

### Advice for Advisors:

1. Let your advisees know that they are welcome to talk with you - just on one occasion or on a frequent basis. The gift of your full attention is often the most important one you can give a less experienced colleague.
2. Clarify expectations about the extent to which you can, or will, offer guidance concerning personal as well as professional issues. If you are not comfortable assisting in some areas, suggest another faculty member who may be able to assist.
3. Inform your advisees about how frequently you will be able to meet with them. Be explicit if you have a heavy travel schedule, are about to take a sabbatical, or will be assuming an administrative position. Discuss alternative means of communication (e.g., email or telephone). Try always to keep appointments you do make.
4. Provide specific information about as many topics as you can, such as the informal rules of the profession and of navigating the department and institution. Help your advisees learn what kinds of available institutional support they should seek to further their own career development. Tell them about funds to attend a workshop, for example, or release time for special projects.
5. Recognize that sometimes your own experience is relevant and useful to colleagues who are more junior; hearing accounts of how you accomplished something (or failed to), including obstacles you faced, can help normalize and contextualize experiences for them. At the same time, it's good to bear in mind that circumstances change in academia, in the various colleges, units, and in departments. So it's good to underscore the need for junior colleagues to look into specific rules, policies and practices as they currently exist rather than relying on information passed on anecdotally.
6. Share the "tacit" rules of being successful in the business of research and within the relevant unit with your advisees.

Adapted from "Giving and Getting Career Advice: A Guide for Junior and Senior Faculty", ADVANCE at the University of Michigan  
(<https://adaa.engin.umich.edu/wp-content/uploads/sites/22/2019/03/giving-and-getting-career-advice.pdf>)