. What is listed below as a formal departmental mentoring plan represents a series of formal guidelines to bring our own department into line with best practices adopted by chairs and directors. The goal is to provide transparency, clarity, consistency, and equity to junior faculty members. In addition, formalization removes the burden of request from tenure-track faculty members, who may not feel empowered to initiate conversations with senior colleagues about areas of concern. Nevertheless, we should like to stress that this formal procedure should in no way constrain tenure-track faculty’s right and ability to seek mentorship through any and all informal channels that make sense for them.

Roles
Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Practices
Departments and mentors are expected to meet the following minimum requirements:

1. Early in the fall semester, the department chair, in consultation with each untenured faculty member, assigns at least one senior colleague mentor for each tenure-track member. Mentorship will be rotating, with a new mentor being assigned each year. If the candidate considers it desirable, a partner mentor can be assigned from an academic unit in which the candidate has formal responsibilities, or that may otherwise contribute to determination of a candidate’s reappointment and tenure.

2. The mentor schedules at least one meeting per semester with the mentee. These meetings are separate from the annual meeting with the chair, required by the Policy. The contents of the meeting are determined by the needs of the untenured faculty member, but should at least touch on research, teaching and service.

3. The mentor sends the meeting dates to the Provost’s office and provides a letter to the mentee summarizing their sense of the primary points that emerged during the meeting.

Departments and mentors are encouraged to supplement these minimum requirements with additional practices such as scheduling more frequent mentoring meetings; rotating mentors during the course of the probationary period; partnering with other departments; organizing class visits for the primary purpose of improving teaching rather than evaluation; devoting time
during departmental meetings to discuss teaching and research challenges and strategies; and holding departmental colloquia where department members can share research. There are many different ways to mentor well, and all mentoring is improvable. If the mentoring relationship is not satisfactory for either party, the individual should reach out to the department chair and/or the associate dean of the faculty and dean for academic development for resolution.
Department of Art
Mentoring Guidelines

Approved 3 May 2017

These guidelines, excerpted from the Art Department Governance Guidelines, explain our mentoring practices.

Review Committee

Every fall semester, in conjunction with a Department-wide meeting, the Chair will appoint two tenured members of the Department to serve on the Art Review Committee (ARC). Tenured members of the Department are expected to rotate through this role, with members normally drawn from both wings (art history, studio). Normally, every fall, the tenure-track faculty of the Department will discuss our guidelines for mentoring and class visits.

Over the course of the academic year, the ARC will help tenure-track faculty set goals for teaching, research, and service; the ARC will also produce written feedback on teaching, based on a class visit. As mentors, the ARC will also be available to discuss opportunities that support teaching and research (these discussions will vary from faculty member to faculty member, but may include funding opportunities, programs sponsored by the Sherrerd Center or Jacobson Center, projects led by colleagues in programs or departments elsewhere at Smith or in the Five Colleges). Discussion of such opportunities may take place at any point in the year, and may be quite informal (e.g., although in keeping with College guidelines, at least one meeting is expected or required).
Biochemistry Program
Mentoring Program for Pre-tenure Faculty

The purpose of the Biochemistry Program's Mentoring Program for Pre-tenure Faculty is to provide opportunities for exchanges between tenured and pre-tenure members of the Program Committee that are not solely structured around evaluation procedures.

1) On an annual basis and in consultation with every pre-tenure faculty member on the BCH Committee, a senior faculty mentor will be assigned by the Director of the Program. If both parties are willing and able, the same mentor can be assigned for the following year for a maximum of three years' service.

2) The mentor and mentee must meet once each semester to discuss issues related to teaching, scholarship, and service. The mentee and mentor may find it helpful to visit each other's classes in order to have a more substantive conversation on pedagogy. In addition, the mentee may request to have their mentor join the annual meeting with the Program Director to discuss progress toward reappointment, tenure, and promotion. The mentor will send the meeting dates to the Provost's office.

3) The pre-tenure faculty member should be at liberty to discuss in confidence all matters pertaining to teaching, research and service with the mentor. Matters related to these issues can be brought to the attention of the senior members of the BCH committee only upon the agreement of pre-tenure faculty member.

4) If the mentoring relationship is not satisfactory for the mentee, the individual should reach out to the Director and/or the Associate Dean of the Faculty and Dean for Academic Development for resolution.

Approved by the Biochemistry Committee on 5/30/17 for adoption 7/1/17.
**Department of Biological Sciences**  
**Mentoring Program for Pre-tenure Faculty**

The purpose of the Department of Biological Science's Mentoring Program for Pre-tenure Faculty is to provide opportunities for exchanges between tenured and pre-tenure members of the department that are not solely structured around evaluation procedures.

1) On an annual basis and in consultation with every pre-tenure faculty member in the department, the Chair will assign a mentoring committee of two or three senior faculty members. The committee will include one individual whose scholarship relates to that of the pre-tenured faculty member, and that individual ("the continuing mentor") will serve for the entire probationary period, including the sabbatical year.

2) The continuing mentor and mentee must meet once each semester to discuss issues related to teaching, scholarship, and service. The entire mentoring committee must meet as a group at least once a year with the mentee. The continuing mentor will send the meeting dates to the Provost’s office. The mentee and mentors may find it helpful to visit each other’s classes in order to have a more substantive conversation on pedagogy. In addition, the mentee may request to have their mentors join the annual meeting with the Chair to discuss progress toward reappointment, tenure, and promotion.

3) The pre-tenure faculty member should be at liberty to discuss in confidence all matters pertaining to teaching, research and service with the mentoring committee. Matters related to these issues can be brought to the attention of the senior members of the department only upon agreement of pre-tenure faculty member.

4) If the mentoring relationship is not satisfactory for either party, the mentee may reach out to the Chair and/or the Associate Dean of the Faculty and Dean for Academic Development for resolution.

5) On an annual basis, the Chair will include a discussion of issues pertaining to mentoring and evaluation as an agenda item in a department meeting. This is an opportunity for pre-tenure faculty members to address the mentoring program and to discuss openly department expectations for reappointment, tenure and promotion.

Adopted July 1, 2017 by the Department of Biological Sciences, Smith College
Chemistry Department Mentoring Plan
Fall 2017

All new faculty in the department will be mentored according to this plan; this includes not only tenure-track assistant professors, but also visiting faculty who are appointed for 1 year or more and new lab instructors. Colleagues in all these categories are referred to below generally as “new faculty.” While mentoring in a department such as ours is often an ongoing, informal activity—and we want to encourage these informal interactions among all department members—the following are the minimum official mentoring activities that will be carried out for all new faculty.

- Each year a new faculty member will meet with each of his/her two department mentors each semester, for a total of four meetings. These meetings should be informal (probably over lunch or coffee), and they are completely separate from the annual meeting process that is coupled to evaluation. These meetings serve as a chance for the new faculty member to ask questions and for the mentors to better understand ways they and/or other members of the department might help the new faculty member in his/her role in the department and at the College.

- One mentor will be the current Chair of the department. The second mentor should be another senior faculty member; if there are no other senior members of the department, the second mentor can be chosen from a different department. For lab instructors, the second mentor may be a lab instructor with at least 3 years’ experience at Smith.

- For the first year, the Chair will select the second mentor, normally based on shared interests in teaching/research. At the end of the first year, the new faculty member can select a new mentor if s/he wishes. In fact, it might be advisable to vary mentors during the probationary period, to make sure the new faculty member has the opportunity to get to know multiple members of the department.

- For tenure-track faculty, this formal mentoring will continue throughout the probationary period, i.e. until the tenure decision. For visiting faculty, this mentoring will continue throughout the appointment or for 5 years, whichever comes first. For new lab instructors, this mentoring will continue for 3 years.

- We wish to emphasize that the Chemistry Department fully expects mentoring to occur outside these formal guidelines. Faculty beyond the probationary period may (and should) seek out mentoring from colleagues, and new faculty should feel welcome to ask for advice and guidance from faculty other than their two assigned mentors. We also encourage new faculty to engage in peer mentoring of each other when possible, since cohorts of new faculty can provide each other with critical support and a unique perspective.
Mentoring Untenured Faculty
Department of Classical Languages and Literatures

1. A junior faculty member should feel free to consult any senior faculty member for advice and support, but s/he should also be made aware that in such a small department, the roles of mentor and evaluator cannot be kept distinct; the entire department will necessarily be involved in both aspects. Early in the fall semester, the department chair will assign at least one senior colleague mentor for each tenure-track member. The mentor will schedule at least one meeting per semester with the mentee (these meetings are separate from the annual meeting with the chair) and the mentor will inform the provost’s office of the meeting dates. The mentor is responsible for advising the junior faculty member on how to balance teaching, scholarship, and service. The mentor should address the mentee’s questions and concerns, as well as assist him/her in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring that productive conversations happen.

2. A junior faculty member will be visited annually by each department member on a mutually convenient date to be arranged by the two parties. It is the chair’s responsibility to ensure that the class visit schedule is both comprehensive and reasonable. A class report will be drawn up after each visit, discussed by the two parties and signed and dated by them, and kept in the departmental files. The junior member will have the right to compose a response to the report, which will also be kept in the departmental files. The junior member should also feel free to visit the senior members’ classes on a date that is mutually convenient.

3. A junior faculty member will provide samples of his/ her scholarly work in progress to the chair upon request, as well as recording his/her actual publications in the annual Faculty Record Sheet. S/he should also feel free to consult any senior faculty member either in the department or in the Five Colleges for advice on grant opportunities and applications, publication strategies, and other activities related to scholarship.

4. In the early years of a junior faculty member’s appointment the chair is responsible for identifying opportunities for service, both within the department and outside it, that are rewarding without being unduly onerous. The chair is also responsible for advising the junior faculty member throughout the probationary period on how to balance teaching, scholarship, and service.

5. Every year (normally in early summer) the junior faculty member will draw up a progress report consisting of a précis of the past year’s accomplishments, a current curriculum vitae, a draft of the faculty record sheet, and any additional materials (for example, syllabi) that the junior member deems appropriate. The chair will then hold a conversation (usually in late summer) with the junior faculty member that centers on this progress report but also includes other matters deemed pertinent by either party. The chair will send a letter to the junior faculty member summarizing the conversation, and keep a copy in the departmental files.

Approved by the Department of Classical Languages and Literatures, May 14, 2012; amended June 30, 2017 (Scott Bradbury)
Computer Science Department Guidelines for the Mentoring of Untenured Faculty

Approved at CS retreat, May 8, 2017

At the beginning of a junior faculty's employment the department chair meets with the junior faculty and reviews the Computer Science Department Guidelines for the Mentoring of Untenured Faculty. In consultation with this junior faculty, the chair recommends possible mentors for selection by the junior faculty. The recommended mentors may either be from the department or from outside the department.

The department recognizes that the process of evaluation is different from the process of mentoring junior tenure-track faculty. A mentor from outside the department should not participate in evaluation of their mentee unless explicitly requested to do so by the mentee. Mentees should recognize mentors selected from within the department may participate in decisions related to tenure and promotion.

Upon selection, the mentor and the junior faculty meet and draft a mentoring plan for the year. This plan may include any of the following:

- A schedule of meetings during the semesters, including at least one meeting a semester.
- An agreement on class visits, along with reviews of syllabi, and/or student evaluations, if desired by the junior faculty.
- Discussions about research strategies and resources with particular attention on how they pertain to Smith. For example topics may include the money book, various student support systems (SURF, CFCD, Stride, etc), and conducting research with undergraduates.
- An introduction to one or more of the members of the board of counselors.
- Identification of resources for teaching pedagogy.

At the beginning of the junior faculty's second year of appointment the chair will meet with the mentor and, in consultation with the junior faculty, make new recommendations for possible mentors. These recommendations may or may not include the mentor from previous years. Similarly to the previous year, the mentor and mentee meet to draft a mentoring plan for the year.
Guiding Principles
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing college resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the Policy of Appointment, Reappointment, Promotion, and Tenure.

While mentoring does and should happen informally, a formal departmental mentoring plan provides transparency, clarity, consistency, and equity. In addition, formalization removes the burden of request from tenure-track faculty members, who may not feel empowered to initiate conversations with senior colleagues about areas of concern.

Mentoring is a supplemental support mechanism for faculty, part of an array of faculty development opportunities at Smith, and is not an employment requirement.

Roles
Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Practices
Departments and mentors are expected to meet the following minimum requirements:

1. Early in the fall semester, the department chair assigns at least one senior colleague mentor for each tenure-track member.
2. The mentor schedules at least one meeting per semester with the mentee. These meetings are separate from the annual meeting with the chair, required by the Policy.
3. The mentor sends the meeting dates to the provost’s office.

Departments and mentors are encouraged to supplement these minimum requirements with additional practices such as scheduling more frequent mentoring meetings, rotating mentors during the course of the probationary period, partnering with other departments, organizing class visits for the primary purpose of improving teaching rather than evaluation, devoting time during departmental meetings to discuss teaching and research challenges and strategies, and holding departmental colloquia where department members can share research. There are many different ways to mentor well, and all mentoring is improvable.

If the mentoring relationship is not satisfactory for either party, the individual should reach out to the department chair and/or the associate dean of the faculty and dean for academic development for resolution.
Department of Economics
Smith College

Departmental Mentoring Program for Untenured, Tenure-Track Faculty
Approved May 15, 2017

The goals of this mentoring plan are to inform the mentee about the criteria used by the department and the college to evaluate faculty members, to provide a wide range of feedback from the department to the untenured colleague during the probationary period, and to create a climate in which the new faculty member can grow as a teacher, a scholar and a member of the Smith community.¹

The mentoring position for each mentee will rotate annually though senior members of the department. The chair will assign to each junior faculty member a mentor from among the tenured members of the department. In a given year, each junior faculty member will have a distinct mentor (e.g., no tenured faculty member will serve as a mentor to multiple junior faculty in a given year). The mentoring process will continue throughout the probationary period until the tenure decision.

For feedback on teaching, the mentor will endeavor to visit at least one class during the first semester of the mentoring year and meet periodically with the faculty member to provide informal feedback. The instructor should also be encouraged to observe classes of the mentor. The mentee should submit to the mentor and to the chair, for feedback, a teaching portfolio for each course taught during the mentoring year. This portfolio might contain such items as a syllabus, copies of exams, and descriptions of paper assignments. The mentee should be reminded of the resources offered by the Sherrerd Center for Teaching and Learning, the Provost’s Office, and of other appropriate resources.

For feedback on research, the mentee should be encouraged to invite the tenured members of the department to any local presentations of their research (including department seminars, five college seminars or Liberal Arts Lunches). He or she should also feel free to ask for feedback on working papers.

The current year mentor shall meet each semester with the mentee to review progress in teaching, scholarship and service. The mentor shall maintain confidentiality of all mentor-mentee discussions. At the time of reappointment and tenure, only the formal components of the dossier should enter the evaluation process. Current and/or former mentors can serve on the visitation committee and their input on teaching should be confined to what they observe on the formal class visits.

The junior colleague shall also meet once a year with the chair to conduct a review of the colleague’s progress in teaching, scholarship and service. The junior colleague may elect to invite another departmental colleague to this meeting. Prior to the meeting, the mentee

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¹ These goals were laid out in the 2002 Report and Recommendations of the ad hoc Committee on the Status of Untenured Faculty at Smith College, *Strengthening Our Intellectual Community.*
is encouraged to write a brief annual statement of teaching, research and service. The purpose of this meeting is to give the junior colleague feedback on positive aspects of their performance and suggestions for improvements. At that meeting, the junior colleague may suggest additional feedback that would be helpful in the future years.

Both the mentor and the chair are expected to send the meeting dates with the junior colleague to the provost’s office.
Mentoring Plan

Department of Education and Child Study

New faculty need support and mentoring in a variety of areas, including but not limited to, professional development, emotional support, institutional sponsorship, and access to networks. In addition, the mentoring relationship must focus on both short-term issues that may be more relevant in the first few years (e.g., what are the rules for take home exams? How do I submit receipts?) as well as long-term issues (e.g., how do I put forth my research agenda at a liberal arts college? How do I achieve tenure?) Our mentoring plan considers the complexity of mentoring needs while accounting for a number of factors that set us apart from other Departments at Smith. First, we are a small department, with six full-time faculty members. Second, because of the interdisciplinary nature of our field, no two faculty overlap extensively in terms of their research or even their methodologies. These two factors present challenges for us in terms of mentoring new hires. However, we want to acknowledge that a good mentoring plan is not one that connects a faculty with one mentor, but offers new faculty to engage with several members of the department and other faculty members at the college in ways that maximize expertise and efficiency. We have designed our mentoring program below to address the needs of new faculty in manageable and meaningful ways.

I. Mentorship planning. An initial meeting with the chair to discuss mentorship will be held when the new faculty member arrives at Smith. Subsequently, the chair, at the annual meeting with all pre-tenure department faculty (required by the Policy of Appointment, Reappointment, Promotion and Tenure), will include; along with scholarship, teaching, and service, a review of the year’s mentoring experience and set goals for the next year’s mentorship. The following are suggestions for topics and questions to pursue at these meetings:

a. Discuss research interests and methodologies. Are human subjects involved? In what areas of research (e.g., funding, applying for grants, IRB) would you like support?

b. Discuss kinds of teaching (lecture, seminar, coordinating with the campus school or other community organizations). What aspects of teaching do you think you would like support in (e.g., course design, workload, assessment)?

c. Discuss service and the kinds of service that might align with teaching and research interests.

d. Discuss other areas that a department mentor could help you. Please refer to Appendix A, Mentoring Meeting Discussion Topics and Resources (suggested by the Provost’s Office).

II. Mentorship practices.

a. The department chair will assign a senior colleague as mentor for a new junior faculty member. The department chair will share with the mentor the goals and ideas that emerged from the initial meeting with the new faculty
The new mentor will serve for a period of one academic year.

b. A beginning of (each) semester meeting between mentor and new faculty member will create a semester mentoring plan that includes meetings and their dates. The mentor and mentee will meet at least once more each semester and will collaborate in setting an agenda for the semester’s meeting(s).

c. *The mentor will send the proposed meeting dates to the Provost’s Office.*

d. Each year a new senior colleague will be assigned as the official mentor. This will allow the new faculty member to get to know and work with all the senior members of the department. At the same time, the junior faculty member will be encouraged to talk to any and all members of the department.

e. If tenure-track faculty members are concerned that they are not receiving appropriate departmental mentoring support, they should meet with the department chair and/or the Associate Dean of the Faculty and Dean for Academic Development.

### III. Mentorship opportunities

We recognize that the mentorship of any new faculty member will be specific to that individual. The activities undertaken as part of mentorship will often be shaped in an emergent fashion. We believe the following practices are likely to be helpful to all new faculty who should consider opting for including these mentoring practices.

a. **Teaching.** Efforts to support teaching within the department can take a number of forms. These options are available to new faculty should they want them.

   i. *Teaching Partnership.* Once a semester, a mentor will sit in on a class selected by the new faculty member. The new faculty member will be invited to sit in on the mentor’s class. These observations may be open-ended or may have a particular question or focus. After each observation, the partners will meet and reflect on the class and address any particular questions or topics.

   ii. *Teaching Logistics.* The mentor will be the new faculty member’s “go-to” person for any teaching logistical questions. The mentor will try to anticipate details or important information related to teaching and share these with the new faculty member.

   iii. *Department meetings.* If requested by any faculty member, time will be allotted in department meetings to speak about classes and teaching in an open-ended and non-evaluative way.

   iv. *Co-teaching.* If appropriate and possible within the department’s staffing requirements, options for new faculty to co-teach a course with a senior colleague will be encouraged.
b. **Scholarship.** *Smith Scholarship Connections.* The department will consider who else at the College shares interests with the new faculty member and will arrange for timely introductions.

**IV. Utilizing existing resources outside of our department.** We encourage all new faculty, and certainly those in our Department to utilize College resources.

a. **New Faculty Boot-camp sponsored by the National Center for Faculty Diversity.** This nationally based group creates online support networks based on affinities. Experience suggests that enrollment would be most useful in a faculty member's second year, when he or she can begin to think strategically about issues of teaching, scholarship and service and creating a work-life balance. We encourage College Hall to fund any faculty member who expresses interest in joining this organization. Enrollment is around $3,000. So far, the College has been willing to underwrite this useful support system. We also suggest that the faculty use the center's faculty workshops, which range from course creation, to work-life balance, to grant writing.

b. **The Sherrerd Center for Learning and Teaching.** The Sherrerd Center is an excellent resource for new teachers. New faculty will be encouraged to attend Teaching Arts Luncheon presentations, investigate opportunities afforded by various teaching circles, and look into other offerings of the center.

c. **The Jacobson Center for Writing, Teaching, and Learning.** New faculty will be strongly encouraged to take advantage of the mid-semester evaluations of teaching sponsored by the Jacobson Center early in their career at Smith.

Approved by department on May 12, 2017.
These guidelines describe our expectations for faculty mentoring in the Picker Engineering Program. The recommendations outlined herein are not mandatory, but represent the best practices to which we aspire.

**Purpose and Goals of Mentoring in the Picker Engineering Program.** Mentoring is a supportive, flexible and dynamic relationship in which senior faculty (Professors, Associate Professors, and Senior Lecturers) introduce their junior colleagues (Assistant Professors, Visiting Assistant Professors, and Lecturers), to the culture of the Picker Engineering Program, the College, the Five College community and the profession. The goal of this introduction is to connect new faculty with resources that can assist them in realizing their own career goals and to become the best teacher, scholar, and colleague they can be at Smith. Oftentimes, there are critical issues and questions that arise for a junior colleague that are unaddressed in the formal functioning of the Program and/or the College. A scholar's ability to navigate this professional terrain can become more manageable with support provided through informal conversations between mentor and mentee.

*Focus.* Because teaching and research are the primary responsibilities for junior faculty at Smith College, these are the areas to which the Program will be most attentive when mentoring junior colleagues. Issues related to service (departmental, College, and professional) shall not be neglected, however. Given Engineering’s particularly interdisciplinary incarnation at Smith, senior colleagues will work to help new colleagues to develop meaningful relationships with other faculty working in the junior colleague’s discipline at Smith, at the Five Colleges, and at other institutions (to the extent the junior colleague desires).

*A Collaborative Process.* Ideally, mentoring should allow all involved individuals to develop and learn from each other through ongoing conversations about professional goals and strategies. Thus, the mentoring relationship should allow colleagues to connect with each other, as well as enable senior faculty members to connect the mentee with other colleagues at Smith and other institutions.

*Mentoring, not Evaluation.* Mentoring junior colleagues should supplement and complement the Program’s annual evaluation of junior faculty, but it should neither replace these regular evaluations nor replicate the kinds of evaluation and feedback present in that process. The purpose of annual evaluations is for the Program to supervise the junior colleague’s teaching, research, and service, and to provide feedback as to whether the individual is meeting the expectations of the Program and the College to fulfill the requirements of their position with a view toward career advancement. **Mentoring is neither supervisory nor evaluative.**

**Assignment of Mentors.** At the time of appointment, a mentor for the faculty member's first year will be selected based on mutual interest, to ensure that one senior faculty member meets at least once a semester with the new faculty member. If the mentee prefers, a colleague in a field close to the junior faculty member’s interests may be selected from senior faculty outside the Program, although we acknowledge that a member of the
College’s Board of Counselors will also be assigned to provide extra-departmental mentoring. The existence of extra-departmental mentors should not absolve the engineering program from its responsibility to adequately guide and support its junior members. Additional senior faculty should voluntarily step into the mentoring role that they might best fill. The Program Director will work with senior faculty to ensure that individuals share their particular strengths with the mentee. Because the Director takes charge of the annual evaluation each year, thereby acting in an official, supervisory capacity, other senior faculty should not assume that the Director will assume the lead mentorship role. The Director will review the mentoring process with mentees periodically, and the mentee can request a new mentor in consultation with the Director.

Teaching. Recognizing that conversations about pedagogy and curricular concerns would be mutually beneficial to all faculty members, we will set aside time during at least one meeting each year to discuss challenges in the classroom, teaching strategies, curricular innovations, etc. In addition, in their first semester at Smith new faculty will meet with the Director to review their syllabi in order to ensure that readings, course expectations, grading, etc. are in line with the culture of the College. New faculty will also be invited to class meetings of their senior colleagues during their first year. Exposure to different teaching styles, learning aides, and classroom dynamics can help new faculty to understand the expectations their colleagues and students will have of the instructor’s performance in the classroom.

Research. The Program’s senior faculty will lend support to junior faculty at all stages of their research, sharing experiences in areas such as setting up labs, pursuing funding, building a scholarly reputation, adapting research programs for success working with undergraduate research assistants, and moving through the peer reviewed publication process. While mentors are not likely to be working in the same field as the mentee, senior faculty can also offer (but not impose) support in reviewing work in progress, including discussion of research design or preliminary findings, practice talks, posters, and paper drafts. The intent is to assist the faculty member in improving their work to meet their own career goals as they have defined them, not to redirect their research. These mentoring processes allow faculty to familiarize themselves with their colleague’s work while demonstrating collegial support for their development as scholars.

Responsibilities of Mentors and Mentees. While junior colleagues are responsible for defining their intellectual goals and professional plans, and are encouraged to bring problems, concerns and questions to their mentors for advice or support, mentors are responsible for initiating a meeting with the junior colleague at least once a semester. The responsibility of the mentor to seek out the mentee is far greater than the reverse because it takes time and a sense of comfort for a junior faculty member to initiate conversation about a concern or request for help. Senior faculty’s ability to provide feedback on a range of questions, from the most basic to the more complicated –such as the necessity of attending particular meetings, the usefulness of delivering a co-curricular lecture for a student group, or the wisdom of pursuing publication with a particular journal– can only be enhanced if they are diligent about initiating and maintaining contact with junior colleagues. It is not appropriate for a mentor to turn a junior colleague’s vulnerability shared in that process into a negative evaluation in annual review or tenure processes.
English Department Mentoring Plan

The Department of English has devised the following plan to mentor its junior members. These practices will supplement the meetings, class visits, and class-visit reports that are part of the regular reappointment and promotion processes. In addition, we value spontaneous and even mutual mentoring relationships for which we cannot plan. We expect that junior and senior colleagues alike will remain open to such improvisatory mentoring. The goals of formal and informal mentoring are to welcome new colleagues into the culture of the Department, help them succeed as teachers and scholars, familiarize them with the governance of the College, and enable both junior and senior colleagues to learn from one another. Finally, we recognize that some new colleagues are members of other academic units. In such cases, the chairs of all units will coordinate so as not to overburden new colleagues with too many mentoring appointments; hence, the frequency of the following practices would be adjusted, though the collegial spirit remains the same.

Annual Meeting with the Chair and Another Senior Colleague

Once a year, we will ask the untenured faculty member to choose another senior colleague whom the chair will invite to attend a mentoring meeting. We think that, as the probationary period unfolds, this will widen the circle of senior members familiar with the development of the junior colleague’s work as a scholar and teacher, and it will enrich the array of perspectives and advice our junior colleague might encounter at these meetings. The chair will write an account of this meeting, to be shared with both the junior colleague and the invited senior department member.

Rotating Mentors

For each year of the probationary period, a different senior member of the department will be designated by the chair with the junior colleague’s consultation to serve as a mentor. We conceive of this role less as ‘expert adviser’ than as ‘conversation partner,’ and we imagine that teaching might be the particular focus of these conversations—from which we think that both participants might learn a good deal. While class visits might well be conducted or exchanged between these two faculty members—but only should the junior member desire it—the mentor normally will not be one of the junior colleague’s official visitors during that year. The mentor schedules at least one meeting per semester with the mentee.

Informal Class Visits and Conversations about Teaching

During a new colleague’s first two years, the Class Visits committee chair will arrange for him or her to visit various senior colleagues’ classes. These are occasions not only to learn about the variety of teaching modalities in the Department but also to discuss syllabus and assignment design. Visits to ENG199: Methods in Literary Study would be particularly appropriate for most new colleagues.
**Assistance in Identifying Scholarly Interlocutors**

It will be the responsibility of the chair to assist the junior faculty member in finding colleagues who will be well-informed readers of his or her work in progress. While these might be members of the Smith faculty, it will be the particular responsibility of the chair to contact the other Five College English chairs to introduce our new colleague and to inquire about members of their faculties who might share our colleague's scholarly interests. The chair should be especially alert to chances to link our new colleague with scholars also in the earlier phases of their careers.

[approved on 3/8/17; revised on 6/26/17]
Environmental Science and Policy Mentoring Plan  
Effective July 1, 2017

Guiding Principles
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing college resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the *Policy of Appointment, Reappointment, Promotion, and Tenure*.

While mentoring does and should happen informally, a formal departmental mentoring plan provides transparency, clarity, consistency, and equity. In addition, formalization removes the burden of request from tenure-track faculty members, who may not feel empowered to initiate conversations with senior colleagues about areas of concern.

Mentoring is a supplemental support mechanism for faculty, part of an array of faculty development opportunities at Smith, and is not an employment requirement.

Roles
Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Practices
Departments and mentors are expected to meet the following minimum requirements:
1. Early in the fall semester, the department chair assigns at least one senior colleague mentor for each tenure-track member.
2. The mentor schedules at least one meeting per semester with the mentee. These meetings are separate from the annual meeting with the chair, required by the *Policy*.
3. The mentor sends the meeting dates to the provost’s office.

Departments and mentors are encouraged to supplement these minimum requirements with additional practices such as scheduling more frequent mentoring meetings, rotating mentors during the course of the probationary period, partnering with other departments, organizing class visits for the primary purpose of improving teaching rather than evaluation, devoting time during departmental meetings to discuss teaching and research challenges and strategies, and holding departmental colloquia where department members can share research. There are many different ways to mentor well, and all mentoring is improvable.

If the mentoring relationship is not satisfactory for either party, the individual should reach out to the department chair and/or the associate dean of the faculty and dean for academic development for resolution.
Exercise and Sport Studies Departmental Mentoring Plan  
Effective July 1, 2017

Guiding Principles
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing college resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the Policy of Appointment, Reappointment, Promotion, and Tenure.

While mentoring does and should happen informally, a formal departmental mentoring plan provides transparency, clarity, consistency, and equity. In addition, formalization removes the burden of request from tenure-track faculty members, who may not feel empowered to initiate conversations with senior colleagues about areas of concern.

Mentoring is a supplemental support mechanism for faculty, part of an array of faculty development opportunities at Smith, and is not an employment requirement.

Roles
Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Practices
Departments and mentors are expected to meet the following minimum requirements:
1. Early in the fall semester, the department chair assigns at least one senior colleague mentor for each tenure-track member.
2. The mentor schedules at least one meeting per semester with the mentee. These meetings are separate from the annual meeting with the chair, required by the Policy.
3. The mentor sends the meeting dates to the provost’s office.

Departments and mentors are encouraged to supplement these minimum requirements with additional practices such as scheduling more frequent mentoring meetings, rotating mentors during the course of the probationary period, partnering with other departments, organizing class visits for the primary purpose of improving teaching rather than evaluation, devoting time during departmental meetings to discuss teaching and research challenges and strategies, and holding departmental colloquia where department members can share research. There are many different ways to mentor well, and all mentoring is improvable.

If the mentoring relationship is not satisfactory for either party, the individual should reach out to the department chair and/or the associate dean of the faculty and dean for academic development for resolution.
Film and Media Studies Mentoring Plan  
Effective July 1, 2017

Guiding Principles
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing college resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the Policy of Appointment, Reappointment, Promotion, and Tenure.

While mentoring does and should happen informally, a formal departmental mentoring plan provides transparency, clarity, consistency, and equity. In addition, formalization removes the burden of request from tenure-track faculty members, who may not feel empowered to initiate conversations with senior colleagues about areas of concern.

Mentoring is a supplemental support mechanism for faculty, part of an array of faculty development opportunities at Smith, and is not an employment requirement.

Roles
Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Practices
Departments and mentors are expected to meet the following minimum requirements:

1. Early in the fall semester, the department chair assigns at least one senior colleague mentor for each tenure-track member.
2. The mentor schedules at least one meeting per semester with the mentee. These meetings are separate from the annual meeting with the chair, required by the Policy.
3. The mentor sends the meeting dates to the provost’s office.

Departments and mentors are encouraged to supplement these minimum requirements with additional practices such as scheduling more frequent mentoring meetings, rotating mentors during the course of the probationary period, partnering with other departments, organizing class visits for the primary purpose of improving teaching rather than evaluation, devoting time during departmental meetings to discuss teaching and research challenges and strategies, and holding departmental colloquia where department members can share research. There are many different ways to mentor well, and all mentoring is improvable.

If the mentoring relationship is not satisfactory for either party, the individual should reach out to the department chair and/or the associate dean of the faculty and dean for academic development for resolution.
Mentoring Plan  
Department of French Studies

Preamble:
The relationship between a mentor and his or her mentee is based on mutual trust and respect. While mentoring is taken very seriously at Smith and in the Department of French Studies, it should never become burdensome. Some junior faculty members like to receive a good deal of mentoring, while others prefer a lighter touch. Both ways are fine and equally successful. What follows is a series of guidelines meant to help the new faculty member know what to expect from his or her relationship with the mentor.

The mentor’s responsibility is to:

• Integrate the new faculty member into the life of the Department and the College.
• Remind him or her of the many resources and services available on campus for teaching and research development (i.e. the Sherrerd Center for Teaching & Learning, the “Connections Fund,” the “Money Book,” etc.).
• Reiterate the criteria used by the Department and the College to evaluate faculty performance as they appear in the College’s “Policy for Reappointment, Tenure and Promotion.”
• Provide feedback and help interpret advice offered by the Department.
• Encourage the new faculty member to grow as a teacher, scholar and member of the College community.
• Meet informally with the new faculty member at least once a semester to discuss teaching, research, and service to the Department and the College. More meetings may be scheduled at the request of the faculty member or the mentor. At these meetings, the untenured faculty member and the mentor are encouraged to address all issues of interest and concern. Accessibility, transparency and regular interaction are key to good mentoring. Mentor and mentee should consult the “Mentoring Meeting Discussion Topics” appended to this document.
• Send the meeting dates to the provost’s office as recommended in the proposed Smith College Departmental Mentoring Plan.

Description of the Mentoring Plan:

• Each untenured faculty member will normally be assigned a different mentor from the Department each year until tenure review (rotating plan).
• The role of the mentor is to facilitate the untenured faculty member’s development in all three areas of evaluation (i.e. teaching, scholarship, and service) and ensure s/he understands the College’s and the Department’s expectations regarding these areas.
• When serving as mentor, the tenured faculty member will not be asked to officially evaluate the untenured faculty member’s classes. Interactions between the untenured faculty member and the mentor will be deemed confidential and will not be part of any official record, unless exceptional circumstances warrant otherwise, in which case the mentor will inform the mentee of his or her intention to communicate with the Chair.
• While interactions between the untenured faculty member and the mentor will necessarily vary depending on personal preferences and/or specific situations, the untenured faculty member is strongly encouraged to take advantage of the mentor’s experience and familiarity with departmental expectations. For instance, the untenured faculty member and the mentor are encouraged to organize informal (reciprocal) class visits, review syllabi and grading practices together, and discuss issues related to course content or pedagogy. The untenured faculty member may also seek the mentor’s advice on how to interpret student evaluations; how to adequately balance teaching, scholarship, and service; what constitutes a solid record of scholarship at a particular point in the faculty member’s career; what constitutes service at the Departmental and College level; what to include in the Faculty Record Sheet; and any other issues, big or small, deemed relevant at the time.

• The new faculty member has the option to ask his or her mentor to send him or her reminders of all events and initiatives that would require his or her participation or input. The faculty member has the option to skip this arrangement after the first semester.

• The mentor may assist the untenured faculty member in preparing his or her annual meeting with the Chair. The mentor may at the invitation of the mentee attend the annual meeting with the Chair, although not in an evaluative role.

• If an untenured faculty member feels that s/he is not receiving appropriate mentoring support, s/he may request a meeting with the Department Chair. If the faculty member still feels inadequately supported, s/he may request a meeting with the Associate Dean of the Faculty and Dean for Academic Development.

Approved by the Department of French Studies on May 16, 2017
Mentoring Meeting Discussion Topics

The following are suggested topics for possible discussion during mentoring meetings over a period of time.

General
- Building a network of mentors
- Building an intellectual community
- Connecting to Five College colleagues and resources
- Developing strategies for maintaining balance, managing time, and saying “no”
- Weighing varied advice from colleagues
- Tenure review timing—the pros and cons of accelerating and decelerating
- Curriculum Vitae and Faculty Record Sheet
- Timing of sabbatical leaves and writing sabbatical reports
- Field-specific professional development opportunities
- Campus resources for supporting students
- Navigating Smith’s institutional culture
- Making appropriate requests of administrative assistants
- Guidance on resolving conflicts
- Settling into the Northampton area

Teaching
- Preparing syllabi, lectures, lesson plans, and assignments, including seeking samples and resources from colleagues who have previously taught courses
- Interpreting course feedback data
- Classroom challenges
- Requesting coverage during travel and guidelines for cancelling classes
- Special studies—departmental practices and expectations
- Major/minor and liberal arts advising
- Hiring graders and tutors
- Appropriate relations and communications with students—mentors should help model proper boundaries

Scholarship
- Establishing a research program—identifying current and future projects, balance between publishing articles and book, determining amount of research/experimental work needed prior to writing article
- The Moneybook and internal funding opportunities, including timing of Picker fellowship
- Field-specific grant opportunities, funding agencies, and grant-writing
- Deciding how many conferences to attend
- Finding collaborators
- Research with students—choosing an appropriate number of students to work with and managing student requests, managing student work, setting-up experienced students as mentors for newer students
- Setting-up and maintaining a lab
- Publishing a book manuscript or series of articles—revision process and publishing industry
- Joining writing support groups and finding readers
Service
- Choosing paths through service opportunities
- Strategies for departmental service—identifying opportunities with appropriate time-commitments for tenure-track faculty
- Pros and cons of service beyond the department pre-tenure

College Resources
- Jacobson Center for Writing Teaching and Learning: resources and services to improve students’ teaching and learning, as well as writing workshop and classroom consultation for faculty
- The Sherrerd Center for Teaching and Learning: teaching development opportunities, resources, and mentoring for new faculty and continuing faculty
- Spinelli Center for Quantitative Learning: tutoring, workshops, and class study sessions for students doing quantitative work
- Class Deans Office
- The Office of the Registrar: responsible for course registration, classroom scheduling, transcripts, transfer credit, certification of enrollments, issuing diplomas and producing the schedule of classes
- Junior Faculty in Science and Engineering: a peer group that meets regularly to discuss concerns, provide support, and help junior STEM faculty navigate Smith culture
- National Center for Faculty Development & Diversity: Smith has institutional membership and finances junior faculty’s participation in NCFDD Faculty Success Program

Discipline-Specific Resources
Departments are encouraged to create and maintain lists of external resources to discuss regularly.

Recommended Reading
- “Teaching Trap” by Kerry Ann Rockquemore
- Advice for New Faculty Members by Robert Boice
- Good Practice in Tenure Evaluation: Advice for Tenured Faculty, Department Chairs, and Academic Administrators. A Joint Project of The American Council on Education, The American Association of University Professors, and United Educators Insurance Risk Retention Group
• Each pre-tenure Geosciences faculty member should normally have a different mentoring committee each year comprising two tenured colleagues, with staggered rotation such that one committee member serves two consecutive terms. Membership on the mentoring committee is reviewed and confirmed early in the fall semester by the department chair. Members of the committee should consult with other tenured faculty to ensure the pre-tenure colleague receives consistent and appropriate advice.

• The mentoring committee should advise the pre-tenure faculty member on these and other topics included in the Mentoring Meeting Discussion Topics provided by the Provost's Office (https://www.smith.edu/about-smith/provost/faculty-development) and listed under discipline specific resources below:
  • developing and incorporating effective methods of teaching;
  • establishing a productive research program, including advising of research students;
  • balancing service with scholarship and teaching;
  • preparation of curriculum vitae, Faculty Record Sheet, personal statement, and other documents required for the College’s annual review and for submission to the Committee on Tenure and Promotion.

Discipline-Specific Resources:
  • Preparing for an Academic Career in the Geosciences (http://serc.carleton.edu/NAGTWorkshops/careerprep/index.html)
  • Early Career Geoscience Faculty: Teaching, Research, and Managing Your Career (http://serc.carleton.edu/NAGTWorkshops/earlycareer/index.html)
  • Career Development (http://serc.carleton.edu/NAGTWorkshops/careerdev/index.html)

• The mentoring committee schedules at least one meeting per year with the mentee to discuss the pre-tenure member’s review documents (including CV and personal research and teaching statements) and teaching evaluations, and to outline goals and priorities for the following semester or year. The mentoring committee sends the meeting dates to the provost’s office. Other tenured faculty are welcome to attend these meetings, which are separate from the annual required meeting with the chair.
Department of German Studies  
Smith College  

Departmental Mentoring Program for Untenured, Tenure-Track Faculty  
Approved December 6, 2017

The goals of this mentoring plan are to inform the mentee about the criteria used by the department and the college to evaluate faculty members, to provide a wide range of feedback from the department to the untenured colleague during the probationary period, and to create a climate in which the new faculty member can grow as a teacher, a scholar and a member of the Smith community. ¹

The chair will assign to each junior faculty member a mentor from among the tenured members of the department. The mentoring position for each mentee will rotate annually or biannually though senior members of the department. In a given year, each junior faculty member will have a distinct mentor (e.g., no tenured faculty member will serve as a mentor to multiple junior faculty in a given year). The mentoring process will continue throughout the probationary period until the tenure decision.

For feedback on teaching, the mentor will endeavor to visit at least one class during the first semester of the mentoring year and meet periodically with the faculty member to provide informal feedback. The instructor should also be encouraged to observe classes of the mentor. The mentee should submit to the mentor and to the chair, for feedback, a teaching portfolio for each course taught during the mentoring year. This portfolio might contain such items as a syllabus, copies of exams, and descriptions of paper assignments. The mentee should be reminded of the resources offered by the Sherrerd Center for Teaching and Learning, the Provost’s Office, and of other appropriate resources.

For feedback on research, the mentee should be encouraged to invite the tenured members of the department to any local presentations of their research (including department seminars, five college seminars or Liberal Arts Lunches). He or she should also feel free to ask for feedback on working papers.

The current year mentor shall meet each semester with the mentee to review progress in teaching, scholarship and service. The mentor shall maintain confidentiality of all mentor-mentee discussions. At the time of reappointment and tenure, only the formal components of the dossier should enter the evaluation process. Current and/or former mentors can serve on the class visitation committee but their input on teaching should be confined to what they observe on the formal class visits.

As called for in the Policy of Appointment, Reappointment, Promotion and Tenure, the junior colleague shall also meet once a year with the chair to conduct a review of the junior colleague’s progress in teaching, scholarship and service. The junior colleague may elect to invite another departmental colleague to this meeting. Prior to the meeting,

¹ These goals were laid out in the 2002 Report and Recommendations of the ad hoc Committee on the Status of Untenured Faculty at Smith College, Strengthening Our Intellectual Community.
the mentee is encouraged to write a brief annual statement of teaching, research and service. The purpose of this meeting is to give the junior colleague feedback on positive aspects of their performance and suggestions for improvements. The purpose of the annual statement is to provide a basis for the discussion and to prepare the junior colleague for the writing of the Statement of Teaching, Research and Service that is required at the times of reappointment and tenure. At the annual meeting, the junior colleague may suggest additional feedback that would be helpful in future years.

The chair will send the date of the annual meeting with the junior colleague to the Provost’s office. The substance of the annual meeting shall remain confidential among the tenured members of the department. The junior colleague, however, is not bound by that confidentiality.
Government Departmental Mentoring Plan  
Approved September 20, 2017

Guiding Principles
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing college resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the Policy of Appointment, Reappointment, Promotion, and Tenure.

While mentoring does and should happen informally, a formal departmental mentoring plan provides transparency, clarity, consistency, and equity. In addition, formalization removes the burden of request from tenure-track faculty members, who may not feel empowered to initiate conversations with senior colleagues about areas of concern.

Mentoring is a supplemental support mechanism for faculty, part of an array of faculty development opportunities at Smith, and is not an employment requirement.

Roles
Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Practices
Departments and mentors are expected to meet the following minimum requirements:

1. Early in the fall semester, the department chair assigns at least one senior colleague mentor for each tenure-track member.
2. The mentor schedules at least one meeting per semester with the mentee. These meetings are separate from the annual meeting with the chair, required by the Policy.
3. The mentor sends the meeting dates to the provost’s office.

Departments and mentors are encouraged to supplement these minimum requirements with additional practices such as scheduling more frequent mentoring meetings, rotating mentors during the course of the probationary period, partnering with other departments, organizing class visits for the primary purpose of improving teaching rather than evaluation, devoting time during departmental meetings to discuss teaching and research challenges and strategies, and holding departmental colloquia where department members can share research. There are many different ways to mentor well, and all mentoring is improvable.

If the mentoring relationship is not satisfactory for either party, the individual should reach out to the department chair and/or the associate dean of the faculty and dean for academic development for resolution.
Guidelines for Mentoring Tenure-Track Faculty
Department of History, Smith College
May 14, 2018

It has been our experience that mentoring relationships can emerge organically between colleagues who have substantive interests in common and the mutual desire to share ideas and experiences. We encourage a tenured faculty member with research interests that connect with a new colleague to reach out to that person. To facilitate this, the chair will endeavor to consult with the tenure-track colleague as well as members of the department, to assign each new faculty member at least one mentor. The pre-tenure tenure-track colleague and her/his History colleague mentor(s) will meet at least once each semester during the former’s probationary period up to the start of the tenure review year. We also encourage tenure-track faculty members to raise questions and seek help and guidance from any faculty member, in addition to the departmental mentor/s. We understand the purpose of mentorship as an opportunity for tenured members to draw on their experiences as scholars and teachers at Smith in a manner that can benefit the new member of the department. Evaluation occurs at the time of reappointment and also at the time of tenure. With that in mind, mentorship is intended to assist and support during the pre-tenure period. Both tenured and untenured members can benefit from these efforts since at the time of evaluation the context that the tenured members may bring to the dossier will be both wider and deeper.

An important goal of mentoring is to offer tenure-track colleagues consistent advice on how to prepare the strongest possible case for reappointment, tenure and promotion. Of the three areas of professional development, scholarship and teaching should be regarded as equal in importance, as specified by the Policy on Appointment, Reappointment, Tenure and Promotion. While service to the department and college is important, it cannot substitute for excellence in both scholarship and teaching. Over the years, tenure-track faculty members are expected to contribute increasingly to service, and this can be discussed with mentors to make sure the untenured colleague is satisfying this expectation without undue burden. In terms of scholarship, the history department expects that the tenure dossier will include a scholarly book, published with a reputable press. A completed book manuscript that is in press with a reputable publisher or a completed book manuscript plus book contract with readers’ reports from a reputable publisher are normally considered sufficient as well.

Some examples of guidance that mentors may provide, at the request of the tenure-track faculty member, include designing syllabi, assignments and other handouts; approaches to evaluating and mentoring students; and possibilities for participating in the intellectual life of the department, the campus, the five colleges, and the field as a whole. The Sherrerd Center for Teaching and Learning can also help with teaching-related advice and workshops. Likewise, the Provost’s Office can offer assistance concerning the preparation of curriculum vitae, faculty record sheets, grant applications, applications for sabbatical and leave, reappointment and tenure dossiers, how to slow down or speed up the tenure clock, and any other related issues that arise. With regards to scholarship, mentors can offer advice on the appropriate balance between attending conferences,
producing articles, and publishing a book manuscript; they may also be able to offer advice regarding the timing and securing of funding, the book proposal, contacting editors, and other issues related to publishing.

With regards to class visits, two tenured members of the department will visit the tenure-track faculty member’s classroom in the first year and all tenured members will visit during reappointment and tenure. They will make every effort to accommodate the tenure-track colleague’s preferences regarding the timing of the visit. Tenure-track colleagues are welcome to request additional visits. We also invite tenure-track faculty to visit the classes of tenured colleagues, to observe different styles of teaching and to support an ongoing conversation concerning pedagogy between department members.

To advise tenure-track faculty members on their progress, the chair (and the mentor, ideally) will meet with the tenure-track colleague at the end of every academic year for an annual review, to discuss their progress in scholarship, teaching, and service, as required by the college. If the tenure-track colleague is a member of an interdepartmental program or Five College professor, they are welcome to notify the chair if they would like an additional person present at the meeting. To facilitate the conversation, the tenure-track colleague will endeavor to provide their mentor and the department chair with a short progress report (1-2 pp) consisting of an overview of the past year’s accomplishments and goals for the coming year (or a draft of the faculty record sheet), plus a current curriculum vita. This report cannot be included as part of the formal record, as it is intended for mentoring purposes only. For more information see the History Department Personnel Procedures.

These guidelines are evolving. All members of the History Department are welcome to suggest changes at any time so we can refine and strengthen our mentoring process.
MENTORING PLAN – Department of Italian Studies  
Approved November 28th, 2017

Mentoring Guidelines
Mentoring new colleagues is something our department has always taken very seriously, even when new hires are in temporary positions. We believe strongly in creating a welcoming and supportive atmosphere that fosters the academic and personal growth of our lecturers and tenure-track colleagues. In order to support them, we not only schedule official class observations and meetings, we also make sure they observe our classes and participate in the Five College Italian Seminar.

Our junior colleagues know our doors are always open and they are welcome to talk to us about their concerns or new ideas. We underline the importance of remaining involved in all stages of our students’ learning process. We believe it is our duty to create an environment that makes it possible for junior colleagues to be active scholars and teachers, and to explore and embrace new developments in our discipline and across the curriculum. We, therefore, keep them informed about new grants and fellowship available at the College, in our Five-College Consortium and at a national level.

Mentor’s Responsibilities
The Mentor is expected to:

- Integrate the new faculty member into the life of the Department, the College and the Five College Consortium
- Introduce the new faculty member to the many resources and services available on campus and in the Five College Consortium for teaching and research development.
- Facilitate the untenured faculty member’s development in all three areas of evaluation (i.e. teaching, scholarship, and service) and ensure they understand the College’s and the Department’s expectations regarding these areas as they appear in the College’s “Policy for Reappointment, Tenure and Promotion.”
- Reiterate the criteria used by the Department and the College to evaluate faculty performance
- Encourage the new faculty member to grow as a teacher, scholar and member of the College community.

Practices
1. As soon as the new tenure-track member is hired, the department chair assigns one senior colleague to help welcome and mentor them to campus.
2. The mentor schedules at least two meetings per semester in consultation with the mentee. These meetings are separate from an annual required meeting with the Chair.
3. The mentor and at least one other department member will visit the mentee’s classes twice a semester. The mentee is also required to visit at least two classes taught by other members of the department. These class visits are not meant to evaluate the new faculty member. They are intended to foster conversations among faculty that will lead to a deeper understanding of classroom dynamics and improved student learning.
4. If the mentoring relationship is not satisfactory for either party, the individual should reach out to the department Chair and/or the Dean of the Faculty for resolution.
This document outlines LALS Program practices for mentoring tenure-track faculty.

Every fall semester, in conjunction with a Program-wide meeting, the Chair will appoint one tenured member of the Program Committee to serve as the Program Faculty Mentor (PFM). Tenured members of the Program Committee are expected to rotate through this role. Normally, every fall, the tenure-track faculty of the Program Committee will discuss our guidelines for mentoring and class visits.

Over the course of the academic year, the PFM will help tenure-track faculty set goals for teaching, research, and service; the PFM will also produce written feedback on teaching, based on a class visit. As mentor, the PFM will also be available to discuss opportunities that support teaching and research (these discussions will vary from faculty member to faculty member, but may include funding opportunities, programs sponsored by the Sherrerd Center or Jacobson Center, projects led by colleagues in programs or departments elsewhere at Smith or in the Five Colleges), and facilitate opportunities to meet colleagues in cognate departments at Smith and the Five Colleges. Discussion of such opportunities may take place at any point in the year, and may be quite informal (e.g., although in keeping with College mentoring guidelines, at least one meeting is expected per semester).
Landscape Studies mentoring plan
28 April 2017

For each year of the probationary period for tenure-track colleagues, one tenured colleague and the director of the LSS steering group will serve as mentors to the junior colleague. Tenured colleague mentors will have staggered terms of 2 years. Mentors will meet at least once per semester with the junior colleague. These meetings will be informal and non-evaluative. The mentor will join the program director and the junior colleague for the year-end meeting, at which mentors and candidate will discuss as many of the topics recommended in the Mentoring Meeting Discussion Topics as is feasible and appropriate.

One tenured member and the director will serve as mentors for each non tenure-track colleague. Exception: When there is a guest co-teacher in a LSS studio, the studio instructor will serve as mentor when appropriate. Normally, the program director or another colleague may also serve as a second mentor for a guest studio instructor.

When appropriate, the steering group may devote part of a meeting to discussion of publishing and teaching in related fields. These discussions will be opportunities for colleagues to exchange ideas, suggestions, and advice for junior colleagues; and for the junior colleagues and others to present new directions in the field. One of these meetings may be in the form of the provost’s symposium.

Class visits
Colleagues eligible to vote will visit classes in pairs. After the first year, there will be at least one visit a semester. Every voting colleague must visit a class within 3 semesters of a vote for reappointment, tenure, or promotion.
Colleagues will write a report about the visit, together or singly, and will meet to talk with the candidate after he/she has had time to read the report(s). Any substantive suggestions or comments should be added to the report before sending to our files.
Guiding Principles
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing college resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the *Policy of Appointment, Reappointment, Promotion, and Tenure*.

While mentoring does and should happen informally, a formal departmental mentoring plan provides transparency, clarity, consistency, and equity. In addition, formalization removes the burden of request from tenure-track faculty members, who may not feel empowered to initiate conversations with senior colleagues about areas of concern.

Mentoring is a supplemental support mechanism for faculty, part of an array of faculty development opportunities at Smith, and is not an employment requirement.

Roles
Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Practices
Departments and mentors are expected to meet the following minimum requirements:

1. Early in the fall semester, the department chair assigns at least one senior colleague mentor for each tenure-track member.
2. The mentor schedules at least one meeting per semester with the mentee. These meetings are separate from the annual meeting with the chair, required by the *Policy*.
3. The mentor sends the meeting dates to the provost’s office.

Departments and mentors are encouraged to supplement these minimum requirements with additional practices such as scheduling more frequent mentoring meetings, rotating mentors during the course of the probationary period, partnering with other departments, organizing class visits for the primary purpose of improving teaching rather than evaluation, devoting time during departmental meetings to discuss teaching and research challenges and strategies, and holding departmental colloquia where department members can share research. There are many different ways to mentor well, and all mentoring is improvable.

If the mentoring relationship is not satisfactory for either party, the individual should reach out to the department chair and/or the associate dean of the faculty and dean for academic development for resolution.
Music Department Mentoring Plan (October 2017)

The Department of Music sees the mentoring process as means of informing new members of College and departmental procedures and traditions in ways that are unofficial and unceremonious and, it is hoped, beneficial. Every junior member of the faculty will be assigned a mentor from among the senior faculty for each year of the probationary period. In the case of a new hire, the mentor will be assigned as soon as the offer of the position has been accepted. Senior faculty will rotate in the position of mentor, each serving for a year. The assignment will be made by the Chair, with the consent of the mentor, at the end of each academic year. Mentors will meet with their junior colleague once a semester, and additionally as either or both parties may request, to informally discuss matters having to do with teaching, scholarship, performance, departmental service, and the road to reappointment and tenure. The mentor will also convey the meeting dates to the Provost’s office. Notes made of the meetings of the mentor and the junior faculty member will not become part of the junior faculty member’s departmental file.
Neuroscience Program  
Mentoring Program for Pre-tenure Faculty  

Effective July 1, 2017

The purpose of the Neuroscience Program’s Mentoring Program for Pre-tenure Faculty is to provide opportunities for exchanges between tenured and pre-tenure members of the Program Committee that are not solely structured around evaluation procedures.

1) On an annual basis and in consultation with every pre-tenure faculty member on the NSC Committee, a senior faculty mentor will be assigned by the Director of the Program. If both parties are willing and able, the same mentor can be assigned for the following year for a maximum of three years’ service.

2) The mentor and mentee must meet once each semester to discuss issues related to teaching, scholarship, and service. The mentee and mentor may find it helpful to visit each other’s classes in order to have a more substantive conversation on pedagogy. In addition, the mentee may request to have their mentor join the annual meeting with the Program Director to discuss progress toward reappointment, tenure, and promotion. The mentor will send the meeting dates to the Provost’s office.

3) The pre-tenure faculty member should be at liberty to discuss in confidence all matters pertaining to teaching, research and service with the mentor. Matters related to these issues can be brought to the attention of the senior members of the NSC committee upon the agreement of pre-tenure faculty member and the mentor.

4) If the mentoring relationship is not satisfactory for either party, the individual should reach out to the director and/or the associate dean of the faculty and dean for academic development for resolution.
Philosophy Departmental Mentoring Plan  
Approved May 15, 2017

Guiding Principles  
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing college resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the *Policy of Appointment, Reappointment, Promotion and Tenure*.

While mentoring does and should happen informally, a formal departmental mentoring plan provides transparency, clarity, consistency, and equity. In addition, formalization removes the burden of request from tenure-track faculty members, who may not feel empowered to initiate conversations with senior colleagues about areas of concern.

Mentoring is a supplemental support mechanism for faculty, part of an array of faculty development opportunities at Smith, and is not an employment requirement.

Roles  
Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Practices  
Departments and mentors are expected to meet the following minimum requirements:

1. Early in the fall semester, the department chair assigns at least one senior colleague mentor for each tenure-track member.
2. The mentor schedules at least one meeting per semester with the mentee. These meetings are separate from the annual meeting with the chair, required by the *Policy*.
3. The mentor sends the meeting dates to the provost’s office.

Departments and mentors are encouraged to supplement these minimum requirements with additional practices such as scheduling more frequent mentoring meetings, rotating mentors during the course of the probationary period, partnering with other departments, organizing class visits for the primary purpose of improving teaching rather than evaluation, devoting time during departmental meetings to discuss teaching and research challenges and strategies, and holding departmental colloquia where department members can share research. There are many different ways to mentor well, and all mentoring is improvable.

If the mentoring relationship is not satisfactory for either party, the individual should reach out to the department chair and/or the associate dean of the faculty and dean for academic development for resolution.
Physics Department Mentoring Plan

Mentors’ Role
Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources.

Practices
1. Early in the fall semester, the department chair will assign at least one senior colleague mentor for each tenure-track member.
2. The mentor will schedule meetings with a frequency agreed on by the mentor and mentee, but at least one meeting per semester. These meetings are separate from the annual meeting with the chair, required by the Policy.
3. The mentor will send the meeting dates to the provost’s office.

The mentor is encouraged, but not required, to supplement these minimum requirements with additional practices such as availability for impromptu meeting or organizing class visits for the primary purpose of improving teaching rather than evaluation.

The department will devote departmental meeting time to discuss teaching and research challenges and strategies. If there are particular topics a mentee would like discussed they can bring them to the department chair to schedule in the meeting or can ask their mentor to do so.

Suggested topics for discussion are included in the Mentoring Meeting Discussion Topics, provided by the provost's office (https://www.smith.edu/deanoffaculty/employment_RTP.php). Following are additional resources particularly relevant to physics:

- The Moneybook and internal funding opportunities, including timing of Picker fellowship and internal funding through the Paganelli fund
- Grant Funding Sources
  - NSF
  - Research Foundation
  - DOE
- Societies
  - APS
  - AAPT
  - Sigma Xi
- NSF Teaching Workshop for new Faculty
Psychology Mentoring Plan  
Effective July 1, 2017

Guiding Principles  
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing college resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the Policy of Appointment, Reappointment, Promotion, and Tenure.

While mentoring does and should happen informally, a formal departmental mentoring plan provides transparency, clarity, consistency, and equity. In addition, formalization removes the burden of request from tenure-track faculty members, who may not feel empowered to initiate conversations with senior colleagues about areas of concern.

Mentoring is a supplemental support mechanism for faculty, part of an array of faculty development opportunities at Smith, and is not an employment requirement.

Roles  
Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Practices  
Departments and mentors are expected to meet the following minimum requirements:

1. Early in the fall semester, the department chair assigns at least one senior colleague mentor for each tenure-track member.
2. The mentor schedules at least one meeting per semester with the mentee. These meetings are separate from the annual meeting with the chair, required by the Policy.
3. The mentor sends the meeting dates to the provost’s office.

Departments and mentors are encouraged to supplement these minimum requirements with additional practices such as scheduling more frequent mentoring meetings, rotating mentors during the course of the probationary period, partnering with other departments, organizing class visits for the primary purpose of improving teaching rather than evaluation, devoting time during departmental meetings to discuss teaching and research challenges and strategies, and holding departmental colloquia where department members can share research. There are many different ways to mentor well, and all mentoring is improvable.

If the mentoring relationship is not satisfactory for either party, the individual should reach out to the department chair and/or the associate dean of the faculty and dean for academic development for resolution.
Guiding Principles
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing college resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the Policy of Appointment, Reappointment, Promotion, and Tenure.

Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Mentoring is a supplemental support mechanism for faculty, part of an array of faculty development opportunities at Smith, and is not an employment requirement.

Guidelines

1. Early in the fall semester, the Chair of the Department assigns at least one tenured colleague mentor for each tenure-track member.

2. The mentor’s main functions include aiding the junior faculty member in navigating Smith’s institutional culture; addressing questions about classroom challenges; fielding questions regarding syllabi and assignments; discussing approaches to mentoring students; preparing faculty record sheets; and helping to identify paths for appropriate college service opportunities.

3. The mentor schedules at least one meeting per semester with the mentee. The mentor notifies the Chair of the Department and the Provost’s office of these meeting dates. Records of these meetings will not be kept.

4. The mentee may request members of the Department to visit a class for the primary purpose of consulting about pedagogical methods rather than evaluation.

5. Regular Department meetings will devote time to discuss any questions that the junior faculty may have regarding any aspect of teaching, research, and service.
Guiding Principles
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing college resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the Policy of Appointment, Reappointment, Promotion, and Tenure.

Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Mentoring is a supplemental support mechanism for faculty, part of an array of faculty development opportunities at Smith, and is not an employment requirement.

Guidelines

1. Early in the fall semester, the Program director assigns at least one tenured colleague mentor for each tenure-track member.

2. The mentor’s main functions include aiding the junior faculty member in navigating Smith’s institutional culture; addressing questions about classroom challenges; fielding questions regarding syllabi and assignments; discussing approaches to mentoring students; preparing faculty record sheets; and helping to identify paths for appropriate college service opportunities.

3. The mentor schedules at least one meeting per semester with the mentee. The mentor notifies the Program director and the Provost’s office of these meeting dates. Records of these meetings will not be kept.

4. The mentee may request members of the Program to visit a class for the primary purpose of consulting about pedagogical methods rather than evaluation.

5. Regular Program meetings will devote time to discuss any questions that the junior faculty may have regarding any aspect of teaching, research, and service.
Guiding Principles
Departmental mentoring introduces tenure-track faculty to the culture of the department, college, Five College community, and profession. Because no one succeeds alone, departmental mentors support junior colleagues in building their network of mentors and accessing college resources in order to help them grow as scholars, teachers, and colleagues. Finally, departmental mentoring supplements and complements evaluative processes mandated by the *Policy of Appointment, Reappointment, Promotion, and Tenure*.

While mentoring does and should happen informally, a formal departmental mentoring plan provides transparency, clarity, consistency, and equity. In addition, formalization removes the burden of request from tenure-track faculty members, who may not feel empowered to initiate conversations with senior colleagues about areas of concern.

Mentoring is a supplemental support mechanism for faculty, part of an array of faculty development opportunities at Smith, and is not an employment requirement.

Roles
Departmental mentors support their mentees through regular meetings regarding strategies for prioritizing and performing scholarship, teaching, and service. Mentors address questions and concerns, and assist mentees in building connections and accessing resources. Both the mentor and mentee have a responsibility for ensuring productive conversations happen.

Practices
Departments and mentors are expected to meet the following minimum requirements:

1. Early in the fall semester, the department chair assigns at least one senior colleague mentor for each tenure-track member.
2. The mentor attends at least one class taught by the mentee during the academic year.
3. The mentor schedules at least one meeting per semester with the mentee. These meetings are separate from the annual meeting with the chair, required by the *Policy*.
4. The mentor sends the class-visit and meeting dates to the provost’s office.

Departments and mentors are encouraged to supplement these minimum requirements with additional practices such as scheduling more frequent mentoring meetings, rotating mentors during the course of the probationary period, partnering with other departments, organizing class visits for the primary purpose of improving teaching rather than evaluation, devoting time during departmental meetings to discuss teaching and research challenges and strategies, and holding departmental colloquia where department members can share research. There are many different ways to mentor well, and all mentoring is improvable.

If the mentoring relationship is not satisfactory for either party, the individual should reach out to the department chair and/or the associate dean of the faculty and dean for academic development for resolution.
• This mentoring plan does not seek to replace our evaluation plan, which entails regular meetings with untenured faculty members to discuss research agendas, teaching and service.

• The department chair will appoint a faculty mentor for each junior faculty early in the academic year.

• The mentor will meet with the junior faculty member once per semester, separate from the annual meeting with the chair.

• The mentor sends the meeting dates to the Provost’s office.

• The Sociology Department views mentoring as an ongoing process for all department members.

• The main focus of our mentoring process is our ongoing faculty development program. We meet between two and four times a year to discuss specific teaching-related issues. This may include discussions on strategies and lesson plans for Introduction to Sociology; how we organize our seminars; community-based learning; etc.

• We encourage class visits by all members of the department and untenured faculty members may visit courses of those with tenure.
Mentoring untenured faculty members should supplement and complement SWG’s annual evaluation of assistant professors with full or joint appointments in the Program, but it should not take the place of these regular evaluations. The purpose of annual evaluations is for the Program to supervise the assistant professor’s teaching, research and service and to provide feedback regarding whether the individual is meeting the expectations of the Program and the college to fulfill the requirements for tenure. Because the Program Chair is responsible for annual evaluations and thereby acts in an official, supervisory capacity, the Chair will not take on the role of mentor. However, the Chair will meet with new faculty members in their first semester at Smith to review their syllabi in order to ensure that readings, course expectations, grading, etc. are in line with the culture of the college.

Mentoring, on the other hand, is a less formal, more flexible and dynamic relationship that enables senior faculty members to introduce their untenured colleagues to the culture of the Program, the college, the 5-College community and the profession. Oftentimes, relevant issues and questions that arise for an untenured colleague remain unaddressed in the business of the Program and/or the college. Navigating this professional terrain can become more manageable with support provided through informal conversations between mentor and mentee. This policy is meant to serve as a guide for senior faculty members in the Program, but none of the recommendations outlined are mandatory or prescriptive. Ideally, mentoring should allow all involved individuals to develop and learn from each other through ongoing conversations about professional goals and strategies. Because teaching and research are the most important categories upon which tenure decisions are based at Smith College, these are the areas that the Program should be most attentive to when mentoring untenured members. Recognizing this emphasis, mentees may wish to consult with their mentor before agreeing to committee work and/or service before tenure.

In an effort to allow for maximum opportunities to build relationships in the program, mentors will rotate annually. At the beginning of each year, both the outgoing and incoming mentors meet with the untenured member for a discussion. In this conversation, the mentee is encouraged to identify his/her needs for the upcoming year. This conversation is also an opportunity to review what has been useful thus far. The Program chair should work with senior faculty to ensure that each mentor shares their particular strengths with the assistant professor.

New faculty members and their mentors are encouraged to focus primarily on teaching in the first year, with increasing attention to publishing in the following years. In keeping with this intention, new faculty members should also be invited to class meetings of their senior colleagues that first semester. Exposure to different
teaching styles, learning aides, and classroom dynamics can help new faculty understand the expectations their colleagues and students will have of the instructor’s performance in the classroom. The feminist classroom and its students present particular needs and demands which the mentor will work to identify and explore with the mentee. Such topics include but are not limited to managing identity politics in the classroom, and the rigors of working with students on material that can be especially challenging for them to manage personally. All members of the Program are encouraged and expected to participate in pedagogy workshops focused on the particular challenges and strategies for teaching courses in the SWG Program.

With regard to scholarship, the Program’s tenured faculty members should lend support at all stages. Tenured faculty members who have recently published in peer reviewed journals, or who can support the assistant professor with the process of publishing a manuscript, might help guide the assistant professor through these steps. Conversations about the publishing industry and particular presses can help untenured faculty members to identify journals and presses that would prove most suitable for and receptive to their work. Senior faculty members should also lend support during the writing and revision processes of a manuscript proposal.

While assistant professors should be responsible for defining their intellectual goals and professional plans, and should also be encouraged to bring problems, concerns and questions to their mentors for advice or support, mentors are responsible for initiating a meeting with the assistant professor at least once a semester. The mentor’s accountability in this area is far greater than the reverse because it takes time and comfort as the result of concrete experiences for a pre-tenure faculty member to initiate conversation about something they need help with. Tenured faculty members’ ability to provide feedback on a range of questions-- from the most basic to the more complicated questions, such as the necessity of attending particular meetings, the usefulness of delivering a co-curricular lecture for a student group, or the wisdom of pursuing publication with a particular journal or press – can only be enhanced if they are diligent about initiating and maintaining contact with untenured colleagues.

The mentoring relationship should allow colleagues to connect with each other, as well as enable senior Program members to connect the assistant professor with other relevant members of the Smith or 5-College faculty. Given SWG’s interdisciplinary nature, we should work to help new and untenured colleagues to develop meaningful relationships with other faculty members working in the untenured faculty member’s discipline at Smith or Five Colleges.

Finally, while the Program chair will ensure that a mentor is assigned to core SWG untenured faculty member, the chair will offer affiliated faculty members the option of being assigned a mentor from SWG with the understanding that they may turn down this offer without penalty.
Theatre Department Mentoring Plan
Approved May 10, 2017

We are a relatively small department with 7 full time and one half time members. Our mentoring practices remain informal, with senior members committed to mentoring junior members through accessibility, transparency and regular interaction: both scheduled meetings and unscheduled and informal conversations address teaching, scholarship, service and departmental matters.

We also maintain a second, more formal level of mentoring. At least two senior colleagues will be assigned by the Chair, normally in the fall semester, to mentor a single junior colleague, from the beginning of his/her appointment. These appointed mentors (one of whom may be the Chair) will remain collegial, but will have meetings with the junior member, normally one time per semester, to discuss pertinent issues, including candid discussion of teaching practices, scholarship, and general adjustment to life at the college, with an intent to help them grow in these areas. The chair will send dates of such meetings to the Provost’s office. The junior faculty will be encouraged to address all issues of interest and concern. We consider this mentorship to be part of the general responsibility of senior faculty to nurture and support junior members.

Finally, we have explicit guidelines regarding class visits, and the Chair meets annually with untenured colleagues to discuss teaching, service and scholarship.