

## University of Florida College of Dentistry's Policy on Faculty Mentorship

*Section 6C1-7.010 in the University of Florida Regulations contains the university guidelines for faculty mentoring.*

The University of Florida mandates that a faculty mentoring program be established to assist/guide faculty in their academic career development with the primary goal being the attainment of promotion and/or tenure. In response to this regulation and in support of the development of its faculty at all levels, the University of Florida's College of Dentistry (UFCD) has developed the following policy on faculty mentorship. Faculty (both tenure accruing and non-tenure accruing) hired after November 7, 2000, regardless of rank, must be assigned a mentor.

UFCD is committed to the professional development of its entire faculty regardless of rank or track. Providing support and guidance through mentorship to its faculty is fundamental to that commitment. Although the university currently requires one-on-one mentoring of junior faculty, UFCD has adopted a more rigorous and diverse mentoring system to more effectively serve the variety of roles that different faculty members play in the college. Specifically, in an effort to provide the necessary career-development direction for all faculty, a formal Individual Career Development Committee (ICDC) is utilized, to provide a broad scope of guidance in all aspects of professional development to better facilitate promotion and/or tenure.

The chair and/or division director has the ultimate responsibility to oversee faculty members' academic career development. The ICDC is to advise both the faculty member and the chair in the process of academic career development. The three entities (chair, faculty member and ICDC) should work closely and continuously to ensure that the faculty member is successful in the pursuit of an academic career. **However, the ultimate responsibility for career development success lies with the faculty member.**

Due to the complexity and diversity of the roles among our faculty tracks and varying roles within a track, the breadth and depth of the mentoring required may be different for each faculty member. The following guidelines for mentoring faculty are intended to be the minimal level of mentoring. In no case is the mentoring of any faculty member in the college limited to these guidelines. If approved by a faculty member's chair and the dean or his or her designee, a more rigorous method of mentoring can be applied.

Each faculty member, in consultation with his or her department chair and the Associate Dean for Faculty Affairs, will form an Individual Career Development Committee (ICDC) within the first three months of employment. It is suggested, that input from the mentee be used in the selection of committee members.

The ICDC will be composed of at least two faculty members selected by the chair in consultation with the faculty member and Associate Dean for Faculty Affairs. The goal is to assemble a committee of individuals that will cover the various areas of career development required of the specific faculty member. When appropriate, new members for the ICDC can be added/exchanged at various stages of the faculty member's career to meet specific needs of the individual.

At least one member of the ICDC should be a mentor who can help guide the faculty member in traditional academic development (e.g. research, teaching, clinical service, administration). In addition, at least one member must be a faculty member who is familiar with the requirements of the college as well as the university's promotion and tenure process. Finally, the professional skills and experience of each committee member should be diverse, to ensure a well-rounded mentoring experience. If appropriate, committee members may be from a department other than that of the faculty member or from a component of the university other than the College of Dentistry.

The individual faculty member is ultimately responsible for compiling a record of teaching and/or scholarship and service that merits promotion and/or tenure according to the Promotion and Tenure guidelines for the faculty member's specific track. ICDC should support the faculty member in meeting all the expectations for promotion and/or tenure by monitoring progress and making him or her aware of areas that need improvement. Thus, it is expected that the ICDC will assist mentees in creating a plan for working toward their

professional goals and will counsel mentees on the realities of their career track and trajectory. As such, the ICDC mentors are an active participant in the process and do not serve merely as role models for the mentees. The ICDC should meet within the first six months of the faculty member's appointment to ensure that the faculty member understands the requirements for promotion and/or tenure. The ICDC must have formal meetings at least twice a year, until the faculty member is promoted to associate professor and/or achieves tenure. Meeting requests should be initiated by the individual faculty member. After which meetings between the ICDC and the mentee can be on an as needed basis although it is highly suggested that formal meetings occur at least annually outside the annual evaluation performed by the department chair. ICDC should review the P&T guidelines and progress towards promotion yearly. The ICDC should provide written feedback by email to the department chair and Associate Dean for Faculty Affairs after each meeting. The department chair will use the input of the mentoring committee to advise the faculty member. The ICDC members should be available to the faculty member on an informal basis, as needed. The Associate Dean for Faculty Affairs is available to meet, as necessary, with faculty members, either alone or together with their ICDC and department chair, to discuss mentoring program issues.

The department chair will assess each faculty member annually on his or her progress. Areas of evaluation should include research, teaching, service, and/or clinical skills (where applicable). In addition, expectations for performance and sufficiency of activity to meet the requirements for promotion and/or tenure should also be discussed. Finally, the annual evaluation should identify short-term and long-term goals and career objectives. Based on the reviews, the department chair will advise the faculty member as to improvement needed in the next year to strengthen his or her opportunity for academic advancement.

**Forms and Documentation:** The written letter of offer for each new faculty member will include a break-down of the professional responsibilities of the candidate by percent effort, as well as a brief description of goals related to scholarly activity/research, clinical activity, service, teaching and administration. In addition, the letter of offer will designate faculty track (single mission, multi-mission or tenure track). This should be used to guide and help design a proper academic plan. Within six months of a hire or promotion, the department chair or his or her designee in consultation with the faculty member and the Associate Dean for Faculty Affairs will prepare a written academic plan for the faculty member. In addition, within six months of hire or promotion, the faculty member should complete an "Activities and Goals" form (Appendix A). Together these documents will be used by the ICDC to guide and help assess the progress made by faculty. Finally, all faculty members should maintain an up-to-date curriculum vitae (CV) to assist with annual reporting to their ICDC as well as University "Promotion, Tenure & Permanent Status Template".

**Program Oversight** Ongoing oversight and support of the mentoring program will be performed by the Associate Dean for Faculty Affairs. The Office of Faculty Affairs will be responsible for coordinating all activities of the program and will report the status of the program to the Dean on an annual basis. The Associate Dean for Faculty Affairs will confer annually with all ICDCs and faculty members to ensure that the mentoring relationship is meeting the expectations of both parties and to evaluate the relationship. This will include a notation of dates of all meetings held between the ICDC and faculty. Should difficulties arise with respect to the faculty member's teaching, research, and/or clinical assignments, resolution will be the responsibility of the dean and the department chair.

**Appendix A: Current Activities and Career Goals of the New Faculty Member**

<http://dental.ufl.edu/about/human-resources/for-faculty/faculty-tenure-promotion-information/>

**Name:** \_\_\_\_\_

**Circle one:**    Single Mission-Track       Multi-Mission-Track       Tenure-Track

**Department/Chairperson:** \_\_\_\_\_

**Individual Development Committee Members:** \_\_\_\_\_

**What are your current or most recent professional activities?**

Clinical Practice:

Teaching:

Scholarship/research:

Service (local, national, international):

**What are your career goals for the next 3 years?**

**What are your career goals for the next 5 years?**

**What would you like to be doing at the peak of your career?**