



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE

(A Constituent College of Tumaini University Makumira)

Student Mentoring Guidelines

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LIST OF ABBREVIATIONS AND ACRONYMS

DPA	Deputy Provost Administration
DPA	Deputy Provost Administration
DMC	Department Mentoring Coordinator
FMC	Faculty Mentoring Coordinator.
HoD	Head of Department
HRM	Human Resources Management
ICT	Information and Communication Technology
MC	Mentoring Coordinator
MPC	Mentoring Program Coordinator
RMA	Resources Management and Administration
KCMUCo	Kilimanjaro Christian Medical University College
SC	Subject Coordinator

KCMUCo VISION, MISSION, AND CORE VALUES

Vision

A transformative Christian Centre of excellence providing evidence-based training, research, and service training in health with sustainable resource.

Mission

To provide an enabling environment for innovative and quality teaching, research and services response to national and global needs.

Core values

In achieving its Vision and fulfilling its Mission, KCMUCo shall be guided by the following core values:

- (i) Love,
- (ii) Mercy,
- (iii) Compassion,
- (iv) Integrity,
- (v) Transparency,
- (vi) Diversity,
- (vii) Creativity,
- (viii) Innovation,
- (ix) Excellence,
- (x) Accountability.

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1.0 Overview of the Guideline

Mentoring is defined as a process of supporting and encourage students to manage their own learning to maximize their potential, develop their skills, improve their performance, and become the person they want to be. In the context of Kilimanjaro Christian Medical University College (KCMUCo), mentoring is recognized as a strategy required by the students to achieve learning goals with emotional and instrumental support. Thus, the student mentorship programme will incorporate the support of academic staff members as “Mentors” to all the students in the University. Each student shall be assigned to “Mentor” to guide, and support overcome their hurdles to achieve the goals desired in their academic career.

2.0 Context

This policy stipulate a mentoring strategy intended to provide students with emotional and instrumental support they need to achieve learning goals. In the context of higher education at KCMUCo, mentoring can be instituted in two ways:

- (i) Lecturer to Student
- (ii) Student to Student

3.0 General Objectives

The purpose of this Student Mentoring Guidelines is to pinpoint intervening measures and mechanisms to improve the performance of weak students. Specifically, the objective of this guidelines is to identify fundamental approaches or mechanisms that will:

- (i) Acclimatize students from diverse backgrounds about the College educational system and learning environment.
- (ii) Generate curiosity and interest in academics and other institutional activities amongst the students.
- (iii) Focus and motivate students to achieve learning goals and thereby improve their academic performance.
- (iv) Provide a space to the students for their academic and personal challenges arising in a new environment.
- (v) Identify the reasons that lead to shortfall in attendance and/or class participation and help students address those issues,.
- (vi) Help students to face challenges to keep pace with the academic environment in keeping pace with the academics in classroom and out of the classroom.
- (vii) Extend support beyond the classroom for improvement of student development and maximize their potential.

4.0 Rationale of Mentoring

Student mentoring is important for the following reasons:

- (i) The College has a diverse student community with varying linguistic, socio-cultural, economic, and academic backgrounds.

- (ii) International students belonging to different countries may face challenges in coping with the Tanzanian culture as well the academic environment both inside and outside the classroom.
- (iii) Students embarking on their academic career at the university come with many expectations and apprehensions about learning in a new environment.

It is therefore essential that students get guidance, and support to facilitate their adjustment into the academic environment, campus life and culture. The guidance is required for enhancements in academic performance and move beyond studies. Overall, the mentor role is manifold, focused on academic growth and well-being of students in a new paradigm. The type of student's mentoring depends upon scholastic level of the program:

- (i) For undergraduate students the focus is on academic foundation, career development and tackling personal problems. These students are also made aware of the College policies and encouraged to participate in co-curricula and extracurricular activities.
- (ii) For postgraduate students the focus is on consolidating of given subject and generate interest in research, guidance, and groom towards right career path.

5.0 The Scope of Student Mentoring Guidelines

The mentoring guidelines applies to all Faculties, Institutes, Directorates and Academic Departments of KCMUCo, and academic staff and students.

6.0 The Mentoring Guidelines

- (i) Each student shall be assigned an academic staff as a mentor immediately after registration, and the Dean of each Faculty shall take the necessary steps for the assignment to happen.
- (ii) The mentor shall remain the same throughout the study of the mentee at KCMUCo.
- (iii) The mentor shall be changed only with the approval of the Dean in appropriate circumstances or as per the directions laid down by the concerned Faculty from time to time.
- (iv) The College shall organize orientation sessions for newly admitted students at the beginning of the academic year to familiarize them with the mentoring program, academic programs, policies, regulations, practices, and resources.
- (v) The mentees shall be given the names of the mentors to whom they are assigned, and the mentor details shall also be shared with the sponsors/guardians of the students when necessary.
- (vi) An orientation program for new students shall be conducted at the start of the first semester, and a refresher session will be conducted in the second semester.
- (vii) The Faculty shall take necessary steps to ensure faculty mentors can meet their assigned mentees during the orientation session. A special session shall be set aside for the same. Afterwards, the mentor will hold a familiarization meeting to

- discover the student's previous educational experiences, the decision to join KCMUCo and what the student hopes to achieve.
- (viii) The mentee shall be responsible for contacting the faculty mentor at the appointed hour. However, the mentor may also take steps to get mentees through e-mail / social media and other appropriate mediums. The mentors should let the mentees know the time and place for the meeting. Mentors may give special attention to the needs of students who are challenged due to cultural and ethnic issues,
 - (ix) The mentoring process shall cover academic and non-academic issues faced by the mentees. Where required, a mentor shall recommend professional help.
 - (x) The mentor should preferably conduct at least one monthly session for first-year students. However, each Faculty will have the flexibility to decide on the number of sessions per their academic program requirement since the new students are just learning the ropes and fretting about the long and challenging road ahead in their new environment. The sessions can be adjusted from a regular basis to a requirement-based mentoring when the students' progress to the second year.
 - (xi) The mentors shall record mentee interactions every time the student approaches the mentor for mentoring.
 - (xii) The mentors shall encourage the students to use their time effectively and productively.
 - (xiii) The mentors shall review students' progress quarterly via tests, examinations & other assessments, attendance, and academic performance records.
 - (xiv) The mentor shall take up academic issues of a serious nature and initiate action for resolution of the same.
 - (xv) The mentors must make efforts to dissuade their mentees from harmful practices of smoking, drugs, alcohol, acts of immorality etc.
 - (xvi) The mentor should encourage the mentee to take up challenging academic paths during his/her course of study.
 - (xvii) The Mentees choice shall be respected as well.

7.0 The Mentoring Process

The mechanism for mentoring the students to be followed by all academic departments running various degree and diploma programmes is as elaborated below:

- (i) At the College level the DPAA shall appoint students Mentors at the beginning of every year for new students.
- (ii) The mentor appointed by DPAA, shall mentor the students assigned to him/her throughout the life of the student at the College until they graduate.
- (iii) The Mentors appointed by DPAA will mentor the students in all type of challenges that will be encountered by the student beyond academic matters.
- (iv) At the Department and Units levels, the mentoring programme will be organized every semester of each academic year.

- (v) The Head of academic unit/Department shall appoint a student mentor for each student for the relevant subject at the beginning of the semester.
- (vi) The Mentor(s) appointed by Head of academic unit or department shall mentor student in the relevant subject throughout the semester or academic year depending on the length of the subject and if it is offered in more than one semester, until the students completes the subject successfully.
- (vii) The role of the subject mentorship will be to bridge the gap of learning skills and improve student's performance among other academic challenges faced by the student(s).
- (viii) Subject Mentors may be assigned more than one student depending on the number of available academic staff and the number of students.
- (ix) The Head of the relevant academic unit/department in consultation with the Department Mentoring Coordinator (DMC) shall identify weak students at the end of the semester in all years of study.
- (x) The Head of Department and DMC shall group of weak students which have been identified by the Head of academic Department or unit.
- (xi) Appointment of mentors for the subjects shall depend upon the kind and level of difficulty faced by students in different subjects.
- (xii) Head of departments through the Subject Coordinators (SC) will prepare a schedule of meeting of mentors and students.
- (xiii) Schedule of meetings shall be made to ensure that every subject lecturer must have one meeting in a week with the mentees.
- (xiv) To keep a track of performance of students, mentors will review test results regularly according to the schedule prepared by the SC and arrange peer learning groups of weak students and academically bright students.
- (xv) The SC and DMC will keep a record of mentees, notice of appointment of mentors, and schedule of meeting of mentor and mentees.
- (xvi) To check the outcome of mentoring, Continuous Assessment Test (CAT) results and End of semester results of the student will be compared with previous results and SC should prepare comparative marks statement of students to quantify the outcome of mentoring programme.
- (xvii) The DMC, in consultation with HoD and the Dean/Director will, if necessary, notify parents or guardian/sponsor about students with mentoring serious needs, the mentoring procedure to be used, and the desired outcome of mentoring.
- (xviii) To motivate Mentors at the unit and College levels for effectiveness of the Mentoring policy and procedures, they will be awarded certificates upon improving the performance of weak students or significantly solving other problems facing the students academically and socially.
- (xix) The DPAA shall organise mentorship training at least once annually for all College academic staff and tailored short courses organised by Deans and Directors at their units more frequently.

8.0 The College Mentoring Program Governance

- (i) There shall be a Mentoring Program Coordinator (MPC) at the College level to oversee the mentoring programme who, in tandem with mentoring programme coordinators of the faculty, Directorates, Institutes, and Departments, shall facilitate

the smoothly coordinate the functioning of the mentoring programme at the Faculty/Directorate/Institute and Department levels.

- (ii) The Dean of the Faculty/Director of Academic Directorate/Institute shall appoint the Faculty Mentoring Coordinator (FMC), Directorate Mentoring Coordinator (DMC) and Institute Mentoring Coordinator (IMC). The HoDs working together with the Subject Coordinators (SC) shall appoint subject Mentors in consultation with the Dean or Director and their respective Coordinators.
- (iii) The DPAA shall appoint a MPC from among the senior academicians of the College. The person to be appointed as MPC shall be well informed about effective mentoring practices, have basic knowledge on managing students and conversant with the common challenges faced by the student community in universities.
- (iv) The tenure of the MPC shall ordinarily be for two years and can be extended by the DPAA.
- (v) The MPC shall have the following functions:**
 - (a) To coordinate mentoring activities at the College in liaison with the Mentoring Coordinators (MC) at the Faculty/Institute/Directorate and Department levels.
 - (b) To disseminate the aims and objectives of the mentoring programmes to the Faculties/Directorates/Institutes mentoring coordinators.
 - (c) To organize Mentorship Training for College academic staff and Students Induction Programs at the commencement of the academic year ensuring uniformity of mentoring programme delivery across all Faculties, Directorates/Institutes and Departments.
 - (d) To monitor the overall mentoring program through regular meetings with the Deans, Faculty/Directorates/Institutes and Department Mentoring Coordinators (FMC, DMC, IMC, and SC), and Mentors, preferably once every month.
 - (e) To review the Mentoring policy whenever required, or after the elapse of the duration stated in the Policy, to improve the mentoring practices across the College and the general effectiveness of mentoring.
 - (f) To keep records of the College Mentorship programme.
 - (g) To receive mentoring concerns from Faculties, Directorates, and Institutes.
- (vi) The FMC, DMC and IMC shall have the following functions:**
 - (a) The FMC and DMC shall oversee and coordinate the functioning of the Mentors of the respective Faculty, Directorate Institute.
 - (b) The FMC, DMC and IMC shall be appointed by the Dean of that Faculty in consultation with the DPAA and MPC.
 - (c) The tenure of the FMC, DMC and IMC shall be two years and can be extended or shortened depending on the performance as may be determined by the Dean or Director.
 - (d) The role of the Mentoring Coordinator at Faculty, Directorate and Institute shall be: -

- To be the point of contact for comprehensive information concerning the mentoring programme at the Faculty, Directorate, and Institute levels.
- To direct timely mentors and mentees allocation at departmental levels; monitor the mentoring programme, maintain the mentor-mentee lists and file, prepare monthly Faculty/Directorate/Institute mentoring reports and share it with the Dean/Director.
- To take up cases of students' indiscipline reported by DMC for providing necessary counselling and guidance.
- To seek feedback from mentees and DMC and analyze the feedback reports.
- To establish and keep regular checks on the online mentorship portal and encourage and remind mentors to participate actively.
- To attend meetings convened by the MPC or the Dean for mentorship.
- To convene DMC Meeting to discuss Faculty, Directorate, Institute mentoring programme achievements and challenges.
- To convene meetings with mentors to understand the challenges faced by them at the Faculty, Directorate, or Institute level.

(vii) The DMC shall have the following functions: -

- (a) To coordinate all mentoring activities at the department level.
- (b) To ensure the HoDs in consultation with the Dean has appointed Mentors and
- (c) To work with HoD and review mentoring reports from the Subject Mentors.
- (d) To help newly recruited mentors understand the aims and objectives of the mentoring program and share the context and common student concerns.
- (e) To intervene on cases which needs a higher-level support above the department.
- (f) To support the SC to efficiently carry out their mentoring responsibilities.
- (g) To support SC to prepare the mentoring programme schedules.
- (h) To plan and carry out tailored mentor/mentee courses for the department as may be directed by the Dean/Director.
- (i) To keep records of Department mentoring activities.

(viii) The Subject Coordinators (SC) shall have the following Functions:

- (a) To coordinate all mentoring activities at the subject level.
- (b) To work with the HoD/DMC and assign the subject Mentors and allocate Mentees.
- (c) To prepare consolidated mentees report from the Subject mentors and discuss with the HoD and DMC.
- (d) To identify and address mentors' concerns arising out of interaction with mentors and mentees and relay them to DMC and HOD.

9.0 Guidelines for Assignment of Mentors

- (i) All the academic staff, including HoDs, Dean, Directors, Deputy Provosts, and Provost, shall be mentors for students, if possible, admitted to the respective Faculty program(s).
- (ii) At the College level the DPAA working with the College Mentoring Programme Coordinator (MPC) shall allocate the mentees to the long-time mentors, throughout the programme life, immediately after the Registration period is closed.
- (iii) At the Units level, the Dean/Director working together with Faculty Mentoring Coordinator (FMC), HoDs, and Subject Coordinators (SC) shall allocate the mentees to the mentors immediately after the registration process is completed registration.
- (iv) The mentors at the unit levels (Faculty/department) are known as subject mentors and shall be allocated each semester, or academic year if the subject lasts for more than one semester. They shall mentor the mentees until the subject(s) is/are successfully completed.
- (v) There should be equitable distribution of mentees among Faculty.
- (vi) When a mentor is on leave for more than a month, the HOD and the Dean shall make a re-allocation among the available academic staff.
- (vii) When a new faculty joins the Department, the HoD and the Dean of relevant Faculty shall re-allocate so that all academic staff have an almost equal number of mentees.
- (viii) Only academic staff at the level of Assistant Lecturer and above shall be assigned, mentees.
- (ix) The mentors at the Faculty/Department shall carry out mentoring and preferably should not have more than ten (10) mentees, if possible, but this shall depend on the number of available mentors and mentees.
- (x) The FMC shall ensure that every student of the faculty is assigned a mentor.
- (xi) The functioning of the mentees shall be coordinated by Coordinators of the respective Faculty/Department.
- (xii) All issues relating to the allocation of mentees or mentors shall be notified to the DMC and FMC mentoring.

10.0 Role and Responsibilities of Mentor

For effective mentoring, the role, and responsibilities of the mentor shall be as follows: -

- (i) To establish a sustained connection with the mentees, be helpful and encourage them to solve their problems.
- (ii) To be available to the mentees beyond the classroom and keep them informed if, for some unforeseen reason, they are unavailable for a scheduled mentoring session.

- (iii) To engage with the mentees to identify and understand their strengths and areas of improvement.
- (iv) To take feedback on the mentee's attendance regularity, academic performance, conduct, etc. and advise/mentor on the shortfall, if any.
- (v) To counsel mentees who have been involved in disciplinary issues.
- (vi) To keep the Mentoring Coordinator/ Mentoring Program Coordinator informed of the issues that require attention.
- (vii) To identify mentees with attitudinal problems requiring psychological counselling and arrange for the same.
- (viii) To conduct interactive sessions apart from one-to-one sessions to the extent possible.
- (ix) To positively communicate the mentee's concerns about a particular course/ other matters to the concerned teachers/ officials.
- (x) To maintain strict confidentiality on the mentee's concerns that are of personal/sensitive nature.
- (xi) To inform the sponsor/guardian of any issue that needs attention.
- (xii) To encourage a thought process in the student that would promote an all-round holistic growth and development of the mentee.
- (xiii) To identify the interest area and talent of the mentee and encourage the mentee to pursue the talent.

11.0 Roles and Responsibilities of Mentee

Mentee roles and responsibilities are as Follows: -

- (i) Take best advantage of the mentoring program of the College and meet designated mentors on a regular basis to resolve academic and other issues.
- (ii) To maintain healthy attendance of the mentor-mentee meetings. The College authorities may, in their wisdom, bar students from taking end of semester examination if a mentee does not attend at least 75% of the scheduled meetings.
- (iii) Take the feedback provided by the Mentors positively and seriously, and act upon it.
- (iv) Be open and receptive to the new ways of teaching & learning and seek help whenever required.
- (v) Be focused on achieving desired results.
- (vi) Be responsible and committed towards his/her learning pursuits and towards College mentoring program and policy.
- (vii) Be disciplined, focused, and make best use of the College resources and experience for maximizing his/her potential and develop skills and competencies leading to improvement of his/her performance.
- (viii) Uphold dignity and prestige of the College by not indulging in any act, or acts that are deemed to be of unbecoming of a health profession student.

- (ix) Share ideas, concerns, and professional goals to enable the mentor to place the scenario in perspective.
- (x) Actively participate in mentoring sessions by asking direct questions and ensure the conversation meets his/her needs.

12.0 Related Policies and College Documents

This Policy should be read in conjunction with the following KCMUCo document(s) and policies:

- (i) Students Welfare Policy
- (ii) Students Bylaws

13.0 Policy Review

Dean of students will co – ordinate review of this policy to maintain compliance with good practice. The review will be undertaken in liaison with the colleges and any proposed amendments will be submitted to the appropriate relevant committee, College Academic Committee , and the SENATE for approval.

14.0 Next Review Date

The Students Mentoring Policy, 2023 shall be reviewed after every three years or when deemed necessary to assess the effectiveness of its implementation and determine policy areas that need to be revised. The periodic review shall ensure the policy is in line with the College, national and international changes that might have taken place.

15.0 Approval Details

The Students Mentoring Guidelines, 2023 was approved by the Senate during its 91 meeting held on 23rd May 2023.