Developing a Department Mentoring Plan

Increasingly faculty face a multitude of responsibilities, an expectation of greater autonomy relative to financial and staff support, and continuously evolving directives, expectations, and leadership structures. Thus, formal mentoring programs for faculty at all career stages are more essential today than ever. Developing a departmental plan to provide the mentoring appropriate for a given discipline, for all faculty career stages, and the missions for the department and college should involve both leadership and faculty from all ranks and titles. Furthermore, leadership and faculty should familiarize themselves with the evidence-based practices associated with successful mentoring. Mentorship within the academic culture can aid in building successful careers for faculty and students, develop intellectual and professional networks, and provide mentors with educational opportunities to further develop their roles. This resource was developed to guide departments as they create formal mentoring plans, allowing them to both evaluate existing approaches and reimagine needed components in the context of the evidence-based literature. There is no prescription intended with this resource, rather it is meant to serve as both a prompt for brainstorming, and a guide for available resources.

Evidence for Department Mentoring Plan	
Definition of Mentoring *(Science of Effective Mentoring in STEMM, 2019)*	
Benefits of Mentoring *(Zellers, Howard, and Barcic, 2008; Science of Effective Mentoring in STEMM, 2019)*	
Department Rationale for Mentoring *(Fountain & Newcomer; 2016; Carnegie Mellon; CIMER; Lunsford, Crisp, Dolan, & Wuetherick, 2017; Michigan; Orsini, Benge, & Carter, 2019; Science of Effective Mentoring in STEMM, 2019; Zellers, Howard, and Barcic, 2008)*	

Department Mentoring Purpose and Goals *(Carnegie Mellon; Michigan; Science of Effective Mentoring in STEMM, 2019)*	
Department Point of Contact *(Harvard; Illinois; Science of Effective Mentoring in STEMM, 2019)*	
Clear Guidelines and Expectations for Mentor and Mentee *(Carnegie Mellon; Science of Effective Mentoring in STEMM, 2019; Wilson & Elman, 1990; Zellers, Howard, and Barcic, 2008)*	
Role of Mentor *(Bean, Lucas, & Hyers, 2014; Carnegie Mellon; Columbia; Harvard; Michigan; Pope-Ruark, 2017; Science of Effective Mentoring in STEMM, 2019; Wilson & Elman, 1990)*	
Role of Mentee *(Bean, Lucas, & Hyers, 2014; Illinois; Michigan; Science of Effective Mentoring in STEMM, 2019)*	
Role of Department Head *(Carnegie Mellon; Columbia; Fountain & Newcomer, 2016; Harvard; Michigan; North Carolina; Science of Effective Mentoring in STEMM, 2019)*	

Mentorship Models	Single Mentor	
(Bean, Lucas, & Hyers, 2014; California-San Francisco; Columbia; de Janasz & Sullivan, 2003; Harvard; Illinois; Michigan; North Carolina; Pope-Ruark, 2017; Sellers, Howard, & Barcic, 2008; Science of Effective Mentoring in STEMM, 2019)	Group or Mutual Mentoring	
	Interdisciplinary Mentoring	
	External and Expert Mentoring	

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Carnegie Mellon - https://www.cmu.edu/teaching/resources/MentoringFaculty/MentoringGuideDepartmentHeads.pdf

CIMER – https://cimerproject.org/

Columbia University - https://provost.columbia.edu/sites/default/files/content/MentoringBestPractices.pdf

de Janasz, S. C., & Sullivan, S. E. (2004). Multiple mentoring in academe: Developing the professorial network. Journal of Vocational Behavior, 64 (Careers in Academe: A Special Issue of the Journal of Vocational Behavior), 263–283. doi: 10.1016/j.jvb.2002.07.001

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Pope-Ruark, R. (2017). *Agile faculty: Practical strategies for managing research, service, and teaching.* Chicago, IL: The University of Chicago Press.

Texas A&M University – Faculty Mentoring Academy - https://cte.tamu.edu/Communities,-Programs-and-Models/Mentoring-(1)/Faculty-Mentoring-Academy

University of California – San Francisco - https://academicaffairs.ucsf.edu/ccfl/media/UCSF_Faculty_Mentoring_Program_Toolkit.pdf

University of Michigan – https://www.provost.umich.edu/faculty/faculty_mentoring_study/ideas.html

University of North Carolina - https://cfe.unc.edu/files/2019/01/DEPARTMENT-LEVEL-RECOMMENDATIONS-FOR-MENTORING-FACULTY.pdf

University of Illinois - https://provost.illinois.edu/faculty-affairs/faculty-development-mentoring/mentoring/#culture

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