

WAYNE STATE
UNIVERSITY
COLLEGE OF FINE, PERFORMING
AND COMMUNICATION ARTS

MENTORING GUIDELINES

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The Department established these guidelines to assist tenure-track faculty in their efforts to successfully obtain promotion and tenure, and to promote effective and meaningful mentoring experiences for mentees and mentors. The guidelines focus on providing information about the promotion and tenure process, opportunities and assistance for development and participation, and communications concerning the faculty member's progress in teaching, scholarship (research and creative activity), and service throughout the probationary period. Should these Guidelines conflict with University Statutes, College of Fine, Performing, and Communication Arts policies, or the AAUP-AFT/WSU Agreement, the latter shall prevail.

Information for Tenure-Track Faculty

Upon arriving at WSU, a newly appointed tenure-track faculty member is provided the following information by the Department Chair as part of the faculty member's orientation to the Department; College of Fine, Performing, and Communication Arts; and University (links to much of this information are provided in the appendix of this document):

- The Department and University Factors for Promotion and Tenure; the WSU/AAUP-AFT Agreement and a list of those provisions affecting tenure-track faculty including promotion and tenure, annual reviews, and term-contract renewals.
- The Department and College By-Laws, list of Departmental committees and committee members, and other information that may be relevant to the Department's self-governance.
- University, College, and Department grants and awards for research, teaching, and service.
- University offices and services offering programs in support of grant applications and teaching.
- The format of the WSU Professional Record: The Department Chair will explain the necessity of the document and assist the faculty member in translating his/her CV to the Professional Record format.
- Personal copies of Robert M. Diamond, *Preparing for Promotion and Tenure Review: A Faculty Guide* 2nd Edition (Jossey-Bass, 2004) and Peter Seldin, *The Teaching Portfolio: A Practical Guide to Improved Performance and Promotion/Tenure Decisions* 4th Edition (Jossey-Bass, 2010).

The Department Chair will also introduce new tenure-track faculty to the Department's Undergraduate Advisor and Graduate Officer for orientations to undergraduate and graduate admissions, programs and policies; and to the Department Supervisor and Budget Analyst for orientations to the fiscal policies and procedures concerning such matters as reimbursable travel expenditures and other transactions relevant to the faculty member's area of teaching, research and creative activity.

Communication Regarding Progress toward Promotion and Tenure

The Department Chair communicates regularly with tenure-track faculty about their progress toward successful promotion and tenure:

- The Department Chair meets with newly appointed tenure-track faculty members twice during the first semester of appointment: once at the beginning of the term to establish goals for the first year on tenure track, and once near the end of the term to review policies, procedures, and challenges, if any, encountered by the faculty member. A three-year plan for achieving goals in research/creative activity and funding, teaching, and service will be completed at this meeting.
- A yearly performance review will take place in May, as required by the AAUP-AFT/WSU contract, during which the Department Chair meets with each tenure-track faculty member, following the annual salary review, to discuss the faculty member's performance. The meeting and any resultant recommendations are summarized in a letter sent to the faculty member. While this meeting is not part of the selective salary process, the faculty member may elect to ask performance-related questions prompted by the salary-review process.
- Tenure-track faculty members are invited to participate in the Department's Faculty Mentoring Program. This program is optional and strictly voluntary. See Faculty Mentoring Program below.

Assistance and Opportunities for Tenure-Track Faculty

To enable tenure-track faculty to successfully launch their creative/research programs, teaching, and service records, the Department Chair, in consultation with the faculty member's mentor, offers the following assistance and opportunities:

- Tenure-track faculty members are assisted in the successful completion of goals in research/obtaining funding, teaching, and service, all as appropriate to the department, discipline, and individual assignment.
- Tenure-track faculty members are given priority in the allocation of Department travel funds.
- Tenure-track faculty members are encouraged to apply for internal University and College-level research and teaching grants which, as a matter of policy, are also prioritized to support tenure-track and mid-career faculty. Assistance in obtaining research/creative activity funding is also provided. (See appendix)
- Tenure-track faculty members are encouraged to participate in curriculum review and development; to the extent possible given curriculum and budgetary limitations, they are given opportunities to develop new courses or redesign existing courses in accordance with their professional credentials and expertise.
- Tenure-track faculty are shielded from extensive service responsibilities in their first year or two of their appointments; they are advised on the most appropriate service responsibilities to accept at the Department, College, and University levels as their experience and institutional knowledge grows throughout their probationary period. Guidance for service responsibilities throughout the probationary period is provided.
- Tenure-track faculty members are encouraged to invite experienced faculty to observe their classes to provide peer reviews on teaching and course management; they are also encouraged to

observe classes of experienced faculty as well. The experienced faculty member may write a letter of assessment, pointing out areas of strength and areas for potential growth. Such a letter would be shared with the faculty member and Department Chair for discussion and action.

Faculty Mentoring Program & Procedures

The Department offers an optional and strictly voluntary mentoring program for the tenure-track faculty member (“junior” faculty) paired with a tenured Full Professor or Associate Professor (“senior” faculty). Tenure-track faculty members who wish to participate in the program should notify the Department Chair as soon as possible after appointment or well in advance of the beginning of her/his first semester of service. Upon being notified by a junior faculty member that s/he wishes to participate in the mentoring program, the Department Chair, in consultation with the Departmental Executive Committee, matches the junior faculty member with an appropriate senior faculty member.

The following mentor/mentee meeting schedule is recommended:

- **Formal Meetings:** 1) The first mentor/mentee meeting each academic year should precede the first faculty assembly meeting to discuss appropriate committee service prior to faculty self-governance elections; 2) a meeting in the Winter Term to discuss preparations for the annual salary review; 3) a concluding meeting each academic year following the mentee’s receipt of her or his annual review; this meeting will include updating, and if necessary, revising the mentee’s goal plan for research/creative activity, teaching, and service.
- **Informal Meetings:** At minimum, the mentor and mentee should meet at least twice each term during the mentee’s first three years of service to address professional concerns such as the mentee’s creative/research program, teaching, and service. In the first two years, particular emphasis should be placed on the pursuit of internal research and educational development grants, external creative/research opportunities, effective teaching strategies and evaluation, and an introduction to an appropriate level of participation in the Department’s self-governance and service activities.
- Should the mentee wish to change mentor, it is recommended that s/he discuss the change with the Department Chair who can assist and facilitate the change.

MENTORING RESOURCES – APPENDIX

University Mentoring: Research Mentors Program for New Faculty

The funds in this program are used to encourage a productive mentoring relationship between tenured faculty with strong research records and success in obtaining extramural research funding and newly recruited junior faculty. This yearlong mentorship is meant to provide guidance to junior faculty in all aspects of research program development, focusing on external funding opportunities. Mentoring activities include guidance in establishing an independent research program, critique of manuscripts and grant proposals/applications, development of collaborative research opportunities and guidance in participation in national activities, such as peer reviews. All new assistant professors who are in the first two years at WSU are eligible for a senior faculty mentor.

Visit: <http://research.wayne.edu/funding/internal-funding.php> Click on *Research Mentors Program for New Faculty*.

Promotion and Tenure Factors

Visit: http://provost.wayne.edu/pdf/university_factors_facultyrev2008.pdf

Theatre and Dance factors are available on the Department's Blackboard Site: Login into Blackboard and click on *Department of Theatre & Dance Resources* and then select "ByLaws and Policies."

Promotion and Tenure Procedures

Visit: <http://provost.wayne.edu/resources/promotion-tenure.php>

University "Professional Record" format (used for annual reviews and all internal funding requests requiring vitae)

Visit: http://provost.wayne.edu/academic_templates/profrec-faculty.doc

Click on Faculty Professional Record

Faculty Self-Governance

College By-Laws: <http://www.cfpcawayne.edu/files/bylawscfpcawayne.pdf>

Department By-Laws are available on the Department's Blackboard Site: Login into Blackboard and click on *Department of Theatre & Dance Resources* and then select "ByLaws and Policies."

University Research Support

Visit: <http://research.wayne.edu/>

On left side click on: "Research Funding Opportunities," then click on "Internal Funding Opportunities," then click on "Internal Research Support Booklet"

See especially: University Research Grant Program; Educational Development Grant Award; Humanities Center Faculty Fellowships.

Sabbatical Leaves

Visit: <http://provost.wayne.edu/academic-personnel.php>

Click on "Academic Collective Bargaining Agreements," then click on "AAUP," and read following section for sabbatical information: "Article 13. Leaves of Absence"

University Teaching Support

Visit the University's Office of Teaching and Learning at: <http://www.otl.wayne.edu/>

College Research and Teaching Support

Visit: <http://www.cfpcawayne.edu/>

Click on "Faculty and Staff" and login. See "Awards" and "Funding Resources, Internal" See especially: CFPCA Faculty Creative/Research Grant; Dean's Supplemental Funding; Dean's External Grant Incentive Award. Review other resources of interest.

Faculty Contract, Resources, & Benefits

Visit: <http://wayne.edu/faculty/>

Click on "Employee Benefits" as well as other documents of interest including the AAUP-AFT Faculty Contract.