



UCCS CAMPUS POLICY

Policy Title: Mentoring of Faculty

Policy Number: 200-017

Policy Functional Area: Academic

Effective:

August 23, 2019

Approved by:

Venkat Reddy, Chancellor

Responsible Vice Chancellor:

Executive Vice Chancellor of Academic Affairs (EVCAA)

Office of Primary Responsibility:

Office of Diversity and Inclusion

Policy Primary Contact:

AVC Inclusion and Academic Affairs

Supersedes:

March 25, 2009

Last Reviewed/Updated:

April, 2019

Applies to:

Faculty

Reason for Policy: This policy is to align with the CU System APS 1021 and provide campus expectations for providing support to faculty for career progression.

I. INTRODUCTION

Consistent with University of Colorado Administrative Policy Statements, the University of Colorado Colorado Springs has adopted campus policies and procedures designed to provide a framework for campus, academic unit, and primary unit efforts to ensure that faculty have access to appropriate mentoring support for career progression. Mentoring and mentoring opportunities may arise through formal or informal activities and relationships within academic or primary units, at the campus level, or through other opportunities off campus.

II. POLICY STATEMENT

A. Purpose

Primary units and academic units invest considerable time and resources in the hiring process and, therefore, have a stake in the retention of these new hires, and share a responsibility to nurture the talents of their faculty members by providing relevant information and advice. This policy is designed to make more explicit the expectations of academic and primary units in supporting faculty in preparing for successful career progression, including annual, promotion, and tenure reviews. Ultimately, however, it is the responsibility of the faculty member to develop the teaching, research or creative works, librarianship, professional activities and/or clinical skills as appropriate for the position and a work plan that produces the quality and quantity of professional activity needed to warrant tenure and/or promotion. This policy delineates responsibilities for APS 1021 requirements and expands the APS requirements to require making criteria for promotion and tenure available to all faculty groups

and to allow for some extension of career progression advising to all faculty when resources are appropriate.

B. Policy

1. Criteria for Career Progression

Primary units shall provide all faculty with relevant information for processes, criteria, and policy documents intended to assist faculty in securing tenure and/or promotion. UCCS new faculty orientation shall include information about campus processes for tenure and promotion as well as this mentoring policy and other available resources on career progression. All criteria and processes for tenure and promotion for all faculty groups shall be posted on campus websites.

2. Mentoring

Each primary unit, either individually or as part of a mentoring program organized by an academic unit, shall ensure access to mentoring opportunities. Some mentoring opportunities may be offered as part of a campus-wide effort to make available a broad set of professional development activities. See *Mentoring Opportunities Document* for a list of units who regularly offer mentoring opportunities.

Primary unit heads/chairs, in consultation with the dean, have the responsibility to assist faculty members with locating appropriate mentoring opportunities and/or mentors on the campus or external mentors if appropriate. External assistance cannot be assured. The academic unit or campus shall provide training to primary unit heads/chairs, or other senior faculty as appropriate, on effective mentoring and support of faculty. The primary or academic unit may designate someone to be responsible for mentoring and professional development activities other than the primary unit chair/head. That person will serve the role as “primary unit chair/head” as delineated in this policy.

Individual faculty members should proactively seek mentoring assistance. Additionally, if faculty members believe they are not getting adequate mentoring or mentoring opportunities, they are responsible for bringing their situation to the attention of the primary unit head/chair. If they are not satisfied with the mentoring opportunities the primary unit head/chair provides, they should bring this concern to the attention of the dean and subsequently to the provost’s office if needed.

3. Advising on Career Progression (Reappointment, Tenure, and/or Promotion)

The primary unit chair/head shall use the annual review process to provide advising on career progression for all faculty.

The comprehensive review for tenure-track faculty shall provide specific feedback to faculty on their progress toward tenure and/or promotion.

Any faculty member may request feedback from the primary unit head on career progression. The primary unit head shall examine evidence provided by the candidate on the candidate’s teaching, research/creative work, clinical activity, librarianship, and/or leadership and service, and make suggestions for the improvement in those areas where the record should be stronger. The primary unit head may recommend that the faculty member work with senior faculty members and/or with a

campus office responsible for faculty development activities around specific issues (referred to as *advising sessions* in system policy). These advising sessions are not meant to be formal mentoring relationships but are professional development opportunities to improve specific areas of concern.

4. Documentation

Faculty members who serve as mentors may count mentoring activities in the annual merit evaluation process if reported on the faculty report of professional activities. Primary units should have criteria that state how mentoring activities will be credited in annual and promotion reviews.

Faculty members who take advantage of mentoring opportunities and other professional development activities may document these in the faculty report of professional activities.

Per APS 1021, faculty members who participate in advising sessions recommended by the primary unit head shall report these sessions in the annual report of professional activity, although the content of these advising sessions shall remain confidential unless the faculty member elects otherwise.

If a primary unit, academic unit, or campus has a formal mentoring program, documentation shall be provided by the sponsoring unit to participating faculty describing how the mentoring program will support the career progression of faculty, and the frequency and general subjects of the mentoring sessions shall be documented.

C. Responsibility

The academic deans and primary unit heads/chairs have the primary responsibility for the implementation of this policy. All primary unit heads/chairs will, on an annual basis, report in writing to the dean on the status of mentoring in their unit/department. Deans will, on an annual basis, provide a written summary to the Executive Vice Chancellor for Academic Affairs on the status of mentoring in their academic unit.

Each academic unit shall also make formal, on-going arrangements to ensure that faculty members who are identified as making insufficient career progress toward tenure or promotion--either through the re-appointment, annual review, or other processes--are provided with, and encouraged to utilize, mentoring that will clarify their status and help them remedy the areas of need.

Appropriate mentoring shall also be made available to 50% time or greater instructors and senior instructors, clinical faculty, and research faculty, commensurate with available resources. Each academic unit shall determine the appropriate form and purposes of mentoring opportunities and inform faculty of their availability.

All faculty, regardless of classification, shall be able to take part in mentoring opportunities provided at the campus level.

III. KEY WORDS

- A. Academic unit: A school, college, or library, or a group of faculty recognized within a school, college, or library, and organized to assume responsibility for one or more academic programs.

- B. Advising Sessions: These are recommended professional development sessions to improve specific areas of concern for an individual faculty member.
- C. Campus Program: This refers to a UCCS program, typically offered at the academic affairs unit level, for supporting faculty.
- D. Faculty report of professional activities: This is the annual report that faculty complete for annual merit reviews.
- E. Formal Mentoring Relationships: Are assigned mentors through a campus, primary unit or academic unit program with specified duties and expectations.
- F. Mentor: An individual who provides career development counseling, either formally or informally, to assist a faculty member.
- G. Mentoring Opportunity(ies): A range of professional assistance provided to faculty on such subjects as the tenure and promotion process, teaching, publishing, creative work, research, grants, etc.
- H. Primary unit: This term refers to the unit composed of professional colleagues most directly involved with the candidate and having authority to make recommendations concerning appointment, reappointment, tenure, and promotion. In schools and colleges with departmental organizations, each department will constitute a primary unit. In a school or college without such organization all full-time faculty members shall have the responsibility for developing the terms of their own working structure whereby the primary unit is defined. The primary unit might be a division, or might be the school or college as a whole. In some instances the primary unit may involve cognate departments or institutes. The Dean of the school or college and the chief academic officer shall be informed in writing of the determined structure of the primary unit. Only members of the primary unit holding tenure shall vote on decisions relating to tenure, except that non-tenured members of the primary unit may be permitted to vote on decisions relating to tenure when authorized by the Dean of the school or college and the chief academic officer when circumstances, in their discretion, so justify.

IV. RELATED POLICIES, PROCEDURES, FORMS, GUIDELINES, AND OTHER RESOURCES

- A. Administrative Policy Statements (APS) and Other Policies
 - [APS 1021 Mentoring for Tenure-Track and Tenure-Eligible Faculty](#)
 - [APS 1022 Standards, Processes and Procedures for Comprehensive Review, Tenure, Post-Tenure Review and Promotion](#)
 - [APS 1009 Multiple Means of Teaching Evaluation](#)
 - [APS 1026 Roles and Responsibilities of Department Chairs](#)
 - [Regent Laws Articles 4 and 5](#)
- B. Procedures
 - [Faculty report of professional activities software](#)
- C. Forms
- D. Guidelines
 - UCCS Mentoring Opportunities
 - [NTTF Webpage](#)

- [Lecturer, Instructor, and Senior Instructor Rights and Responsibilities](#)

E. Other Resources (i.e. training, secondary contact information)

- [CU Employee Services: Career Advancement and Learning](#)
- [Faculty Resource Center](#)
- [Provost Webpage for Faculty](#)
- [Office of Sponsored Programs and Research Integrity](#)

F. Frequently Asked Questions (FAQs)

V. HISTORY

- Initial policy approval March 25, 2009
- Revised August 28, 2018