

MENTORING PROGRAM, Department of Music, May 2015

The purpose of this program is to provide support and advice for junior faculty on their professional and scholarly development and on resources for research and teaching. Since it is entirely distinct from the review process, the mentoring program does not provide a critical evaluation, an assessment of progress, a blueprint for promotion, or a guarantee of success. It does not require the junior faculty member to follow advice of the mentor.

The department chair will appoint one tenured faculty member to serve as a mentor for each junior faculty member. It is the responsibility of the Chair to appoint the mentor, but it is the responsibility of the junior faculty member to schedule two or more meetings each year, as needed. Mentoring will be informal and completely disconnected from the evaluation process, and all conversations between junior faculty and mentors will remain confidential.

The mentor will educate or remind the junior faculty member about the Columbia tenure process, as well as provide discussion or advice on other developmental issues.

New mentors will be appointed periodically so as to provide a variety of tenured-faculty perspectives. Given the small size of our department, it will not always be possible to align the precise research area of the mentor with that of the mentee. The department chair will also make every effort to find a second mentor outside the department.

In addition to the two annual mentoring meetings, each junior faculty member will meet individually with the department chair at least once a year on an informal basis, outside the context of the review process. Written *and* verbal feedback shall be communicated to the junior faculty member by the Chair at the completion of each formal review, no later than the end of that academic year. Feedback should address teaching, research, and service as well as areas that need improvement.

As part of the mentoring program, we will help junior faculty members obtain feedback on their research, including mechanisms such as *ad hoc* workshops on books or articles. Faculty members can organize workshops to address specific a research project or a broader field of inquiry, in order to seek advice and comments, or to develop new areas of interest.

Subjects that junior faculty may discuss with mentors:

1. What must one accomplish before the tenure review besides becoming a known expert? How can a junior faculty member best establish visibility in the field?
2. Which awards or fellowships should one pursue, at which point in the career?

3. How to structure one's research agenda and prioritize among research projects?
4. Which publication outlets and formats are suitable? Which are preferred?
5. Are co-authored publications as favorably viewed as single-authored ones?
6. To what extent is international publication, presentation, or performance necessary?
7. How should activities be documented and updated in preparation for the tenure review?
8. How much graduate student advising should junior faculty members undertake? How to balance research, teaching, and service?
9. How much service to the department and university is necessary before tenure (and what kinds of service do the Department's junior faculty members typically perform)?
10. How can Music faculty secure external funding to extend the Junior Faculty Research Leave (after the third year) and obtain a full year of funded leave?
11. How does funding work within the Department and the A&S? What extra resources exist to support classes, and specific parts of the department? How can one start new projects?
12. How to balance work and life (including "infrastructure" issues such as dealing with the Columbia housing office, schools, etc.)?
13. How to develop one's own pedagogy?

Sample questions for mentors to ask junior faculty members

Research:

What books/papers are under review? Where?

What specific plans do you have to submit work for review in the future? Where?

Are there co-authors on your work? Who, for what papers/books?

What do you see as the overarching theme or contribution of your research?

Are there infrastructural problems (e.g., IRB approvals, need for RAs or travel money, need to identify research assistants) that are making progress on research difficult?

Do you have questions about whether it's better to write a book or a series of articles?

What efforts have you made (and do you plan to make) to seek outside support for your research? Do you have questions about the process of seeking outside support or have you faced issues in doing so?

What opportunities have you had or will you have to present your work outside Columbia (in department seminars, major conferences, small-scale conferences, etc.)

Who do you think is the main audience for your work, and based on this who do you think are likely external evaluators should you come up for tenure at Columbia?

What do you hope to have achieved vis-à-vis concrete research outputs by the time (a) of your next A&S review, and (b) you are scheduled to come up for tenure

Are there particular parts of your work that you would like more substantive feedback on from your mentor and/or from other faculty?

Teaching:

What courses have you taught?

What has been the feedback from the students?

How many grad students are you advising formally? How many informally?

How much time do you spend talking to students (graduate or undergraduate) about issues other than their research (eg personal problems)?

During the past semester, what proportion of your work time do you estimate was devoted to any aspect of teaching?

Are there aspects of your teaching assignments that seem unduly burdensome? If so, why?

Have you had an issues or problems in working with TAs (or know how to utilize them)?

Have you had any issues or problems in assigning grades to students?

Service

What service have you provided in the department?

What service have you provided at Columbia but outside the department?

What service have provided outside the University?

Are there any specific requests for service that you would like to say no to or that you worry are putting undue burden on your time?

More generally, do you feel you can say no to service requests when you need to?

Approximately how many articles do you review for journals a year? Do you feel like you know when to say yes and when to say no to such requests?

Other

What are your leave plans in the coming year?

Are there issues not covered above that affect your ability to achieve your goals?

Are you facing any work-life issues (housing, schooling, day care, etc.) that make it difficult for you to do your job well?