GUIDELINES AND PRINCIPLES FOR MENTORSHIPS -  
Programme for promotion to professor

**Introduction**

When admitted to the programme and as part of the development plan, the participating staff member must be assigned a mentor. The mentor must a senior member of academic staff, and an individual mentoring programme must be designed. Mentors must be selected by their immediate academic leader or head of department/school. Mentors must be selected on the background of the development plan agreed on for the promotion programme in addition to the following principles and criteria.

**Criteria**

* Mentors must be experienced senior academic staff members  
  As a general rule, mentors must be experienced senior academic staff members at professor level.
* As a general rule, mentors must be employed at AU   
  *As a general rule, mentors must be AU staff. However, external mentors may be appointed in special cases, including mentors from outside Denmark.*
* As a general rule, the mentor role is unpaid   
  *Mentors employed at AU will not receive salary supplements or other remuneration for their mentorship tasks. The mentoring role and the time allocated to it must be balanced with the mentor’s other work responsibilities. If an external mentor is appointed, remuneration for mentoring may be offered.*

**Principles**

* Mentees should be matched with mentors from a different department/school  
  *We recommend that as a general rule, mentees should be matched with mentors from a different department/school. This principle has been adopted to encourage constructive, independent and neutral relationships between mentor and mentee. However, exceptions may be made at larger departments/schools or in cases in which matching a mentee and mentor from the same department/school would be most conducive to the mentee’s professional development.*
* Each mentee should be matched with one mentor   
  *As a general rule, only one mentor should be assigned to each mentee in the promotion programme. However, exceptions to this principle may be made in cases in which assigning multiple mentors would best support the mentee’s development.*
* Mentors may be replaced during the mentoring relationship   
  *Mentors may be replaced in the event that the mentee has development goals for which a different mentor would be able to provide better support. This issue should be addressed in the context of the regular follow-up meetings, and the new mentor should be selected by the candidate’s immediate academic leader or the head of department/school.*
* The mentor’s duties and responsibilities  
  *The nature and extent of the mentorship relationship, including meeting frequency, should be agreed by the mentor and the mentee. To ensure productive, positive mentoring relationships, the mentor’s core work responsibilities and the tasks involved in the role of mentor should be taken into consideration during the selection process. We recommend that the mentors should be selected who have the resources to meet with their mentees for at least four 1.5-hour meetings four times a year.*