

## Faculty Mentoring in the Department of Chemistry

Disclosure: (1) faculty mentoring will not be used in any manner in the faculty annual evaluations and review process; (2) participation in mentoring is required of all new faculty.

### **Purpose**

Mentoring facilitates the successful career development of faculty who contribute to the mission of the department, college, and university. The purpose of the Chemistry Department Faculty Mentoring Program is to support and retain new Fixed Term Track faculty, to support and retain Assistant Professors as they progress toward tenure, provide guidance to Associate Professors to enhance their probability for success in becoming full Professors, and foster the culture of inclusivity while maintaining high expectations.

### **Participant Eligibility**

Mentees - All faculty have an option of participating in the mentoring program as a mentee. It is required for tenure-track Assistant Professors and new Non-Tenure Track faculty. Tenured Associate Professors may also participate to receive guidance toward achieving promotion to Full Professor rank. Newly hired Associate and Full Professors will be provided a mentor for their first year at UTSA.

Mentors - Tenured Associate and Full Professors serve as mentors to Assistant Professors on the Tenure Track (T/TT), whereas Full Professors serve as mentors to T/TT Associate Professors. Fixed Term Track (FTT) faculty with at least 2 years of experience at UTSA and/or who have successfully been promoted since arriving at UTSA may serve as mentors to new FTT faculty, in a committee that also includes at least one faculty member with at least 3 years of experience at UTSA.

### **Expectations**

It is expected that the mentees will be actively involved in the mentoring relationships and establish realistic and actionable goals based on their needs. Each mentored faculty will have an Individual Mentoring Committee (IMC). The IMC will be appointed with consideration of those who could best assist the mentored faculty member. It will consist of up to three individuals who are expected to meet regularly with their mentee to align the mentored faculty member with the environment in the department, college, and university. The IMC will explain the expectations of the department with respect to annual merit evaluations, provide suitable information regarding the establishment or enhancement of the faculty member's teaching and research (tenure track) programs, and guide the faculty member towards establishment of his or her professional reputation. The IMC will function as advisor rather than evaluator and serve to assist the faculty member to be an effective colleague, valued teacher, and productive researcher (tenure track). In addition, the IMC will help the mentee to navigate and understand expectations for promotion (FTT), third-year review and tenure/promotion (assistant professors) and five-year review and promotion (associate professors). An Annual Report by the IMC will be prepared in April of each year and reviewed by the Chair of the Mentoring Committee and the Department Chair, who will evaluate the effectiveness of mentoring and recommend actions appropriate to the content of the report.

### Mentees

*Fixed term Track Faculty* - New FTTs are expected to meet with their IMC once a month during their first two years at UTSA to develop a Career Development Plan and discuss their professional activities.

*Assistant Professors* – Assistant Professors are expected to meet with their IMC once a month during the academic year before their third year review. During their first year at UTSA, they should create their Career Development Plan (Digital Measures) in consultation with the IMC.

*Associate Professors* – Associate Professors are expected to meet with their IMC at least three times during the academic year. In consultation with their IMC, they should develop a plan for promotion to full professor.

### Mentors

The IMC is expected to provide general advice and assistance in finding appropriate resources to ensure that the mentee develops professionally in the areas of their workload: teaching and service for FTT faculty and teaching, research, and

service for T/TT faculty. The IMC will address both content and processes relevant to the promotion or promotion and tenure, and university and college policies. It is the mentors' responsibility to initiate meetings with mentees, and to assist in the preparation of the mentee's Career Development Plan. Mentors serve as members of the departmental Mentoring Committee, and are encouraged to complete UTSA mentor training.

#### Mentoring Committee Chair

In collaboration with the Department Chair, the Chair of the Mentoring Committee will appoint the IMC for each faculty member during their first semester at UTSA. The Mentoring Committee Chair will ensure that timelines are adhered to and documentation is filed by the IMC and Mentees at the appropriate benchmarks. At the end of each semester, the Mentoring Committee Chair will assess the mentoring relationship by communicating with a mentee, and IMC and will request feedback from both of them regarding the progress. The Chair of the Mentoring Committee will share this information with the Department Chair and make recommendations for adjustment of mentoring strategies or IMC makeup. The Mentoring Committee Chair is encouraged to take UTSA mentor training.

#### Department Chair

The Department Chair will consult with the Mentoring Committee Chair on the formation and appointment of each IMC in consultation with the mentored faculty member during his/her first semester at UTSA (FTT or T/TT assistant professor) or upon promotion to T/TT associate professor. In consultation with the Mentoring Committee Chair, the Department Chair will adjust the mentoring strategy to make it more effective, including setting up a new IMC, if needed. The Department Chair will encourage mentors and the Mentoring Committee Chair to take UTSA mentor training.

#### Timelines and Benchmarks

##### *Fixed Term Track Faculty*

2 months	Mentee is assigned the IMC by department Chair in collaboration with Mentoring Committee Chair
3 months	Mentee meets with department Chair to ensure alignment of goals and expectations
4 months	IMC works with mentee to establish a two-year timeline with benchmarks for teaching and service
9 months	IMC and mentee review accomplishments and refine benchmarks as appropriate
15 months	IMC and mentee review accomplishments and refine benchmarks as appropriate
21 months	IMC and mentee review accomplishments and discuss readiness and/or timeline for promotion.

##### *Assistant Professor*

2 months	Mentee is assigned the IMC by department Chair in collaboration with Mentoring Committee Chair
3 months	Mentee and IMC develop Career Development Plan (Digital Measures)
4 months	Mentee meets with department Chair to ensure alignment of goals and expectations
12 months	IMC works with mentee to establish a four-year timeline with benchmarks for teaching, research (publications, grant proposals, collaborations, and conference presentations), and service
18 months	IMC and mentee review progress and update development plan
24 months	IMC and mentee review previous year's accomplishments and refine benchmarks as appropriate
30 months	Mentee undergoes third year review in department; IMC advises mentee on the preparation of review packet
33 months	IMC and mentee discuss outcomes of third year review and design any corrective actions as appropriate
45 months	IMC and mentee review previous year's accomplishments and refine benchmarks as appropriate
57 months	IMC and mentee review promotion packet for completion and readiness for departmental review and review by external reviewers
60 months	Tenure and promotion review commences

##### *Associate Professor*

The timelines for associate professor are up to the mentee, IMC, and the department Chair.

## Possible Mentoring Activities

### *Teaching*

- Encourage mentee to take advantage of learning opportunities related to modern teaching methods offered by the university or professional societies
- Share teaching materials and help the mentored faculty with obtaining materials from past course offerings
- Share teaching experiences in small/large classes and individual research courses (e.g. Independent Study)
- Help with organizing class time and other educational activities
- Serve as a resource for understanding university policies and deadline related to teaching, including resources available to students
- Advise on how to help students and deal with students

### *Research*

- Review mentee's grant proposals and manuscripts before their submission
- Provide information about funding opportunities
- Provide information about research equipment and core facilities available on campus
- Share experiences on supervising lab personnel research projects
- Serve as a resource for hiring practices (technicians, postdocs, etc)
- Serve as a resource for policies and procedures for daily lab maintenance (safety, pre- and post-award, business services centers, etc.)

### *Service*

- Provide advice on appropriate level and quality of service
- Advise the department Chair if service levels are not appropriate
- Discuss how to write the recommendation letters, memos, reports, etc.

### *Professional Development*

- Assist with Career Development Plan (Digital Measures)
- Assist with policy/procedure relative to life changes (FMLA for illness, birth/adoption of a child, etc.)
- Assist with cultivating relationships within the university and in the professional community
- Ensure that mentee's successes are recognized (nominate for awards, etc.)

## Mentor Acknowledgment

Department will recognize members of IMC in their workload distribution agreements and annual merit reports under "Service" category.

## Timeline for Revision

The departmental mentoring guidelines will be reviewed/updated every three years beginning with September 1, 2024.

## Access to Guidelines

These guidelines will be emailed to both the mentees and mentors at the time that the committees are formed and will be posted on the departmental website.