



UMassAmherst  
The Commonwealth's Flagship Campus

# Supporting Faculty Peer Mentoring



# Who we are



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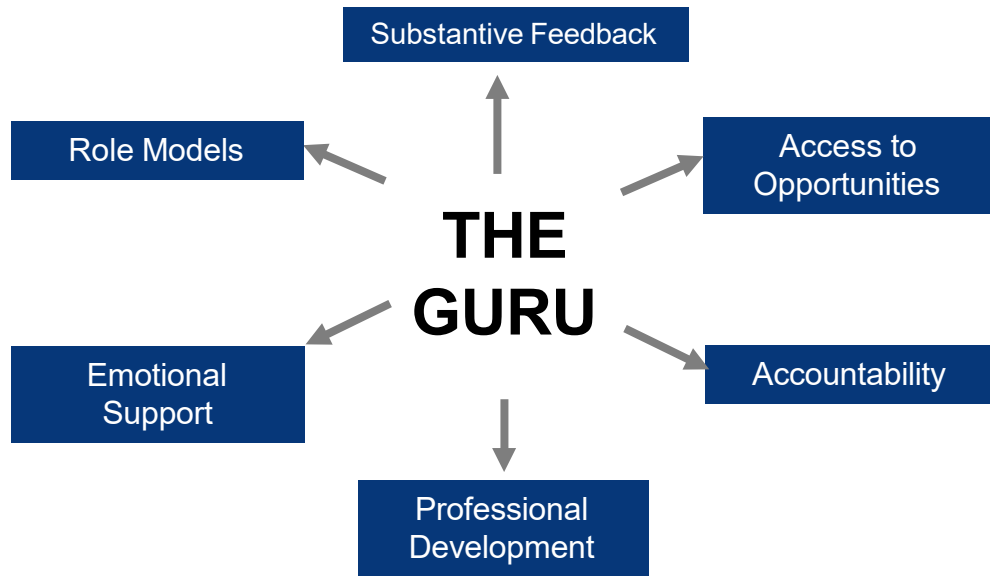
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# Why do we care?

- Mentoring increases:
  - Research productivity
  - Teaching effectiveness
  - Faculty retention
  - Faculty satisfaction
  
- Mentoring is important for *everyone's* success.
  
- Who is everyone?? Faculty, staff, students. For OFD:
  - Assistant, Associate, Full Professors
  - Lecturers, Clinical, Extension Faculty
  - Librarians (all ranks)

# There is no Guru

Traditional mentoring (like a dissertation advisor) suggests that one person can meet all of your mentoring needs. But the Guru model doesn't work in academia.



- Mutual Mentoring
  - Grants
  - Incubators
  
- Departmental Mentoring Plans
  
- Mentoring Tools
  
- Other workshops and supports

# **Mutual Mentoring**

# MM Grants: History

- Brainchild of [Mary Deane Sorcinelli](#), ~2006
- The campus need:
  - Inconsistent mentoring across campus
  - Hiring push, more diverse faculty
  - Interdisciplinary hires
- Identified by: interviews, surveys, focus groups
- Faculty wanted help with:
  - Networking
  - Interdisciplinary work
  - Research productivity
  - Career advancement (tenure prep, time management)
- Initial funding by The Andrew W. [Mellon](#) Foundation
  - Pilot, initial funding, renewal. Area: Diversity initiatives
  - Now institutionally funded through the Provost's budget (OFD)

# MM Grants: Approach

- Minimal structure/scaffolding
  - Peer or network mentoring
  - Faculty develop the plan that works for them – NOT top down
  - Structure mirrors what faculty are familiar with
    - Grant submission, CV line, public recognition
- Started with TEAM grants
- Soon added MICRO grants: better for small units
- Added more structure to help faculty submit better projects
  - Sample topics
  - Successful proposals
  - Information sessions
  - Individual coaching
- Initially: Conference (quickly dropped)



- Grant process and timeline:
  - Call for applications announced in late fall, due Mar. 1
  - Advertise throughout year and info session in early spring
  - Review by OFD and our faculty fellows
  - Awards announced by late April
  - Award timeline: 1 year, beginning June 1
  - Short applications, minimal report requirements
  
- Supporting and promoting projects
  - Outreach in summer and semesters
  - Connect to resources/references
  - Showcasing projects

# MM Awarded Projects

1. Nurturing Robotics at UMass Amherst: Development of a Core Robotics Research Team, Center of Excellence in Robotics
2. Participatory Research Group (across disciplines)
3. The Book Bunch: Cross-Departmental Junior Scholars Supporting One Another in Writing Their First Historical Monographs
4. Anti-Racist Teaching and Mentoring Community of Practice (SBS)
5. HFA networking initiative for early faculty to gain external mentors (as pilot)
6. Glass Half-Full: Women full professors mentoring group
7. Nurturing Transplants: Female Korean Faculty Community
8. A network of deaf and hard of hearing academics who promote communication inclusive strategies

- Interest form on website
- Prior incubators Associate professors, academic moms
- Current: non-Tenure Track
  - Distribute interest form & organize group(s) according to role/rank/interest
  - Plan logistics for first 1-2 meetings (reserves a room, creates zoom link)
  - At those 1-2 meetings, introduce group to each other and to mutual mentoring model
  - Check in to see if they need any further help/guidance/reboot

# **Departmental Mentoring Plans**

# Mentoring Plans: History

- Some individuals are less likely to have access to informal mentors
  - Typically, women and individuals from marginalized groups
- Well-designed formal structures can help make sure that *no one is missed* – thus decreasing inequities
- Historical variation across departments
- Then-Provost McCarthy implemented a mentoring plan requirement for Pathways (diversity) hires in 2019
  - (planned) Expansion to all TT hires the next year – requests made, but not official policy
  - Currently working to extend to all departments, TT and NTT, formalize policy

- Structure for how mentoring is approached and managed in your department
  - Research
  - Teaching & Advising
  - Service & Leadership
  - Professional Networking & Awards
  - Community and Local Connections
  
- Individual mentoring plans for faculty at all ranks start with departmental mentoring structures

Professionalization seminars with cohort model in department or College

Mentors or mentoring teams & funds for connecting, follow-through to ensure consistent meetings

Consistent formative feedback from Chairs/Heads/mentoring teams/PCs

Mutual mentoring funding for variety of needs including, grant writing, syllabus development, mentoring, writing accountability

## Creative Approaches in Departments

- UMass Amherst [Mentoring Plan Guidelines](#)
- ADVANCE [Mentoring Plan Template](#)
- ADVANCE Faculty Mentoring [Best Practices](#)
- OFD [Mentoring Plan for Promotion](#) (to Full)
- OFD nTT Mentoring Templates (coming soon...)
- [Interesting research review & best practices from Columbia University](#)



# **Mentoring Plan for Promotion Tool**

- Recommended as a result of de Oliveira's leadership project/focus groups in 2019/2020
- Process varies by department
- Support path to promotion
- This is not an evaluative review and cannot be a part of the personnel record
- We recommend that the MPP be used at 4 years (and beyond) tenure receipt

# MPP: Tool

- For Research, Teaching and Service:
  - On track for promotion?
  - What are the specific strengths and weaknesses?
  - What actions should the faculty member take?
  - What support can the department provide?
  
- More generally:
  - Any identified barriers? Guidance for navigating those barriers?
  - Departmental commitment

## How does the MPP work?

- Either the head/chair or the associate professor may initiate the mentoring plan by approaching the DPC.
- Each department determines their MPP process. This includes:
  - Who will comprise the MPP team
  - How the mentoring guidance/ departmental commitments will be communicated
- Follow-up/impact still TBD

**Other  
Workshops &  
Supports**

# Additional Supports

- NCFDD
- Acknowledgement: ADVANCE peer mentor awards
- Training/workshops:
  - OFD workshops on "Developing your mentor network"
    - early career (annual), mid-career (every 2 years), NTT(annual)
  - [UMass Amherst ADVANCE](#) has offered various workshops in the past 4 years including: "Mentoring faculty colleagues," "Getting the mentoring you need," "Building your mentoring networks," "Faculty mentoring: Best practices," "Mentoring colleagues in times of change"

**Thank you!**