IUPUI MENTORING ACADEMY

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August 21st Organizational Meeting

Mentoring Academy Planning Committee

- Gail Williamson, Chair, IUPUI Office of Academic Affairs, IU School of Dentistry
- 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
- Dominique Galli, IU School of Dentistry, OVCR
- Wayne Hilson, Jr., IUPUI Office of Diversity, Equity, & Inclusion
- Carol McGarry, Faculty Appointments and Advancement, Office of Academic Affairs

WELCOME

PROGRAM AGENDA

9:00 – 9:15	Mentoring Academy Survey and Overview
9:15 – 9:35	Best Practices Summary
9:35 – 10:15	Panel Discussion
10:15 – 10:25	Clicker Survey
10:25 – 10:40	Snack Break
10:40 – 11:40	Break-out Sessions
11:40 – 12:00	Wrap-up and Conclusion

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Mentoring Academy

- Strategic Plan Initiative
- Executive Vice Chancellor Priority
- Schools' request for a campus-level program to support faculty mentoring
- Support faculty growth & advancement
- Foster a culture of mentoring at IUPUI

Formation

Mentoring Academy

- Engage departments and/or schools in the development of mentoring plan proposals.
- Introduce best practice mentoring models and strategies for the development and implementation of departmental and/or school plans.
- Help fund the implementation of five or more proposals based on competitive submission and evaluation process.
- Provide a showcase for sharing mentoring plan progress and best practices.
- Evaluate and track program effectiveness.
- Recognize and reward excellence in mentoring through the development of new awards and other mechanisms to acknowledge mentoring activities.

Objectives

Mentoring Academy Participants

- Attend Mentoring Academy Programs
- Utilize Oncourse resources and book to inform process
- Engage faculty within their school/department to gather data and identify potential mentoring program focus
- Develop a mentoring plan proposal
  - Vision and Mission statements
  - Strategic goals
  - Action plan
  - Timeline
  - Budget
  - Assessment plan
  - Implementation plan
- Evaluate program effectiveness over time.

Expectations

RFP Outline

1. Abstract: 500 words to describe purpose, methodology, assessment and plan for sustainability.
2. Purpose and Goals: Overall desired end state. Who and What?
3. Methodology/Intervention: How and When?
4. Budget: Cost and sources
5. Assessment plan: How will you know if it worked?
6. Plan for sustainability of initiative: What is the plan to continue the work?

Mentoring Academy

Program/ Deadline	Date	Time	Location
Mentoring Symposium	Monday October 13, 2014	8:00 am-3:00 pm Lunch Provided	Lilly Auditorium UL1116/1126
Workgroup Session	Thursday November 20, 2014	8:00 am to 12:00 pm	Campus Center 450 A
Proposal Submission	Monday February 2, 2015	Uploaded by 5:00 pm	Academy Oncourse site
Proposal Presentations	Friday April 17, 2015	8:00 am to 12:00 pm	TBA
Proposal Implementation	August, 2015		

QUESTIONS

BEST PRACTICES

Melissa Lavitt
Senior Associate
Vice Chancellor
IUPUI Office of
Academic Affairs

Mentoring: Overview on Best Practices

- Current Status: Summary of research
- Intentional focus: Promising findings
- Structure & Format: What do effective mentoring relationships look like?
- Operations & Procedures: How do they work?
- Goals & Desired Outcomes
- Conclusions

Current Status: Mixed Findings & Models

- **Traditionally informal –**
  - ❖ marginalized faculty risk exclusion
  - ❖ embedded assumptions not examined
- **Formal programs may lack sustainability**
- **Long-term *and* short-term can be effective.**
- **Targeted *and* broadly focused approaches are helpful*.***

Take Away: Multiple Mentors with Multiple Purposes

Continuum of mentoring relationships

Informal ➡ Formal

Long-term ➡ Short term

Broad agenda ➡ Targeted

Intentional Focus: Promising Results

Role & function support:
- Teaching
- Identity – "only xxx in department"
- Methods
- Discipline

Career management: (Berk et al '05)
- Increase understanding of values/norms of department
- Ability to develop professional relationships

Structure & Format:
What does effective mentoring look like?

Traditional – 1:1 with senior authority

Peer-2-Peer – invite administrators as needed

Virtual – online facilitates resource sharing

Programs – Leadership Development, Preparing Future Faculty

Mentoring Board/Committee – shared responsibility

Procedures: How do effective mentoring relationships operate?

1. Articulate *expectations*, including meeting frequency; training or orientations helpful
2. Articulate *time* commitment, including end point.
3. Align with *policy,* i.e. P&T, workload
4. Anticipate & address *conflicts of interest* within department
5. Context specific – multiple mentors, inside/outside department, on & off campus

Goals & Desired Outcomes: Individual Level

- Faculty success - mutually defined with attention to gender, age, ethnicity. More than successful P&T

- Increased research productivity – complex configuration of predictors

- Job satisfaction and retention – perceived organizational support
  (Baranik, Roling, Eby 2010)

Desired Outcomes - Continued

- Avoid "mini-me" replication
- Focus instead on qualities that predict & foster success:
- *Engagement, Agency, Flexibility*
  - ❖ Networks facilitate faculty agency (Terosky & O'Meara, 2011)
  - ❖ Successful network: high range & low density

Outcomes & Benefits: Organizational

- Create culture of mentoring

- Strengthen & promote institutional values i.e. TRIP

- Foster interdisciplinary work, team science, etc.

Conclusions

- Limited evidence of impact of mentoring (Eby et al 2008)

- Likely due to: dearth of research, questionable methodology

- Potential to effect change: if focused, structured, and assessed
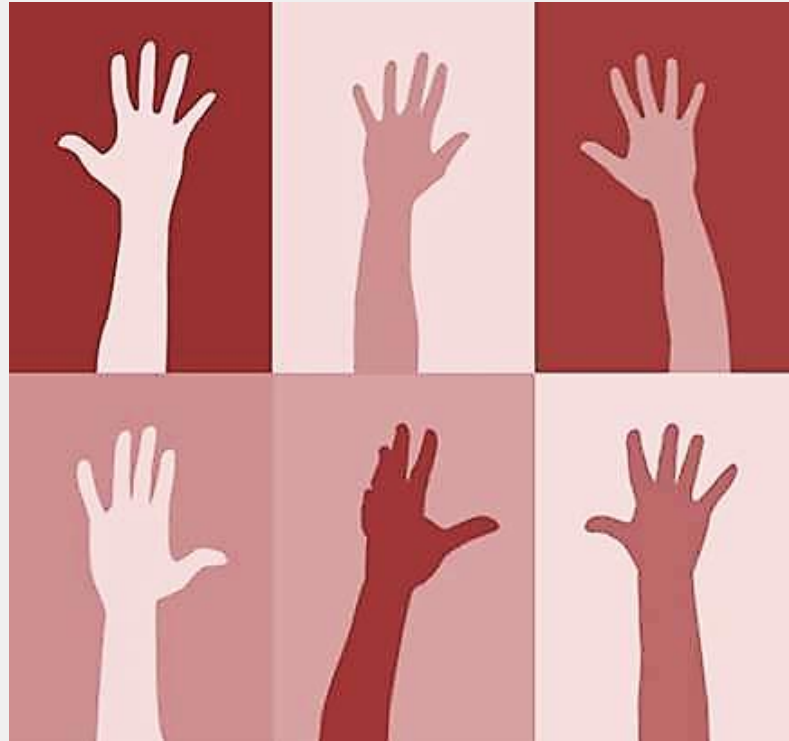
- Recognition of No Silver Bullet. Need an arsenal.

PANEL DISCUSSION

EXAMPLES OF MENTORING PROGRAM RESOUCES

PANELISTS

- **EMPOWER Program:** *Kathy Grove, OFW & Etta Ward, OVCR*

- **National Center for Faculty Development and Diversity - NCFDD:** *Wayne Hilson, IUPUI Office of Diversity, Equity and Inclusion*

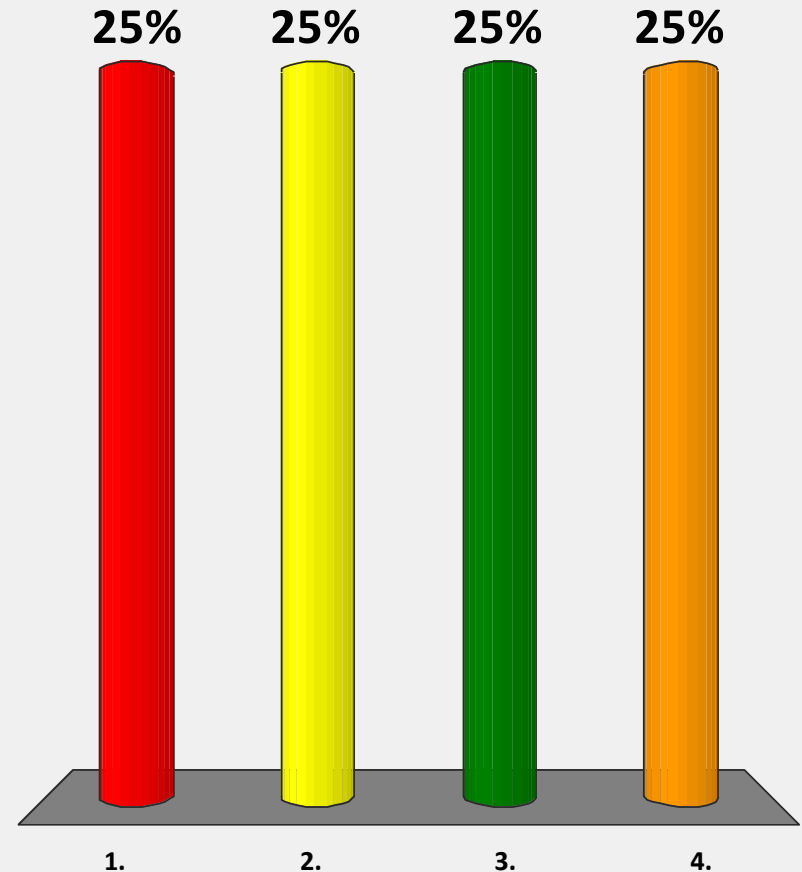- **IUSM Mentoring Website:** *Julie Welch, IU School of Medicine*

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QUESTIONS

Identification of Potential Affinity Workgroups
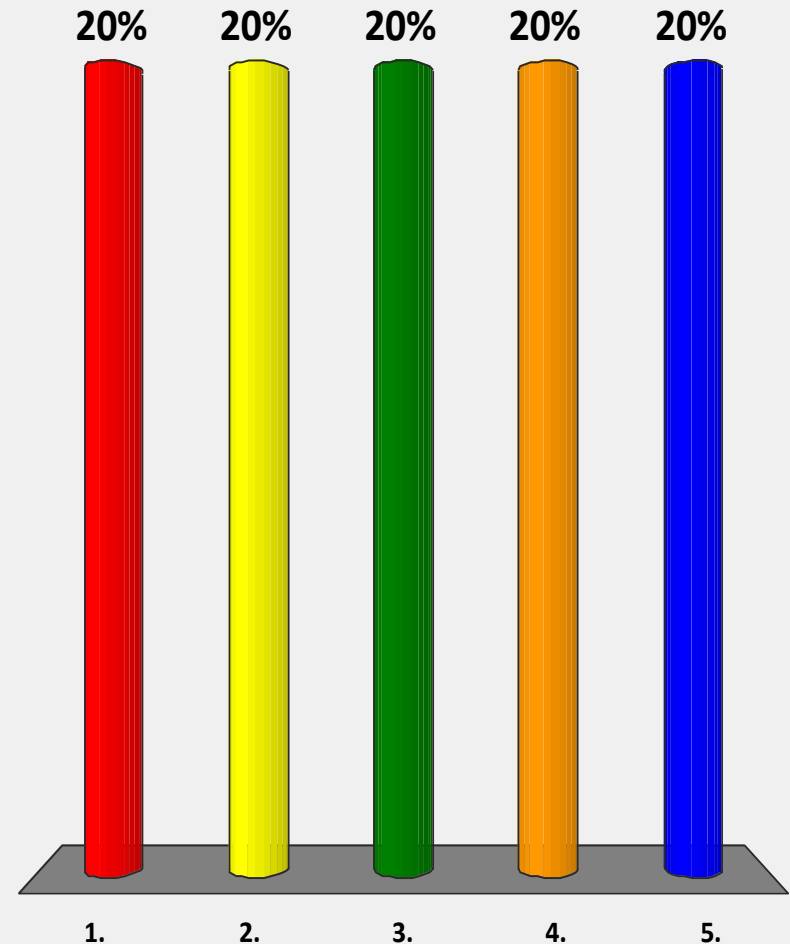# QUICK CLICKER SURVEY

Dollar : US :: Pound :

1. Italy
2. Norway
3. Britain
4. Spain
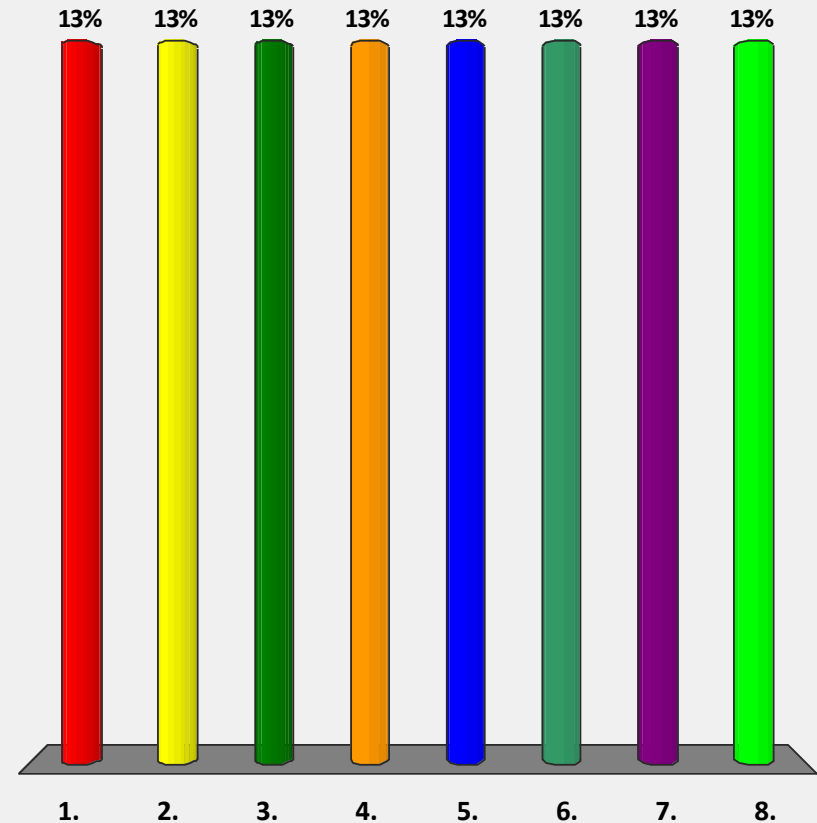
25% 25% 25% 25%

1. 2. 3. 4.

What general faculty category do you think you will target in your proposal?

1. Tenure-track Faculty
2. Clinical-track Faculty
3. Research Faculty
4. Lecturers
5. Combination

Is there a specific group of faculty you are thinking about as a focus of your proposal?

1. Tenured Associate Professors
2. Tenure-track Assistant Professors
3. Clinical Assistant Professors
4. Clinical Associate Professors
5. Lecturers
6. Faculty of Color
7. Women Faculty
8. Combination

13%	13%	13%	13%	13%	13%	13%	13%
1.	2.	3.	4.	5.	6.	7.	8.

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Break-out Sessions Preview

Room 0110
Group A

Group B

Honor Library Rooms:
2115 E

2115 G

2115 J

- IDENTIFY A SCRIBE TO RECORD GROUP IDEAS

- IDENTIFY REPRESENTATIVE TO PROVIDE GROUP REPORT
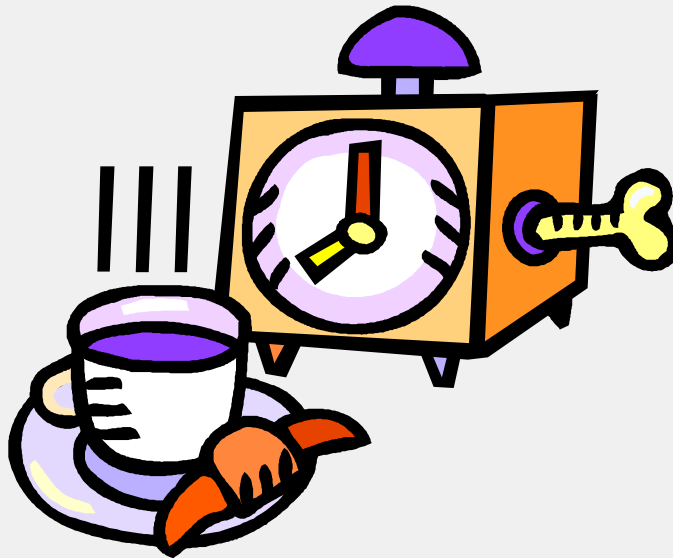 - 2 key take-aways from the group discussion

QUESTIONS TO CONSIDER

- How successful are current mentoring program(s) in your school?
- If you have a current mentoring program, how has success been measured or determined?
- What barriers or external forces do you see within your school that might impede program development or success?
- What stakeholder groups in your school do you need to consult to 1) assess mentoring needs and 2) draft a mentoring plan proposal?
- What resources will your unit provide to implement a mentoring plan?
- What faculty members in your school are in need of mentoring?

QUESTIONS TO CONSIDER

- How can you assess the mentoring needs of your faculty? Survey, focus groups?
- Do you have a sufficient number of qualified mentors (as needed for your target group)? If not, how can you expand your network of mentors?
- What incentives will your school provide to potential mentors?
- What campus resources (workshops, ongoing programs, mentoring expertise) can be integrated into your mentoring plan?
- What resources are available in your discipline at the national level?
- What do you want to achieve? What benchmarks or outcomes will demonstrate achievement of success?

Brief Break with Light Refreshments

Break: 10:25 – 10:40 pm
Break-out Session: 10:40 – 11:40 am
Reconvene in Auditorium: 11:40 am – 12 noon

Wrap-Up and Conclusion

- **WORKGROUP REPORTS – 2 key takeaways**

- **QUESTIONS**

- **NEXT STEPS**

- **EVALUATION**

Next Steps:
- Connect and confer with school colleagues.
- Flesh out the Logic Model for your plan.
- Determine what data you need to obtain to move the plan forward.
- Attend October 13th Symposium – there will be time set aside to continue to work on your plan.
- Utilize your book and Oncourse resources in your planning.
- Determine what you need to do to prepare yourself for proposal development.

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PROGRAM EVALUATION

Please take a few minutes to complete the program evaluation provided in your folder. Your feedback is greatly appreciated.

THANK YOU FOR YOUR PARTICIPATION

Next Program: Mentoring Academy Symposium

Monday, October 13th, 8am-3pm, Lilly Auditorium