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
- Note: It is preferred that mentees have at least 2 years of combined professional/work experience at ASU. Mentees with less than two years can still apply for the program and are considered for placement.

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.

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, and 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 2020 Program Design & Details**
The Summer 2020 CSW Staff Mentoring Program will run from June 2020 to December 2020. The Summer 2020 Cohort 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. During the program, the CSW will provide seven to ten development workshops. The workshops are designed to not only help mentees identify and promote their strengths and skills, but also to develop leadership skills. Workshops in the CSW program are led by University leaders and instructors from ASU’s Leadership Workforce and Development Group. All programs will take place at the Tempe Campus. Mentees are expected to attend at least five 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.

In addition to the professional development workshops, the Summer 2020 program will also provide an opportunity for participants to take a skills/strength based-assessment (Strengths Finder 2.0). Additionally, each mentoring pair will be provided with the opportunity to select a leadership resource book to utilize as part of the mentoring program.

**CSW Mentoring Program Summer 2020: Programming (Dates TBA)**

<table>
<thead>
<tr>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation and Training Session for Mentors</td>
<td>June 2020</td>
</tr>
<tr>
<td>Orientation Session for Mentees</td>
<td>June 2020</td>
</tr>
<tr>
<td>Mentoring Program Event 1</td>
<td>Managing Your Career: Identifying Skills &amp; Strengths</td>
</tr>
<tr>
<td>Mentoring Program Event 2</td>
<td>Promoting Skills &amp; Strengths</td>
</tr>
<tr>
<td>Mentoring Program Event 3</td>
<td>Upping Your Career Game: Be Resume Ready!</td>
</tr>
<tr>
<td>Mentoring Program Event 4</td>
<td>Email Professionalism: Be a Leader on Outlook!</td>
</tr>
<tr>
<td>Mentoring Program Event 5</td>
<td>ASU &amp; You: Developing Your ASU Story</td>
</tr>
<tr>
<td>Mentoring Program Event 4</td>
<td>Sustaining a Long-Term Leadership Career</td>
</tr>
<tr>
<td>Mentoring Program Event 5</td>
<td>Leadership at the New American University</td>
</tr>
<tr>
<td>Mentoring Program Event 6</td>
<td>Leadership Presence and Networking</td>
</tr>
<tr>
<td>Mentoring Program Event 7</td>
<td>Leadership at All Career Stages</td>
</tr>
<tr>
<td>Additional Mentoring Workshops</td>
<td>TBA</td>
</tr>
<tr>
<td>Mentoring Program Concludes</td>
<td>Dec 2020</td>
</tr>
</tbody>
</table>
Program Orientation & Agreements
Program participants are required to attend a 90-minute orientation session scheduled for June 2020. 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 2020). This requires six meetings in total.
- Attend at least six 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 training opportunity. (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 2020). 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 two to three hours a month towards the program, for an estimated total of 13-17 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.

<table>
<thead>
<tr>
<th>CSW Mentoring Program Events for Mentees</th>
<th>Estimated Time Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Orientation</td>
<td>1.5 Hours</td>
</tr>
<tr>
<td>First Mentoring Session</td>
<td>1.0 Hour</td>
</tr>
<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 (6 Sessions)</td>
<td>9.0 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>14.5 Hours</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CSW Mentoring Program Events for Mentors</th>
<th>Estimated Time Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Orientation</td>
<td>1.5 Hours</td>
</tr>
<tr>
<td>First Mentoring Session</td>
<td>1.0 Hour</td>
</tr>
<tr>
<td>Mentoring Sessions: Months 2-6 at recommended 30 minutes per session</td>
<td>2.5 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>5.5 Hours</strong></td>
</tr>
</tbody>
</table>

**CSW Mentor Program Feedback**
The CSW has coordinated the seven complete cycles of the mentoring program from 2013-2018 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.

Averages of annual exit surveys of our mentors from 2018 cohort revealed the following:

- 95.8% of mentors had a positive or very positive experience with their mentee.
- 100.0% of mentors had a positive or very positive experience in the CSW Staff Mentoring Program
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.”

“Impressive program! I am so appreciative that ASU invests so heavily in its staff!”

“The best professional development program at ASU to date. A real win-win opportunity for participants and ASU!”

From Program Mentees:

“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.”

“The CSW Staff Mentoring Program experience at ASU has been so valuable and life changing for me! To have access to the many resources provided, and learn from the expertise of so many ASU professionals in dynamic professional development sessions, while gaining encouraging, practical insights from my assigned mentor have already affected my employment aspirations at ASU for the positive with a new promotion/position! These practical and innovative opportunities reaffirmed my passion for ASU and the students we are privileged to serve! Thank you CSW for providing this exciting and innovative program!”

“Having never experienced a formal mentoring relationship, I had no idea what to expect when joining the CSW program. My hope was to learn more about ASU, but beyond that I just went in with optimism and an open mind. I never expected this program to have such a profound impact on me both personally and professionally! I am eternally grateful to have had this opportunity, and look forward to continuing to serve the ASU community.”
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 may 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. 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 3rd.** Applications should be submitted via email 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 be made by the end of April and all participants 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.