



ARIZONA STATE UNIVERSITY

**ASU CSW Staff Mentoring & Development Program
Program Information for Prospective Mentors
Summer 2016 Cohort**

The ASU Commission on the Status of Women would like to thank you for your interest in the CSW Staff Mentoring and Development Program. The following booklet provides a variety of information regarding the program including, goals, program design, schedule of events, anticipated time commitment, and the application process.

If you have any questions about the program, please contact Karen Engler-Weber, Program Director for the Office of the Provost and the ASU Commission on the Status of Women at Karen.Engler@asu.edu

Mission & Goals of the CSW Staff Mentoring & Development Program

The ASU Commission on the Status of Women Staff Mentoring & Development Program pairs experienced and excelling staff members with staff who are interested in developing their career and leadership skills. The program is structured to provide support, networking opportunities, and professional development training to help staff members develop their careers and to become effective contributors to the New American University. This CSW Staff Mentoring & Development Program is run by the Office for the ASU Commission on the Status of Women.

Goals of CSW Staff Mentoring Program for Mentees:

- Provide an opportunity for mentees to learn from an experienced and excelling staff member at ASU through one-on-one informal mentoring sessions, where a mentor can share information on their own career development.
- Provide an opportunity for a staff member to form new, collegial relationships.
- Provide networking opportunities for mentees to meet other staff members and leaders at the university.
- Provide a structured development program that provides workshops in which a mentee can learn more about the concept of the New American University and the organizational structure of the University.
- Learn how to navigate organizational culture and practices at ASU.
- Provide opportunities to attend a series of career development and leadership development workshops. Workshop topics would include identifying skills and leadership development for non-managers, among others.
- Develop a stronger understanding of University resources and programs available for staff.

Goals of CSW Staff Mentoring Program for Mentors:

- Provides an opportunity for mentors to help identify, support, inspire and develop staff members at the University.
- Assist staff mentees in learning more about professional competencies in higher education, organizational structure at ASU, and resources for career development.
- Provide an opportunity for a mentor to develop new, collegial relationships.
- Provide an opportunity for a mentor to develop their mentoring skills.

Ideal Candidates for the CSW Staff Mentoring & Development Program

Participation in the CSW Staff Mentoring and Development Program is selective. Interested individuals are required to apply and pending application review, an individual may be accepted into the program. The program is open to both men and women.

Ideal candidates for the program display the characteristics noted below:

Qualities sought in Mentors:

- Excellent Performance
- Professionalism
- Positive Attitude
- Willingness to share career experience and skills
- Openness to new ideas and fresh perspectives

Qualities sought in Mentees:

- Excellent Performance
- Professionalism
- Positive Attitude
- Desire to learn more about the University
- Desire to grow professionally
- Openness to new ideas and fresh perspectives
- Mentees must have worked at ASU for a minimum of 2 years to be eligible for the program

There are a couple of important notes about participation in the CSW Staff Mentoring Program. Participation in the CSW program does not in any way guarantee advancement, promotion, or salary increases. The program is meant to inspire and support a rewarding and evolving career at ASU. The program is designed to help provide excellent staff members with support and resources to help grow their career.

Mentor Participation in the Program

Mentors in the program provide an important university service, and are selected based on their outstanding performance, experience, and positive attitude. A majority of mentors in the previous cycle of mentoring program found the experience to be positive and rewarding. For this program, we are looking for mentors who can share their career experience, particularly working at ASU, to provide insight and inspiration to staff members at the University, who are looking to grow their career. The mentoring relationship is meant to be focused on issues of career development and learning more about the University. Mentoring discussions may also delve into areas of work/life balance, particularly as it relates to career development.

No previous mentoring experience is required. Mentors in the program will be provided with a variety of resources and support to facilitate the mentoring process and to develop their mentoring skills.

Mentoring Matching Process

Mentees will be matched with a mentor who is not from the same unit as the mentee and is not in any type of supervisory or evaluative position over the mentee.

All mentors and mentees in the program are asked to provide information on their professional experience, strengths, areas of interest, and program expectations. Based on the information provided, the CSW office will try to match mentees with mentors who have experience in an area that the mentee would like to learn more about.

The CSW hopes that the mentoring process is a rewarding and enriching experience for both the mentors and the mentees, and that both parties are comfortable with the match that has been provided. Upon completion of the first mentoring meeting, in the event that either the mentor or the mentee do not feel comfortable with

their mentor/mentee match, we will try to match the mentee with a new mentor. Participants are only allowed one mentor rematch during the program cycle.

Summer 2016 Program Design & Details

The Summer 2016 CSW Staff Mentoring Program will run from June/July 2016 to December 2016. The Summer 2016 Cycle will run for six months and will include a variety of workshops and events.

Program Design

The CSW Staff Mentoring & Development Program consists of both one-on-one mentoring and development opportunities. Mentors and mentees are expected to meet once a month during the six month program. Additionally mentees are expected to attend professional development workshop and events throughout the program, usually one per month. Program evaluations will be distributed throughout the program cycle to gain feedback from mentoring participants on different aspects of the program. Upon completion of all of the program requirements, mentors and mentees will earn a "Certificate of Completion" (see Certificate section).

Professional Development Workshops & Events

All professional development workshops and events in the program are designed to promote the strengths and career potential of the mentees. Some of the workshop sessions in the Summer 2016 program will be led by instructors from HR's Leadership Workforce and Development Group, a CSW resource. Additionally, the foundation of these workshops will be on the principles found in the book *Strength Based Leadership: Great Leaders, Teams, and Why People Follow* (2009) by Tom Rath and Barry Conchie. This is the same book that is utilized in the Leadership in the New American University program (LINAU) which trains university leaders. This is a great opportunity for all participants in the program. *Strength Based Leadership* includes an online assessment which all mentees are expected to complete in advance of the first development workshop. Mentors are encouraged, but not required, to complete the assessment as well. All mentors and mentees will be provided with a copy of the book and a coupon for the online assessment.

During the program, the CSW will provide five to seven development workshops. All programs will take place at the Tempe Campus. Mentees are expected to attend at least four of the development workshops. Mentors are not required to attend the development programs, but may do so if they wish. In the event that a mentee cannot attend a scheduled program in person, they can make arrangements with the CSW Office to substitute one workshop with a different professional development opportunity. They can attend a session offered through ASU's HR's Leadership Workforce and Development Group (<https://cfo.asu.edu/hr-development>) or they can access a training session from the CSW Professional Development Resource Center (www.asu.edu/csw)

Program Schedule	Date/Time
Orientation Session for Mentors	June 2016: TBA
Orientation Session for Mentees	June 2016: TBA
Program Contract Due to CSW Office	Tuesday, June 30, 2016
Mentoring Agreement Due to CSW Office	Tuesday, July 31, 2016
Mentoring Program Event 1: Managing Your Career: Identifying Skills & Strengths (Based on <i>Strength Based Leadership</i>)	July 2016 Date: TBA

Program Schedule	Date/Time
Mentoring Program Event 2: Dare to Promote Yourself	August 2016 Date: TBA
Mentoring Program 3: True Colors	September 2016
Mentoring Program Event 4: ASU & You	Date: TBA
Mentoring Program Event 5: Emotional Intelligence	Date: TBA
Mentoring Program Event 5: Leadership at the New American University	Date: TBA
Mentoring Program Event 6: Leadership Presence and Networking	Date: TBA
Mentoring Program Event 7: Leadership at All Career Stages	Date: TBA
Additional Mentoring Program Opportunity: CSW Professional Development Conference	October 5, 2016 at DPC, West, and Poly Campuses October 6, 2016 at Tempe
Mentoring Program Concludes	Friday, December 16, 2016
Mentoring Program Evaluation & Forms Due	Friday, January 6, 2017

Program Orientation & Agreements

Program participants are required to attend a 90 minute orientation session scheduled for June 2016. In the event that a participant is unable to attend the training in person, they must coordinate with the CSW Office to go over program guidelines and review materials from the event.

Program Contract due June 30th:

Upon completion of the program orientation and review of the program booklet, all participants in the program must sign and submit a participation contract which affirms that the participant is aware of the program requirements, responsibilities, and guidelines. The signed contract must be submitted to the CSW Office by June 30th.

Mentoring Agreement due July 31st:

In addition to the program contract, all mentor pairs are expected to finalize a mentoring agreement which outlines the expectations for the mentoring relationship. A mentoring agreement template will be provided by the CSW Office, and the mentoring pair can make additions to the agreement as necessary. The agreement should be completed at the first mentoring meeting and a copy of the signed agreement must be submitted to the CSW Office by July 31st.

Mentoring Meetings

The primary focus of the CSW Staff Mentoring & Development Program is to provide the opportunity for staff mentees to meet and learn more about ASU from experienced and excelling staff mentors. Through one-on-one, face-to-face meetings, mentors and mentees may discuss and explore areas including professional strengths, career development, and ASU organizational culture.

Mentors and mentees are expected to meet once a month for the program duration (June-December), for a total of six meetings. The first meeting should be for an hour in duration, with all subsequent meetings scheduled for at least 30 minutes.

Program Feedback

Throughout the program, participants may be asked to provide feedback about the program, professional development programs, and overall program effectiveness. This will include a complete program evaluation at the conclusion of the program. All feedback provided will be kept private and will be used for informational purposes only.

Certificate of Completion

At the conclusion of the CSW Staff Mentoring & Development Program, mentees and mentors who have completed all of the requirements of the program will receive an official letter of completion which can be added to their personnel files. Additionally, their supervisors will receive a letter indicating completion of the program.

Mentees:

To earn the certificate of completion, mentees must do the following:

- Meet with their mentors at least once a month during the program cycle (June through December 2016). This requires six meetings in total.
- Attend at least four of the professional development programs provided. In the event that a mentee cannot attend a program, they can also make arrangements with the CSW Office to choose one alternate program available from the CSW Professional Development Resource Center or from ASU HR's Leadership and Workforce Development offerings. (Only one substitution allowed)
- Complete all mentoring program feedback/evaluations.

Mentors:

To earn the certificate of completion, mentors must do the following:

- Attempt to meet with their mentees at least once a month during the program cycle (June through December 2016). This requires six meetings in total.
- Complete all mentoring program feedback/evaluations.
- Note: In the event that a mentee does not schedule and complete the mentoring meetings, the mentor will still receive credit for participating and serving in the program.

Time Commitment for the Program

The CSW Staff Mentoring program should inspire career growth and development, while not interfering or imposing upon an employee's responsibility to their position, particularly with regards to release time. In its design, a mentee in the mentoring program can expect to devote approximately 90 minutes to two hours a month towards the program, for an estimated total of 11 hours over a six month period. Similarly, a mentor in the mentoring program can expect to devote approximately 30 minutes to one hour a month towards the program, for a total of 5-6 hours for the duration of the program. Per SPP 601, employees are provided with up to 16 hours of release time for professional development opportunities per year. Mentees and mentees will need to discuss and make arrangements with their respective supervisors to see if release time may be used for the program.

CSW Mentoring Program Events for Mentees	Estimated Time Commitment
Program Orientation	1.5 Hours
First Mentoring Session	1.0 Hour
Mentoring Sessions: Months 2-6 at recommended 30 minutes per session	2.5 Hours
Professional Development Programming & Events (4 Sessions)	6.0 Hours
Program Evaluation & Feedback (Online)	0.5 Hour
Total Anticipated Time Commitment	11.5 Hours

CSW Mentoring Program Events for Mentors	Estimated Time Commitment
Program Orientation	1.5 Hours
First Mentoring Session	1.0 Hour
Mentoring Sessions: Months 2-6 at recommended 30 minutes per session	2.5 Hours
Program Evaluation & Feedback (Online)	0.5 Hour
Total Anticipated Time Commitment	5.5 Hours

CSW Mentor Program Feedback

The CSW has coordinated the three complete cycles of the mentoring program from 2013-2015 to groups of participants from colleges and units across the university. Evaluation feedback on the program indicated that a vast majority of participants found the mentoring experience positive, helpful, and inspiring. Here is what some of our past mentoring participants had to say about the program:

Listed below are some of the outcomes from the mentors of previous cohorts:

- 96% of mentors reported having a “very positive” or “positive” mentoring experience
- 91% of mentors felt that the mentoring relationship was successful

From Program Mentors:

“I am proud to have been a part of the CSW Mentoring Program! I have created new friendships with colleagues on campus, and the program gave me a chance to encourage other staff members to be proud of the work we do at ASU! Sun Devil Pride!”

“I believe there are serious merits to fostering leadership and development opportunities for our staff and this kind of program is ideal for that. In my opinion, it’s not intimidating, but welcoming; it’s not overwhelming but just right; programming incorporates some very valuable tools and resources that all staff can benefit from knowing about! ASU is a very big place. When we think about how to welcome our students into this mini-city, we go to great lengths to help them acclimate as soon as possible -- but this is not always the case with staff. This kind of program fills a tremendous void and also offers those of us who have been around a while, the chance to see the place from another perspective – that of someone who may be new/newer to the community. Networking in this environment can be pivotal to success -- it’s such a big place that often knowing who to call or where to go is half the battle. This program provides additional opportunities to lead toward that success.”

“Having had a wonderful mentor myself, I decided it was time for me to give back to the ASU community and become a mentor. The good news is that you don’t have to have any experience being a mentor to join the CSW Mentor/Mentee program as a mentor, because the CSW will train you. The experience was invaluable, and I am 100% certain that the wonderful relationship I made with my mentee will continue for many years to come.”

Application Process for Mentors

Mentor participation in the CSW Staff Mentoring and Development Program is selective. While some mentors in the program may be nominated to participate, a majority of the mentors in the program will go through an application process. Interested individuals are required to apply and pending application review, an individual may be accepted into the program. The application process is comprised of two parts: an individual application and feedback provided by the individual's supervisor.

To apply for the program:

- **Download and complete the Mentor Application form.** You are encouraged to provide fully developed responses to each of the application questions. Responses for the questions will help the CSW Office in identifying and coordinating mentor matches.
- **Supervisor Feedback:** As part of the application process, the CSW will solicit feedback from your supervisor regarding your potential placement in the CSW program. On your application, you will be asked to provide permission for the CSW Office to contact your supervisor. Once the CSW Office receives your completed application, we will contact your supervisor and ask them to fill out a quick feedback form regarding your potential service as a mentor in the program (see Appendix for feedback template). Supervisor feedback will be viewed only by the CSW Office. You will not have access to your supervisor's responses or feedback.
- As we will be soliciting feedback from your supervisor, it is important to discuss your application to the program with them in advance.
- **Mentor Applications are due to the CSW Office by Friday, April 1st.** Applications should be submitted via email to asucsw@asu.edu or to Karen Engler, CSW Program Director at Karen.Engler@asu.edu . Please note "Mentoring Program Application" in the subject line.
- Decisions regarding placement in the CSW Staff Mentoring Program will take place and all applicants will be notified of their status by May 15th.

If you have any questions or concerns regarding the application process, please contact Karen Engler, Program Director for the Office of the Provost and the ASU Commission on the Status of Women at Karen.Engler@asu.edu

Questions about the Program

Listed below are some commonly asked questions about the program. If you have any additional questions, please contact Karen Engler, CSW Coordinator Sr. at Karen.Engler@asu.edu

Q: I have been nominated by my Dean/supervisor as a potential candidate for the CSW Staff Mentoring Program, am I required to participate?

Participation in the CSW Staff Mentoring Program is completely voluntary. Although you have been nominated to participate in the program, you are under no obligation to participate. You have been nominated to participate in the program because you exhibit many of the qualities and skills that we are looking for in program mentors.

Q: I am interested in applying to be a mentor for the program; however, I don't have any previous mentoring experience? Can I still apply?

The design of the CSW Mentoring Program provides the opportunity for mentors to develop their mentoring skills. No previous mentoring experience is required. Mentors in the program will be provided with a variety of resources and support to facilitate the mentoring process and to develop their mentoring skills.

Q: What happens if my mentee and I don't get along – can I request another mentee?

In the event that either the mentor or the mentee do not feel comfortable with their mentor/mentee match, we will try to match you with a new mentor. Participants are only allowed one mentor rematch during the program cycle. Please note however that due to the limited number of participants in the program, we cannot guarantee that we will be able to provide a new mentor match.

Q: What happens if I decide that I don't want to continue with the program?

Participation in the CSW Staff Mentoring Program is completely voluntary. If you feel that the program is not for you, you can resign from the program.

Q: Will participation in the CSW Staff Mentoring & Development Program help me to advance in my position, get promoted or gain a raise in salary?

One of the main goals of the CSW Staff Mentoring Program is to provide information, resources, and networking opportunities to staff members to help them learn more about the university and to develop their careers at ASU. Participation in the Staff Mentoring Program does not in any way guarantee advancement, promotion, or salary increases.

Appendix A Supervisor Feedback Form

Below is a template of the form that will be provided to your supervisor from the CSW Office regarding your application to the program.



**CSW Staff Mentoring & Development Program
Supervisor Feedback for Mentor Applicant
Summer 2016 Cohort**

The ASU CSW Staff Mentoring and Development Program pairs experienced and excelling staff members with staff mentees who are interested in developing their career and leadership skills. The program is structured to provide support, networking opportunities, and professional development training to help staff mentees develop their professional skills, leadership skills, and long term career goals at ASU. As placement in the program is selective, we are requesting additional feedback about mentor candidates from their supervisors.

Please provide feedback as appropriate for the noted mentor candidate. Feedback provided will only be seen and utilized by the CSW Office in the selection process. To submit completed forms, or if you have any questions or concerns, please contact Karen Engler-Weber, Program Director for the Office of the Provost and the ASU Commission on the Status of Women at Karen.Engler@asu.edu

MENTOR CANDIDATE

Name	
Title	
Department/Office	

Please note your agreement with the following statements by placing an X in the appropriate response column.						
Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Opinion
The mentor candidate has demonstrated strong or excellent job performance						
The mentor candidate has demonstrated consistent professionalism in their position						
The mentor candidate displays a positive attitude in their work/position.						
The mentor candidate demonstrates an openness to new ideas and fresh perspectives						
The mentor candidate demonstrates a willingness to share their career experience and professional expertise						
I believe that the candidate would make a strong mentor for the program from whom a mentee could learn from.						