

# OSU Extension Promotion and Tenure Mentoring/Coaching Guidelines

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**Overview:** The goal of Ohio State University Extension is to conduct successful educational programs with impact in order to 1) be the premier Extension program in the nation, 2) position Extension as the education and research resource serving all Ohio citizens, and 3) to develop and sustain world-class Extension professionals.

The role of the OSU Extension Promotion and Tenure Committee is to provide an independent and unbiased assessment of the dossiers of candidates, and to determine if they have met the criteria for promotion and/or tenure. Committee members want our Extension faculty to have success and will go the extra mile to provide a fair, unbiased, critical review of dossiers to assure they have the academic rigor to meet the standards of eminence of The Ohio State University Promotion and Tenure Process.

In response to this role and purpose, a dual path of mentoring and coaching has been established to assist Extension faculty in preparing their documentation for promotion and tenure.

## **Mentor and Coach Responsibilities:**

**Mentors:** A mentor of higher academic rank than the faculty member will be assigned by the faculty member's supervisor in consultation with the Chair of the Department of Extension. For County faculty, this will be the Department Chair and their Regional Director. For state and field specialists, this will be the Chair of the Department of Extension and their Assistant Director. ***P & T committee members cannot be mentors for candidates for promotion or tenure.*** A mentor is a trusted adviser, friend, teacher, peer who is a non-evaluator, a non-decision maker, and selected for their skills and experience. Three roles of a mentor include:

1. **Inspirer:** models, envisions, and transmits values;
2. **Investor:** sponsors, develops, prods, and challenges; and,
3. **Supporter:** encourages, supports, listens, and befriends.

By fulfilling these roles, a mentor can enhance the success and potential for inexperienced and/or new-to-the organization employees. A mentor's job is to enhance the success of the protégé, not by making decisions for them but by providing possible alternatives, being a friend, being a listener, and asking probing, open-ended questions to help the protégé think and come to their own conclusions. Mentoring is being an active participant and coach with a sincere interest in the protégé's accomplishments. Mentors should also work with the candidate to develop a plan to achieve promotion and tenure.

**Coaches:** A promotion and tenure coach is a member of the Extension P & T Committee. Their duties include:

- Be assigned by P & T committee chair as coach to one or more candidates
- Be assigned as the lead on dossier reviews and guide team discussion with each assigned candidate.
- Verify publications of the candidate to assist in the work of the POD.
- Assist the P & T committee chair by writing draft letters for the candidate.

**Mentoring and Coaching Process:**

Candidates are assigned a mentor of higher academic rank by the Department Chair/Regional Director/Assistant Director to assist in developing and implementing a promotion plan. The Department Chair coaches candidates individually during winter months.

Faculty should request a mentor from the Department Chair/Regional Director/Assistant Director to assist in preparing for volunteer promotion. They are offered a coaching session by a P & T committee member before submitting their dossier in the fall.

Candidates are offered a coaching session during June or July before dossiers are submitted for fall review. This session could involve the mentor external to the committee and the assigned committee member for the coaching session. The coaching session is offered to share feedback from the committee discussion during the last review for probationary faculty and to offer feedback for faculty requesting a promotion.

P & T committee members are assigned candidates at random to present their dossier at the review and assist in writing drafts of committee letters. They would also be asked to verify publications to assist the Procedures Oversight Designee (POD). This assignment should be done in the spring.

Committee members vote for all candidates.