

IUPUI OFFICE OF THE EXECUTIVE VICE CHANCELLOR FACULTY TALENT DEVELOPMENT EFFORT MENTORING ACADEMY

Preface

IUPUI's Strategic Plan, "Our Commitment to Indiana and Beyond," places faculty and staff talent development among its highest priorities. The goal is to position IUPUI as an "employer of choice" through a number of actions, including improved workplace culture and communication and more robust developmental opportunities across all categories of faculty and staff. Based on feedback received during the strategic planning process, the completed implementation plan will articulate career paths for staff and faculty, identify and inventory a variety of campus resources, and provide relevant professional development opportunities. In addition, policies and procedures will be created to foster work/life balance and flexibility for IUPUI's entire workforce. In order for IUPUI to reach the level of excellence expected in the plan, we must be assured that our investment in faculty will lead to greater success and productivity. The Mentoring Academy goals and objectives outlined below provide a means to engage faculty within each school and create a pathway for achievement of successful mentoring.

Background

Effective mentoring is essential to faculty development and career success. It is of particular importance to the advancement of women and underrepresented minority faculty in Academia. A robust mentoring program will help support and enhance a culture of collaboration, inquiry and scholarship in teaching, research/creative activity, civic engagement and service within the Academy. In the fall of 2012, the Office of Academic Affairs administered a seven-item survey regarding mentoring practices. The purpose of the survey was to assess school level practices with the goal of using the data to build on current successes and plan a campus-wide program to support faculty throughout their academic career. The survey was sent by e-mail to the Associate Deans for Academic Affairs and/or Executive Associate Deans of twenty IUPUI schools. There was a 70% survey response rate. The outcomes of the survey indicated that nearly 43% of the schools provided formal mentoring assignments for faculty and approximately 36% of the schools allow mentees to select their own mentors. One school utilizes a mentoring panel and has developed a mentoring website while several schools indicated that they use a combination of approaches to provide mentors for faculty. Mentoring assignments and activities are mostly commonly facilitated at the department level under the guidance of the chair. Seventy percent of the schools assigned mentors to 100% of their probationary tenure track faculty and 57% assigned mentors to 100% of their clinical faculty. Sixty percent of the schools did not assign mentors to Associate Professor ranked faculty. In addition, the survey outcomes indicated that there is a need for structured formal training programs, identification and sharing of best practices and strategies to help ensure success. Further, programs should be designed for mentors and mentees as well as junior and Associate Professor rank faculty to create an environment for growth, accomplishment and contribution. In response to this need, the Mentoring Academy Planning Committee proposes the establishment of a Faculty Mentoring initiative which will have two major components, a Mentoring Website and a Mentoring Academy. This summary will focus on the Mentoring Academy component.

Mentoring Academy Goals and Objectives

The goal of the Academy will be to foster a culture of mentoring at IUPUI through mentoring plan development and implementation at the department and/or school level. The objectives of the Academy will be to:

1. Introduce participants to best practice mentoring models and strategies for implementing departmental and/or school plans,
2. Engage departments and/or schools in the development of mentoring plan proposals,

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3. Fund the implementation of five proposals based on competitive submission and evaluation,
4. Evaluate program effectiveness,
5. Provide a showcase for sharing mentoring plan progress and best practices,
6. Recognize and reward excellence in mentoring through the development of new awards and other mechanism to acknowledge mentoring activities.

To achieve the goal and objectives, the Mentoring Academy Planning Committee will offer a series of workshops that focus on mentee and mentor education, training and collaborative initiatives within the departments and/or schools. The Mentoring Academy will establish awards that recognize excellence in mentoring.

Mentoring Academy Participation

Each School has a unique culture, varies in scholarly activities and has different mentoring needs. As such, each school will be given latitude with regard to the type of proposal that can be developed through participation in the Mentoring Academy. Each school Dean or designee will appoint and send two representatives to participate in the Mentoring Academy programs. Additional representation from large departments or large schools will be considered. School representatives will participate in the program series with the goal of developing a mentoring plan to either enhance or extend existing practices, to focus on a particular faculty group or to develop a new program for their department and/or school. Mentoring proposals will be evaluated by an appointed panel using an assessment rubric to identify the top five proposals. The top five finalists will receive up to \$10,000 from the Executive Vice Chancellor's Office to assist in the implementation and evaluation of the plan. Matching funds at the school level or through partnerships with other units on campus is required. Specific details for the RFP will follow.

Academy Program Series

The initial Mentoring Academy program series will consist of five components:

1. Call for School Representatives
2. Organizational meeting
3. Mentoring symposium with outside speaker
4. Fall workgroup sessions
5. Proposal submission, review and selection of top five proposals
6. Presentation of top five proposals

April 2014

The Mentoring Academy Planning Committee will send a call to each school to appoint school representatives and to provide an opportunity to request additional representation based on large school and/or large department size. Schools will be given approximately four weeks to appoint and submit the names of their representatives. The deadline for submission will be Friday, May 16, 2014. The names of the school representatives will be entered in the Mentoring Oncourse site roster to permit access to resources and tools to prepare for the organizational meeting in mid-August.

Mid-August 2014

The organizational program will bring together the representatives identified by each school Dean to participate in the Mentoring Academy. The intention is to offer this program near the beginning of the fall semester to present the goals and objectives of the Mentoring Academy, outline the program series,

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discuss the process and timeline for proposal submission and expectations for participation in the program series. Assessment instruments and/or inventories to help target skill development will be offered. Participant pre-work for future programs will be discussed and will include a needs assessment and its analysis; development of vision and mission statements, strategic goals and an action plan; and other tasks as assigned.

September/October 2014

The Mentoring Symposium will be a campus event that will feature a prominent outside speaker. The program activities will include a keynote address, break-out sessions, panel discussion on best practices and identification of key features of successful initiatives/models used at other schools and universities. In addition, strategies for documenting mentoring for annual review and/or promotion and tenure purposes and methods to recognize and reward mentoring will be discussed. The break-out sessions will be interactive with the goal of facilitating further development of mentoring team proposals.

November 2014

The fall workgroup sessions will bring the established mentoring teams together and provide time for the teams to begin to draft their proposals. The fall workshop will provide opportunities for teams to assess their current mentoring activities, brainstorm on initial ideas, draft a proposal outline and generate a tentative timeline for their work. The Committee will provide guidance and resources for the teams to utilize in formulating their proposals. In addition, the Committee will identify the review panel and develop a rubric that will be used to evaluate the proposals.

February 2015

The school teams will submit their proposals to the Committee for evaluation by the review panel. The proposals will be ranked and the top five proposals will be selected for presentation during the spring program. Teams who have submitted promising proposals will be asked to revise and refine proposals for resubmission for possible future funding.

April 2015

This spring program will profile the top five proposals selected by the review panel and will include a training component with strategies for successful program implementation. August 2015 is the deadline for the implementation of the mentoring project proposal within the school or unit. The Mentoring Academy will establish a system to track progress reports, evaluations, and outcomes measures including logic model-based evaluation plans to track progress on outcomes over time.

Mentoring Planning Committee Members:

Gail Williamson, Chair, IUPUI Office of Academic Affairs
Melissa Lavitt, Senior Associate Vice Chancellor for Academic Affairs
Julie Welch, IU School of Medicine
Kathy Grove, IUPUI Office for Women
N. Douglas Lees, Purdue School of Science
Thomas Upton, IU School of Liberal Arts
Janet Carpenter, IU School of Nursing