



Faculty Mentoring @ RIT
Program Assessment: Year 4
Academic Year 2014-2015
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Introduction

The **Faculty Mentoring @RIT program**, coordinated by Faculty Career Development Services (FCDS) of The Wallace Center, recently concluded its fourth year of providing guidance and support to RIT faculty as they create mentoring relationships and collaborative partnerships.

The Mentoring program offers faculty resources, grant funding, awards, and professional development activities to support their efforts in building community, collaborations, and fostering mentoring networks. The resources and events sponsored through the Mentoring @RIT program and described within are rated positively.

- **Resources** – the FCDS website (rit.edu/facultydevelopment/mentoring) includes resources, online guidebooks for new faculty, mentors, and department/unit heads, and more.
- **Mentoring Grants** – these grants support the professional development efforts of mentoring groups. The projects carried out support the mentoring program and further develop awareness of the value of mentoring for all faculty ranks.
- **Provost's Excellence in Faculty Mentoring Award** –this award was established to recognize RIT faculty who demonstrate an outstanding commitment to mentoring.
- **Events** offered throughout the academic year include New Faculty Orientation, a “Power Reception” (with new faculty and upper level academic management), and a Faculty Success Series. (See Appendix A for events.)

College Mentor Survey Results

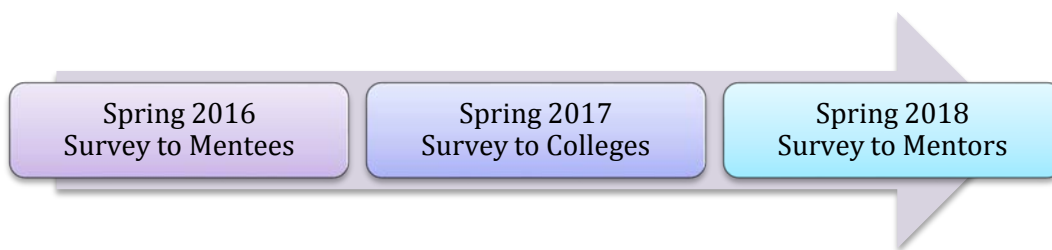
In September 2014, FCDS administered a questionnaire to all RIT faculty to learn about their experiences as **mentors**. While RIT's faculty mentees have been surveyed annually since TWC's Faculty Mentoring @ RIT program implementation in 2011-2012, faculty mentors had not been surveyed. The mentor survey was intended to gather feedback from RIT mentors regarding their preparation to mentor, their experiences at the department and college level, whether they were recognized for their contributions, to learn the outcomes of mentor/mentee relationships, and solicit feedback on their overall experiences. Questions also covered what kinds of resources the mentors felt they need to build and sustain a more effective mentoring relationship.

2014 Key findings on the mentor's experience at RIT include ¹:

- Overall, faculty mentors find the relationship fulfilling and rewarding.
- Mentors desire recognition and appreciation for their contributions to mentoring and coaching junior colleagues.
- A more formal process, along with structured guidelines for mentors/mentees, is desired from their departments and colleges.
- Mentor-mentee activities should be included in the faculty's Annual Review and Plan of Work.
- Resources and training for the mentor are needed in order to be a good mentor and to build an effective relationship.

College Mentee Survey

Each of the first three years of the Mentor program's implementation included a survey to **mentees** on their experiences.² Beginning this year, in an effort to ease questionnaire fatigue from over-surveying the same groups or distributing multiple questionnaires at the same time to RIT faculty, the surveys will be staggered on a three-year cycle as follows:



¹ The complete report may be found at [http://www.rit.edu/academicaffairs/facultydevelopment/sites/rit.edu/academicaffairs/facultydevelopment/files/images/Mentor Questionnaire Results Spring2015 FINALCombined.pdf](http://www.rit.edu/academicaffairs/facultydevelopment/sites/rit.edu/academicaffairs/facultydevelopment/files/images/Mentor%20Questionnaire%20Results%20Spring2015%20FINALCombined.pdf)

² All reports may be found at: <http://www.rit.edu/academicaffairs/facultydevelopment/fcds-reports>

Mentoring Program Year 4

Each year, feedback collected on the mentoring program is implemented where and when feasible. A significant change adopted this year was to partner with select faculty groups on mentoring events to offer programs college-wide rather than in one college or department. For example, as a result of two mentoring grants awarded this year, FCDS provided additional resources to encourage faculty participation from all disciplines to network and collaborate as it partnered with:

The School of Mathematical Sciences Mentoring Model for Non-Tenure Track Faculty (COS)

Members: Deana Olles (Leader), Birgit Coffey, Patricia Diute, Carrie Lahnovych, Thomas Prevendoski, Helen Timberlake, Olga Tsukernik, Tamas Wiandt, Hossein Shamohammad, Mihail Barbosu, Matthew Coppenbarger

SMS held two events for all RIT faculty:

- Two guest presenters from Baylor College (Lenore Wright, associate professor, and Tom Hanks, professor) presented a workshop on *Best Practices in Mentoring Non-Tenure Track Faculty*, May 9.
- SMS Lecturers' Mentoring Group Discussion Panel on Mentoring, April 25.

The panel consisted of recipients of the MAA Clarence F. Stephens Distinguished Teaching Award: Gary Towsley, SUNY Geneseo, Distinguished Teaching Professor of Mathematics; Laura Person, SUNY Potsdam, Professor of Mathematics; Maria Terrell, Cornell University, Senior Lecturer of Mathematics & Director of the Teaching Assistant Programs; John Ringland, SUNY Buffalo, Associate Professor of Mathematics & UB Director of URGE to Compute; and Hossein Shahmohamad, RIT, Professor of Mathematics, RIT Eisenhart Award Winner, Provost's Award for Faculty Mentoring.

Electrical and Computer Engineering Junior Faculty Research and Mentoring Group (KGCoe)

Members: Raymond Ptucha, Sildomar Monteiro (Leaders) with members Mehran Mozaffari Kermani, and Reza Azarderakhsh

Guest presenter Dr. Carl Batt, Professor, Cornell University, was hosted at RIT on NSF Grant Funding including an RIT faculty panel of successful grant recipients:

- *How Do I Get Funding? The Perspective from a PI, Reviewer and Panel Manager*, May 21. Over 50 faculty attended this event.
- Panelists included RIT Faculty NSF CAREER* recipients:
 - Callie Babbitt, GIS, Sustainability, CAREER '13
 - Mishkat Bhattacharya, COS, Physics, CAREER '14
 - Reynold Bailey, GCCIS, CAREER '10
 - Gabrielle Gaustad, GIS, Sustainability, CAREER '15
 - Casey Miller, CAST, Materials Science, CAREER '10
 - Linwei Wang, GCCIS, CAREER '14

*[National Science Foundation Faculty Early Career Development \(CAREER\) Awards](#) is a Foundation-wide activity that offers the NSF's most prestigious awards in support of junior faculty who exemplify the role of teacher-scholars through outstanding research, excellent education and the integration of education and research within the context of the mission of their organizations.

The *Faculty Mentoring @ RIT Program Timeline* found in Appendix B reflects the changes made since the program's implementation in 2011. Collectively these changes have resulted in a stronger program and a broader awareness of the value of a faculty-to-faculty mentoring program at RIT, reflecting The Wallace Center's commitment to faculty success and mission of "ongoing support at all stages of their career continuum."

Following the FCDS model of collaborating and partnering with faculty, departments and colleges, FCDS also partnered this year on:

- *Connecting Campus to Community Symposium*, May 27-28, with M. Ann Howard, CLA and commissioners from the City of Rochester.
- An Adjunct Mentoring Community Pilot with two events: *High Tech Cheating*, May 5 and *Managing Student Behavior in Your Class*, March 18, with Tom Hanney, CMS.

Recommendations

Recommendations for the Faculty Mentoring @RIT program for the next academic year include:

- New Faculty Orientation 2015 will include a new session led by faculty Grant Cos and Babak Elahi (CLA), sharing their successful collaborations.
- FCDS will be partnering with Deb Gears, GCCIS, to offer new faculty Scholarship Trading Cards at NFO, motivating faculty to collaborative interactions.
- The "Faculty Success Series" will continue, including a new showcase event to encourage faculty to apply for grants; the popular Power Reception; and a 360 degree faculty evaluation is under development with opportunities for future career development.
- An Adjunct Mentoring Community model has been adopted and activated.
- An online social networking opportunity for faculty to collaborate, network and share resources is being piloted this summer 2015 and may be launched this fall.
- Creation of a Faculty Development Advisory Committee will guide the Mentoring Program going forward on ideas such as a mentoring learning community, a lecturer's mentoring group, etc.
- The highly successful mentoring grants program will continue with a new Grant Kick-off Party where faculty can showcase and be recognized for their projects and efforts around building networking at RIT.
- 5th annual Provost's Excellence in Faculty Mentoring Award will be awarded in spring 2016.

Appendix A: Faculty Mentoring @RIT Program Academic Year 2014-2015 Events Completed

Event	Details	Feedback Excerpts (if available)
New Faculty Orientation (NFO) <i>August 13-15, 2014</i>	Faculty were introduced to the mentoring program and available resources; an opportunity to meet with new colleagues and begin building a network.	See: New Faculty Orientation (NFO) 2014 Program Summary
Master Teaching Workshop with Harvey Brightman <i>August 18-19, 2014</i>	Co-sponsored with Saunders College of Business (SCB); two-day intensive workshop specifically tailored for improving teaching and student learning at RIT. In-depth sessions emphasized: Effective Teacher Attributes, Writing Learning Objectives, Designing Effective Presentations, Active Learning Groups, and Assessment.	<ul style="list-style-type: none"> • Topic was extremely beneficial, especially considering that is the time of year when faculty are preparing their courses for fall. • Excellent content. I have already revised my course syllabus based on the tips included in the workshop. • Content was outstanding and immediately useful. Dr. Brightman gave us information on the things that most impact teaching performance.
Power Reception: Get Your Network Started! <i>September 19, 2014</i>	New faculty cohort invited to a welcome reception hosted by President Destler offering faculty an opportunity to reconnect with colleagues from NFO and meet the Provost, deans, associate deans, and administration team.	<ul style="list-style-type: none"> • I was able to connect with some of the administration in ways I hadn't before and made some useful connections outside of my department. • It was great to catch up with some people I met at NFO and to have another opportunity to meet faculty. Also I enjoyed the one-on-one time with the Dean, Provost and President! • I met a number of possible research colleagues, and - perhaps more importantly - a few potential friends. Have already begun discussing possible grant proposals and program development with the other faculty I met there.
Getting Past "Should": Using Collaboration to Achieve Scholarship Goals <i>October 16, 2014</i>	Guest speakers Sharon Cramer and Jan Stivers who collaborate long distance on articles, chapters, and a book shared insights on joint scholarly endeavors. The interactive workshop helped participants become specific in identifying what they need to advance their scholarly pursuits, find a scholarship partner, structure the project, and nurture the collaborative relationship to build for future success.	<ul style="list-style-type: none"> • Valuable ideas/tangible ideas that I can use for my future collaborations. • Presenters really seemed to understand "where we are coming from" -- the types of pitfalls we experience, the obstacles we face; and then gave very practical tips for getting past them. • Both were very good presenters.
Open House with Provost Haefner <i>October 31, 2014</i>	Follow-up to NFO; an opportunity for new faculty to talk to the Provost in an informal setting.	n/a
Destination Intersession <i>January 2015</i>	Collaborations across campus to highlight a variety of interesting topics and faculty scholarship by and for RIT faculty.	See: Destination Intersession and Faculty Showcase 2015 Program Summary
"Curious about the Mid-Tenure Review Process?" Preparing for Mid-Tenure Review Panel Discussion <i>February 10, 2015</i>	5 th annual event; Provost provided an overview of the tenure process for pre-tenure faculty. Panel included tenured faculty from each college.	<ul style="list-style-type: none"> • Valuable to hear overview and steps of the process. • I'm not sure how often this event is held, but if it's annual, it would be nice to have a similar or supporting event at another time during the year, to give faculty a better chance of being available for at least one of them. However, this could be handled at the

		college or departmental level (for example, it would be a good topic for a pre-tenured faculty meeting).
“So You Want to be a Mentor” Panel Discussion <i>March 16, 2015</i>	Panel discussion with senior faculty who have been successful as mentors spoke to tenured faculty interested in serving as mentors; Dr. Pat Scanlon (CLA) facilitated.	<ul style="list-style-type: none"> Valuable wisdom shared by the panelists. Good information – panelists’ suggestions and experiences.
SMS Lecturers' Mentoring Group Discussion Panel on Mentoring <i>April 25, 2015</i>	Co-sponsored with COS/School of Mathematical Sciences Mentoring Group	n/a
Baylor College Guests on Best Practices in Mentoring Non-Tenure Track Faculty <i>May 9, 2015</i>	Co-sponsored with COS/SMS Mentoring Group. Sessions: Creating a Positive Climate for Teaching: Policies, programs and recognition; Mentoring and Supporting NTT Faculty: Assessing Instructor Needs; Evaluating, Supporting, and Inspiring Great Teaching: Policies, Procedures, & Programs for NTT Faculty. Speakers: Lenore Wright, associate professor, Tom Hanks, professor, Baylor’s Lecturer Mentoring Program.	<ul style="list-style-type: none"> Event well organized. Clear presentation, knowledgeable presenters, and productive discussions - overall great experience. The dynamic and interpersonal presentation charged the participant to seek additional strategies on how to be a "master teacher." It was very interactive: sharing ideas about best mentoring practices in RIT and Baylor rather than only listening to the presenters on what is happening in their institution.
Dr. Carl Batt NSF Presentation and CAREER Panel <i>May 21, 2015</i>	Provided resources for KGCOE Mentoring Group	<ul style="list-style-type: none"> Presentation was straight to the point, full with useful, practical information. Excellent CAREER panel! It was valuable to reconnect with colleagues from across the RIT campus I only see at these types of events. Great to hear the process from an expert, insights into the review process, and what are ‘Do’s and Don’ts’ in proposal writing.
Adjunct Mentoring Community Pilot <i>March, May 2015 (2 events)</i>	<p>New program piloted in spring 2015 for RIT Adjunct Faculty</p> <p>March 18 dinner workshop: Managing Student Behavior in Your Class with Dawn Soufleris, RIT Associate Vice President for Student Behavior.</p> <p>May 5 lunch workshop: High Tech Cheating informational session led by RIT Librarians Sue Mee & Linette Koren.</p>	<ul style="list-style-type: none"> I greatly enjoyed the discussions and sharing of experiences. Getting to see and hear other adjuncts’ perspectives on campus matters and a bit of a more global sense of the campus lens. Presentation of relevant material in a congenial and lively way. Presentation content was interesting and well presented. Seeing other adjuncts and learning something about students we currently work with. Connecting with other faculty and staff.
Connecting Campus with Community Symposium on Engaged Scholarship <i>May 27-28, 2015</i>	Co-sponsored with CLA. Faculty learned about engaged research, teaching and scholarship; explored ways to enhance their professional portfolio; how to build collaborative community partnerships and be a part of a national and international movement in higher education. City of Rochester officials spoke the 2 nd day outlining possible collaborations.	<ul style="list-style-type: none"> This was a concise and very well organized meeting of the minds. I was really impressed with the presentation by the city officials and Marisol Lopez. The organization of the events was very well formulated. Frame the possibilities to make this work happen in the academic world on day one and then introduce the "real world" on day two. It was a very smart and strong strategy.
Celebration of Teaching & Scholarship Awards <i>May 5, 2015</i>	2 Mentoring Award Recipients honored at annual Celebration of Teaching ceremony.	n/a
4th Annual Provost’s “Meet the Scholars” Launch <i>May 19, 2015</i>	Reception launched 3 rd annual report of RIT faculty scholarship-- a unique opportunity to network and develop relationships	n/a

Appendix B: Faculty Mentoring @RIT Program Timeline

Mentoring Program Component	Year 1: Academic Year 2011-2012	Year 2: Academic Year 2012-2013	Year 3: Academic Year 2013-2014	Year 4: Academic Year 2014-2015
Key Changes	Program launches for new faculty cohort – tenure track faculty.	<ul style="list-style-type: none"> - All tenure track / tenured faculty are included. - NSF Advance RIT partnership begins. - FCDS takes over coordination (formerly with TLS/Faculty Associates). 	<ul style="list-style-type: none"> - Non-tenure track faculty included in all. - New survey conducted. 	First time that Mentors are surveyed on their experiences.
Communication/Delivery	Mentoring program introduced at a special session at New Faculty Orientation (NFO).	Faculty feedback from NFO 2011 guides modifications to 2012 mentoring session.	<ul style="list-style-type: none"> - NFO mentoring session slightly revised. - <i>Protégé</i> eliminated; <i>Mentee</i> used. 	FCDS increased efforts to brand communication and reduce redundancies.
Resources	New website and print/online mentoring guidebooks available for new faculty, mentors and department heads.	Website moved from Provost's site to live under Faculty Career Development Services in The Wallace Center.	<ul style="list-style-type: none"> - Printed resources moved online to FCDS mentoring website; replaced with new one-page brochure. - New faculty-authored articles added to site. 	Three informational brochures now available: mentee, mentor, and department head.
Mentoring Activities	Structured series of events (one per quarter) offered for the <i>new faculty cohort, tenure track faculty</i> only.	As a result of feedback, <i>all tenure-track (pre-tenure and tenured)</i> faculty are included, allowing this population to take advantage of mentoring, networking and potential ad hoc mentoring relationships.	<ul style="list-style-type: none"> - Campus COACHE and Climate surveys drive the team to broaden all mentoring program offerings to include non-tenure track faculty (in an effort to be responsive to their needs). - Panel event added for faculty <i>mentors</i>, targeting mid-career faculty; strategies and best practices on the mentor-mentee relationship. - <i>FCDS Faculty Success Series</i> launched. 	See Events, Appendix A.
Mentoring Grants	Grants awarded: 6	Grants awarded: 5	Grants awarded: 10	Grants awarded: 10
Provost's Excellence in Faculty Mentoring Award	1st recipient, spring 2012	5 faculty receive award, spring 2013	5 faculty receive award, spring 2014	2 faculty receive award, spring 2015

Surveys/Feedback	Faculty Associates conduct College Mentoring Survey (Year 1) to all tenure-track faculty.	NSF AdvanceRIT partners with FCDS for College Mentoring Survey (Year 2) dissemination and analysis to tenure-track faculty.	FCDS conducts College Mentoring Questionnaire ¹ with all deans, leading to increased awareness of what is occurring campus-wide in each college. - NSF AdvanceRIT completes College Mentoring Survey (tenure-track faculty).	FCDS conducts survey of Mentors. ²
Partners/Collaboration		Partnership begins with NSF AdvanceRIT team to refine the program, consistent with their "Human Resources Strategic Approach" (specifically, "HR1. Refine the RIT Faculty Mentoring Network").	FCDS provides support to NSF AdvanceRIT mentoring initiatives (events, publication, newsletter, etc.).	FCDS partners with two faculty mentoring groups to offer resources to the entire campus. FCDS partners with faculty on an Adjunct Community Pilot. FCDS partners with faculty on Connecting with Community Symposium.

¹ [Current Practices in Faculty Mentoring at RIT: A Summary of 2013 Questionnaire Results](#), November 2013

² [RIT Faculty Mentor Questionnaire Results](#), Spring 2015