

School of Technology
Mentoring Program

October 6, 2010

Background

The School of Technology (SofT) is committed to the professional development of its faculty. An important part of this development is providing a mentoring program for Lecturers, and Assistant and Associate Professors. In particular, it is very important to provide newly hired, nontenured faculty members with career guidance in the areas of research and teaching.

In 2005 the school made the final transition from offering a mix of two-year Associates and four-year baccalaureate degrees to offering only baccalaureate degrees. During the time period from 2005 to the present the make-up of the faculty has also changed. Prior to 2005 a Masters degree was considered a terminal degree for most hires; since that time a doctoral degree has been required. The current faculty is composed of six tenured faculty members, excluding the dean: five associate profesors (2 PhD, 1 EdD, 2 MS [one will complete a PhD by the end of the 2010-11 academic year]) and one assistant professor who has an MS degree. In addition, there are twelve tenure-track faculty members, five full-time lecturers, and two instructors.

Goals

The overall goal of the SofT mentoring program is to ensure that each faculty member is provided with the resources necessary for continued development of their academic career. A key component to becoming a successful faculty member is having a clear understanding of the school's performance expectations. The school has the responsibility to provide the necessary guidance and resources to assist the faculty in meeting the performance expectations. The specific goals that have been established for the SofT mentoring program are listed below.

Mentoring Program Goals

- Ensure that all faculty members have a clear understanding of what the school's expectations are in the three areas of teaching, research and service.
- Establish an environment in which mentoring is easily accessible and is an integral part of a culture of support within the school.
- Ensure that all faculty members are made aware of school and university resources related to teaching and research, including contact information. This material will be provided on-line via the school's web site, and distributed by the program chairs at the regularly scheduled program meetings.

- The Tenure, Promotion and Reappointment committee will have an integral role in providing mentoring to the faculty.
- All senior faculty members take an active role in mentoring.

Implementation

Given the current composition of the faculty there is a clear need for mentoring but there is an obvious shortage of potential mentors, especially for the recently hired assistant professors. The most appropriate type of mentoring program for the SofT, at this point in time, is network mentoring where a culture of mentoring becomes pervasive throughout the organization. As the number of tenured faculty members increases, it will be possible to make the transition to a one-to-few or one-to-one mentoring system.

The School of technology has five program areas corresponding to the five BS degrees offered.

- Computer Network and System Administration
- Construction Management
- Electrical Engineering Technology
- Mechanical Engineering Technology
- Surveying Engineering

Each area has a faculty member who has an internal appointment as a program chair and performs administrative duties for the area. The five program chairs and the dean comprise the SofT Council which meets regularly to manage the activities of the school. The program chairs also meet with their faculty on a regular basis. The program chairs will be responsible for scheduling regular sessions on mentoring. The mentoring sessions will not necessarily have a fixed agenda or structure, but will at a minimum include regular discussions related to faculty development.

The SofT Council meetings will also be a place to discuss mentoring efforts within the program areas and how these activities are contributing to the overall mentoring environment within the school.

The dean meets with each faculty member annually to establish individual goals and assess the progress made towards achieving the goals. The annual review sessions have always had a

mentoring component and this will continue.

Responsibilities

The dean has the ultimate responsibility to ensure that faculty mentoring is taking place and that it is effective. The program chairs will be held responsible for scheduling time during program meetings for mentoring activities and discussions. The administrative staff will be responsible for maintaining up-to-date information on campus resources and current contact information.

Assessment

The ultimate assessment mechanism is feedback from the faculty. This will be obtained through several mechanisms:

- annual goal-setting and review meetings with the dean,
- annual SoFT Council mentoring assessment session,
- periodic program area assessment sessions.

Information obtained during these various sessions will be reviewed on at least an annual basis and will be used to support a continuous improvement process.