


CAMPUS POLICY  UNIVERSITY OF COLORADO at COLORADO SPRINGS	POLICY NUMBER: 200-017	PAGE NUMBER: 1 of 2
	CHAPTER: 200 Academic	
	SUBJECT: Mentoring of Pre-tenure Faculty	
	EFFECTIVE DATE: March 25, 2009	
	SUPERSESSION:	
OPR: VCAA VC: Academic Affairs	APPROVED: by Pamela Shockley-Zalabak, Chancellor, on March 25, 2009.	

I. POLICY

Consistent with University of Colorado *Administrative Policy Statements*, the University of Colorado at Colorado Springs has adopted campus policies and procedures designed to provide a framework for colleges' efforts to insure that untenured faculty have access to appropriate mentoring.

II. AUTHORITY FOR CAMPUS POLICIES

The policies and rules governing Promotion and Tenure matters at the University of Colorado are found in Appendix A of the Regent Laws and in the Administrative Policy Statements titled "Implementation of Regent Policies on Tenure" (Approved November 11, 1982), "Procedures for Written Standards and Criteria for Pre-Tenure Faculty" (Approved July 1, 1993), "Mentoring and Faculty Development" (Approved October 1, 2006), and "Standards, Processes and Procedures for Appointment, Reappointment, Tenure and Promotion (Effective July 1, 2007).

III. PURPOSE

Departments and colleges, which invest considerable time and resources in the hiring process and which thus have a stake in the retention of these new hires, share a responsibility to nurture the talents of their untenured faculty members by providing relevant information and advice. This policy is designed to make more explicit the expectations colleges and departments in supporting tenure-track faculty in preparing for successful tenure reviews and non-tenure-track faculty to develop a satisfying career progression. Ultimately, however, it is the responsibility of those on the tenure track to develop the teaching and research skills and a work plan that produces the quality and quantity of professional activity needed to warrant tenure

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V. POLICY

Academic departments at UCCS share with tenure-track faculty the responsibility of preparing for successful tenure reviews. Academic departments should take the initiative to provide all pre-tenure faculty with all relevant information for the process, including the relevant primary unit criteria, relevant department, college and campus process and policy documents, and any other written materials intended to assist faculty in securing tenure. In addition, each department, either internally or as part of a college-organized program, should ensure access to individual mentoring. For the purposes of this policy, mentoring may refer either to an individual relationship established in which a senior faculty member provides one-on-one feedback and support to a pre-tenure faculty member, or to other arrangements in which faculty receive meaningful guidance both about their progress toward tenure and about how best to secure tenure. Explicit information about and encouragement to participate in mentoring opportunities should be offered and documented.

Each college should take the necessary steps to ensure that this is taking place for each pre-tenure faculty member. In part, this means that appropriate senior faculty in departments should have the opportunity to learn how to provide effective mentoring to their junior colleagues. Another part of this effort should be to make provision for tenure-track faculty members to indicate that a department's mentoring processes may not be meeting the faculty member's needs, and to provide additional mentoring (or development opportunities to appropriate department faculty) in that case. Each college should also make formal, on-going arrangements to ensure that faculty members who are identified as making insufficient progress toward tenure, either through the re-appointment or other processes, are provided with and encouraged to utilize mentoring that will clarify their status and help them to remedy the areas of need.

Appropriate mentoring should also be made available to full-time non-tenure-track faculty, commensurate with available resources. Each college should determine the appropriate form and purposes of mentoring and inform instructors and senior instructors of its availability.

VI. RESPONSIBILITY

The Academic Deans and, as appropriate, academic departments have primary responsibility for the implementation of this policy. Each dean will, on an annual basis, report to the Provost and Executive Vice Chancellor for Academic Affairs on the status of mentoring in his or her college.

VII. HISTORY

This is the first campus policy on this subject.