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.
Ideal Candidates for the CSW Staff Mentoring & Development Program

Due to limited space, 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 excelling staff members with support and resources to help grow their career.

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 mentor 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 2017 Program Design & Details

The Summer 2017 CSW Staff Mentoring Program will run from June/July 2017 to December 2017. The Summer 2017 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 are eligible to 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 2017 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)

<table>
<thead>
<tr>
<th>CSW Mentoring Program Summer 2017: Programming (Dates TBA)</th>
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<tbody>
<tr>
<td>Orientation Session for Mentors: June 2017</td>
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<tr>
<td>Orientation Session for Mentees: June 2017</td>
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<tr>
<td>Mentoring Program Event 1:</td>
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<tr>
<td>Managing Your Career: Identifying Skills &amp; Strengths (Based on <em>Strength Based Leadership</em>)</td>
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<tr>
<td>Mentoring Program Event 2:</td>
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<td>Dare to Promote Yourself</td>
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<td>Mentoring Program 3:</td>
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<td>ASU &amp; You</td>
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<td>Mentoring Program Event 4:</td>
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<td>Emotional Intelligence</td>
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<td>Mentoring Program Event 5:</td>
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<td>Leadership at the New American University</td>
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<td>Mentoring Program Event 6:</td>
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<tr>
<td>Leadership Presence and Networking</td>
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<td>Mentoring Program Event 7:</td>
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<tr>
<td>Leadership at All Career Stages</td>
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<td>Mentoring Program Event 8:</td>
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<td>Development U</td>
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<tr>
<td>Additional Mentoring Program Opportunity:</td>
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<tr>
<td>CSW Professional Development Conference 2017</td>
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<tr>
<td>Mentoring Program Concludes: Dec 2017</td>
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</table>
**Program Orientation & Agreements**

Program participants are required to attend a 90 minute orientation session scheduled for June 2017. 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 a 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 2017). 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.
Certificate of Completion continued

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 2017). 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.

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<thead>
<tr>
<th>CSW Mentoring Program Events for Mentees</th>
<th>Estimated Time Commitment</th>
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<tbody>
<tr>
<td>Program Orientation</td>
<td>1.5 Hours</td>
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<tr>
<td>First Mentoring Session</td>
<td>1.0 Hour</td>
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<tr>
<td>Mentoring Sessions: Months 2-6 at recommended 30 minutes per session</td>
<td>2.5 Hours</td>
</tr>
<tr>
<td>Professional Development Programming &amp; Events (4 Sessions)</td>
<td>8.0 Hours</td>
</tr>
<tr>
<td>Program Evaluation &amp; Feedback (Online)</td>
<td>0.5 Hour</td>
</tr>
<tr>
<td><strong>Total Anticipated Time Commitment</strong></td>
<td><strong>13.5 Hours</strong></td>
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<table>
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<th>CSW Mentoring Program Events for Mentors</th>
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<tr>
<td><strong>Total Anticipated Time Commitment</strong></td>
<td><strong>5.5 Hours</strong></td>
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Feedback from Program Participants

The CSW has coordinated the three complete cycles of the mentoring program from 2013-2016 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 for mentees across all four cohorts:

- 92.8% of mentees found the mentoring relationship helpful or very helpful to their career goals and development.
- 97.4% of mentees identified the CSW Staff Mentoring Program as a successful experience for them.
- 76.6% of mentees found the program to increase their self-confidence professionally.
- 73.8% of mentees indicated that the CSW Staff Mentoring Program inspired them to consider their long term career at ASU.
From Program Mentees:
“The mentor/mentee program was insightful and helped provide guidance around expanding your career at Arizona State University. My mentor was informative and supportive in giving advice and counsel on careers in higher education, particularly at ASU. I would highly recommend this program to employees looking build their career path at ASU.”

“The CSW Mentoring program is a fantastic opportunity to make new connections. It was helpful to get professional feedback and talk through ideas with other leaders. The program also provided guided structure for self-reflection, which has helped me grow as a professional. I highly recommend the program.”

“The CSW Staff Mentoring & Development Program really helped me put my career goals in perspective. I truly believe that the support I received from my mentor and the professional development information I learned from the workshops will help me as I pursue a fulfilling career at ASU.”

“I highly recommend the CSW Staff Mentoring & Development Program to any staff member seeking to grow and develop. The structure of the program provides opportunities to network with other staff in professional development workshops and receive individual mentoring through one-to-one meetings with your mentor. I gained knowledge and skills that will help as I progress in my career. I am grateful we have opportunities like this as ASU staff members.”

“The CSW Staff Mentoring Program was a great opportunity for me to grow and learn from others at the university’s experience. I was partnered with an ASU staff member who was in a position similar to the level I was working towards and had several more years of experience. By working with them I was able to learn from their experiences and lessons faster than I would have been able to do on my own. Through the program we also created a plan for my career growth, which I still work towards. One of the biggest takeaways from the program I had was the confidence in my actions which allowed me to continue growing within the university. I am happy to say since taking the course I have continuously moved up within in the university and this program provided me with tools and skills that helped me achieve that success.”

From Program Mentors:
“The CSW mentoring program is one of the finest, well structured, useful opportunities at ASU. I continue to keep in touch with mentees, some who are now mentors. I take great pride in participating in a program such as this that recognizes the passion and engagement of quality employees.”

“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
Due to limited space, participation in the CSW Staff Mentoring and Development Program is selective. Interested individuals are required to apply and after they have been through the application process, may be selected into the program. The program is open to both men and women. Applications are due to the CSW Office by Monday, April 3rd.

To apply for the program:

- **Read the CSW Staff Mentoring and Development Program Information Booklet** which details the program design and anticipated time commitment.

- **Download and complete the Mentee Application packet.** 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 matching individuals with a mentor. Additionally, as part of the application packet, you will find a “Supervisor Authorization Form” as well as a “Supervisor Information Guide.” The Supervisor Authorization Form (on page 8 of the application packet) must be submitted with the completed application.

- **Discuss Interest in Applying with Supervisor:** It is important that you discuss the mentoring program with your supervisor. As part of the application process, prospective mentees are required to gain their supervisor support and submit the Supervisor Authorization Form as part of their application. To help facilitate this process, we have provided a “Supervisor Information Guide,” which will provide your supervisor with information about the program, including potential benefits.

- **Submit Completed Application to CSW Office:** Submit your completed mentee application and supervisor authorization form to the CSW Office by emailing your documents to either asucsw@asu.edu or to Karen Engler, Program Director of the CSW at Karen.Engler@asu.edu. Please note “Mentoring Program Application” in the subject line.

- **Committee Review & Supervisor Feedback:** Once your completed application has been received, it will be reviewed by the selection committee. If you are determined to be a candidate for the program, the CSW Office will contact your supervisor and ask them to fill out a quick feedback form regarding your potential placement in the program. Supervisor feedback will be viewed only by the CSW Office. You will not have access to your supervisor’s responses or feedback. A sample of the feedback form can be found in Appendix A in the Program booklet.

- **Decisions regarding placement in the CSW Staff Mentoring Program will take place April/May 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 Program Director at Karen.Engler@asu.edu

Q: What if I can’t attend one of the professional development programs in person?
We realize that it may be difficult for individuals to attend some of the professional development programs in person. In the event that a mentee cannot attend a scheduled program in person, they can make arrangements with the CSW Office to substitute the program 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). Additionally, you can also attend a professional development workshop offered through a different unit and request for the session to be counted towards your development requirement for the CSW Staff Mentoring Program. Please note that only one substitution is allowed.

Q: What happens if my mentor and I don’t get along – can I request another mentor?
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.

Q: What happens if I apply and don’t get accepted into the program? Can I apply again?
Due to limited space, participation in the CSW Staff Mentoring and Development program is selective and limited. If a participant is not accepted the first time they apply, this does not mean that they aren’t a good candidate for the program, there just might not be space for them to participate in that particular cycle. If you apply to the program and aren’t selected, you are encouraged to apply for the next cycle of the program.
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.

ASU Commission on the Status of Women
Arizona State University

CSW Staff Mentoring & Development Program
Supervisor Feedback for Mentee 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 mentee candidates from their supervisors.

Please provide feedback as appropriate for the noted mentee 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 the 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

MENTEE CANDIDATE

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Title</td>
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<td>Department/Office</td>
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Please note your agreement with the following statements by placing an X in the appropriate response column.

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<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Opinion</th>
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<tbody>
<tr>
<td>The mentee candidate has demonstrated strong or excellent job performance</td>
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<td>The mentee candidate has demonstrated consistent professionalism in their position</td>
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<td>The mentee candidate displays a positive attitude in their work/position</td>
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<td>The mentee candidate demonstrates an openness to new ideas and fresh perspectives</td>
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<td>The mentee candidate would benefit from mentoring and professional development.</td>
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<td>I would recommend the mentee for the CSW Staff Mentoring Program</td>
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