

Appendix H

Mentoring Guidelines

According to article 3.01(2)(d) of the University of Wisconsin Extension Articles of Faculty Governance, academic departments must have a mentor program operational. "A mentor program must make mentor support or assistance available to every probationary faculty member in the department. A mentor program must include an annual department review and a summary activity report filed with the secretary of the faculty."

Formation of Faculty Mentoring Teams

In consultation with the district director, state liaison, and department chair, the district vice chair will appoint a mentor at the time of hire for all probationary faculty members. This limited term appointment shall remain in place for one year or until the mentee has identified a mentoring team of 2-3 mentors which may or may not include the assigned mentor at the mentee's discretion. The probationary faculty member will contact the department chair with the names of faculty mentoring team members and designated leader by the end of the first year of their tenure timeline.

The faculty mentoring team will consist of a minimum of two tenured faculty members. The team leader will be chosen by the team members and new faculty member. The district director, administrative unit department head,* and program area representative(s) will serve in a consulting role with the faculty mentoring team.

For non-county based faculty, participation on the faculty mentoring team may or may not include the previously mentioned persons. However, the participation of other appropriate persons within the University of Wisconsin-Extension is desirable, and the faculty mentoring team should seek out consultation with appropriate administrative personnel.

It is recommended that tenured faculty members serve on no more than two faculty mentoring teams. They may serve as a team leader for only one team. Participation on additional mentoring teams may be considered upon consultation with the Vice Chairs Committee and/or department chair.

The faculty mentoring team will meet with the probationary faculty member within the first year of the probationary faculty member's tenure timeline. The district vice chair and faculty mentoring team leader, in conjunction with the probationary faculty member, will be responsible for filling vacancies or making changes to the faculty mentoring team membership as needed. Any changes to mentor teams should be communicated to the department chair.

*Means department head, county director, or campus department chair

Responsibilities of the First Year Assigned Mentor

The role of the first year assigned mentor is to provide a point of contact for the newly hired probationary faculty member with the Department of Family Development and to provide support for questions that arise as they relate to the Department and the promotion and tenure process. The assigned mentor should be familiar with the role of the state liaison and coordinate mentoring activities with the orientation and support being provided by the program area. It is recommended that the assigned mentor help the probationary faculty member set a good foundation for local relationships, for understanding the local situation, and beginning to prioritize local issues in collaboration with the state liaison. The assigned mentor may or may not become a member of the mentoring team at the discretion of either the probationary faculty member and/or the assigned mentor. The assigned mentor is responsible for scheduling the first annual review by mentors and may coordinate this with the mentoring team if those mentors are in place during the first year and/or coordinate the review with the state liaison's annual review whenever possible. The report of the annual review should follow the format in the Department of Family Development document, Appendix B – Guidelines for UW-Extension Department of Family Development Peer Review (including Annual Reviews for Probationary Faculty.)

Responsibilities of the Faculty Mentoring Team

The role of the faculty mentoring team is to provide guidance, support, and objective evaluation to a probationary faculty member regarding their professional development and potential scholarly contributions. The team is to provide guidance according to the criteria for evaluation for rank change in the Articles of Faculty Governance, Appendix I.B or I.C, Section V (www.uwex.edu/secretary/facart.cfm):

- Scholarship
- Continuing professional development
- Leadership in program development
- Effective working relationship with colleagues and clientele
- Contribution to the profession, department and university
- Future contributions to the profession, department and university

and summary of professional contributions and scholarship, according to Articles of Faculty Governance, Appendix II.B or II.C Section D (www.uwex.edu/secretary/facart.cfm).

The mentoring team will provide a minimum of one peer review each year and may also help the mentee identify additional sources for peer review.

Annual Review

The faculty mentoring team will hold at least one face-to-face meeting annually, or more frequently based on individual need. The assigned mentor or the mentoring team leader will be responsible for scheduling the first annual review. The probationary faculty member will be responsible for initiating the annual face-to-face meeting for year two and beyond. More frequent meetings may be held at the request of the faculty mentoring team and/or probationary faculty.

In partnership with the state liaison, faculty mentoring team members will provide guidance to the faculty member in the development of the documents listed below:

- Annual and multi-year plans of work
- Annual accomplishment reports and/or success stories
- Materials developed (teaching outlines, evaluations, needs assessments)
- Professional development plan
- Summary of professional contributions and scholarship (according to Articles of Faculty Governance, Appendix II.B or II.C, Section D)
- Other documents as appropriate (updated resume, etc.)

The faculty mentoring team will conduct an annual review with the probationary faculty member. This review may be conducted jointly with the program area annual review if feasible. The previously listed documents will be reviewed. A summary of this annual review will be prepared by the mentor team leader, based on the above documents and the format of Department of Family Development, Appendix B, and shared with the probationary faculty member and department chair. The annual review will become part of the summary of the Department of Family Development mentoring activities filed annually with the Secretary of the Faculty by the department chair. The probationary faculty member may also share this summary with the district director, administrative unit department head, and state liaison at his/her discretion.

The probationary faculty member will have the discretion to invite a mentoring team member to participate in the program area's two year program review conducted by the state liaison. When the third year program review is conducted by the state program director in conjunction with the district director and administrative unit department head, the faculty mentoring team leader or other faculty mentoring team member will participate as the Department of Family Development's representative. The probationary faculty member will send the name of the mentoring team representative to the state liaison or state program director to be included in the invitation and scheduling for the second (if desired) and third year reviews.

For probationary faculty members at the rank of Instructor, the mentoring team will provide counsel in the preparation of an abbreviated portfolio and/or all requirements for promotion to Assistant Professor. At the time the probationary faculty member submits a portfolio for promotion to Associate Professor with Tenure, the faculty mentoring team will again provide counsel to the probationary faculty member. The Faculty Mentoring Handbook will provide guidance to the mentoring team.

Responsibilities of the Probationary Faculty Member

The probationary faculty will be responsible for:

- Working with the district vice chair in recruiting faculty mentoring team members
- Initiating at least one annual meeting of the faculty mentoring team for year two and beyond. Additional meetings for dialogue and feedback are encouraged.
- Providing faculty mentoring team with appropriate documents for review.
- Seeking peer review

- Seeking collegial feedback, sharing and dialogue from the mentoring team on a regular basis.

Peer Review

Peer Review is an important responsibility and should be a regular practice of all faculty members. A collegial review of scholarly work developed by the faculty member may be done by colleagues or specialists with professional expertise in the content area. Review of scholarly work developed by the probationary faculty may also be done by the mentor team, utilizing the guidelines in Department of Family Development, Appendix B. It is the responsibility of the mentoring team to provide a minimum of one peer review each year and may also help the mentee identify additional sources for peer review.

Internal reviews – the mentoring team and other Extension colleagues have the responsibility to provide feedback in the form of peer review to probationary faculty members in their development of scholarship and teaching. Internal reviews may be conducted by mentoring teams, other county colleagues or at the district level. Observation of teaching by department peers on an individual basis or by district might include review of proposed department papers, review of materials developed by the probationary faculty member, curriculum, teaching resources, evaluation tools, etc. Internal reviews may also help the probationary faculty member identify other opportunities for peer review including external sources. Internal review may also be provided by colleagues in other Extension departments or campus units.

External reviews may include items published in peer reviewed journals, peer review provided by colleagues in other states, observations of teaching by instructional design specialists, reviews based on a conference presentation, etc. The probationary faculty member is responsible for identifying the format of these external reviews.

Faculty Mentoring Team Accountability

It is the responsibility of tenured members of the Department of Family Development to serve on faculty mentoring teams and to contribute to faculty development.

If the faculty mentoring team is not fulfilling its responsibility or if there is a conflict, the probationary faculty member or members of the mentoring team may discuss this with the chair of the Vice Chair Committee and/or department chair in order to resolve the issue and, if necessary, to change faculty mentoring team members.

- Ongoing orientation and support for faculty serving on faculty mentoring teams is essential. Training will be provided on an ongoing basis by the Vice Chair Committee.
- Faculty mentoring teams will be accountable to the department chair with a minimum of one annual written report summarizing the annual review of the probationary faculty member. Additional accountability may come through written peer reviews, input to a district director as requested by the probationary faculty member for their self-initiated performance reviews or input to state liaisons for the program review. Mentoring teams

will be responsive to the probationary faculty member through their ongoing support.

- Although it is strongly encouraged, it is not a requirement for the performance review process or tenured faculty review, etc. for all tenured Department members to serve as a mentor. Each tenured department member must assess their own talents and abilities to serve effectively as a mentor for tenure-track colleagues. If an individual is not asked or assigned to be part of a faculty mentoring team, it may not be held against them at time of evaluation.

Department of Family Development, Family Living Programs, UW-Extension Administration Relationships

The promotion process is designed to facilitate and formalize the joint commitment of the department, program area and administration to work cooperatively to enhance the professional development of faculty members.

The district director and Family Living state liaison along with other appropriate administrative personnel serve as consultants to the faculty mentoring team to ensure consistent, ongoing communication with the probationary faculty member.

The district director and/or administrative unit department head will work with the county Extension Education Committee to understand and appreciate the value and relevance of faculty scholarship.

Fiscal Responsibility

The Department of Family Development will incur costs associated with training and meetings of faculty mentoring teams.

Additional information on the mentoring process is available in the Faculty Mentoring Handbook – University of Wisconsin-Extension Department of Family Development.