Help faculty create a circle of advisors

- no single person can provide all the information, constructive criticism, emotional support, and challenges that someone needs in order to become as effective as possible
  - rather than a "mentor", think of a "composite mentor", "mentor mosaic", or "circle of advisors"

- a circle of advisors changes as someone's needs change
  - people never outgrow a need for advisors

- without being intrusive, help faculty determine what they need
  - suggestions for places to apply to for research funding
  - knowledgeable tips for and critiques of grant proposals
  - constructive criticism of papers
  - analysis of rejection letters
  - suggestions for writing the diplomatic cover letter when resubmitting a revised manuscript
  - information about eligibility for prizes and awards
  - information about how to advance into academic leadership positions
  - challenges to do better
  - reassurance that they can be successful when they have self-doubt
  - specific courses of action for various problems
  - time-management and procrastination
  - suggestions about items to negotiate for
  - experience role-playing negotiation scenarios
  - sympathetic critiques of person's self-presentational style

- without being intrusive, help faculty determine who can fulfill their needs and how to approach them
  - aim for limited and specific questions where possible
  - keep in mind that people enjoy providing advice and information in limited quantities
Nominate faculty for prizes and awards

- create a database
  - awards, eligibility requirements, dates nominations due
- assign senior member in charge of each faculty member's nominations

Delineate hallmarks of success for faculty member's field

For junior faculty, consider adapting the Hunter College Gender Equity Project's sponsorship program

- **application**
  - curriculum vitae
  - statements of past, present, and future scholarly interests
  - resources needed for the coming year
  - research goals and commitments for the coming year
  - budget and budget justification
  - statement of other sources of funding
  - description of the ideal sponsor(s)
  - interview

- **award**
  - $10K for research purposes, including release time if chair approves
    - renewal for total of 3 years of funding
  - sponsor: senior person from a different department or different school
    - receives $2.5 K per semester
    - talks at least bi-weekly with associate
    - reads associate's papers and grant proposals; gives detailed feedback
    - makes suggestions about what conferences to attend
    - discusses associate's progress and next steps with extra-departmental person once a semester
  - intensive summer workshops; monthly workshops during academic year
    - career development – balancing work responsibilities, making effective public presentations, preparing one's vita, developing self-presentation skills, building a national reputation, creating a circle of advisors, handling power and politics, teaching effectively and efficiently, increasing negotiation skills, preparing for tenure and promotion, capitalizing gains and maximizing progress in the summer
    - writing and publishing – managing time, publishing and handling rejection, writing grants
    - mentoring and leadership – being sponsored and sponsoring others, managing students and assistants
    - balancing work and personal life – developing equality in personal relationships, balancing work and personal life
  - qualitative and quantitative progress reports