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Executive Summary

The University of Massachusetts Amherst Office of Faculty Development (OFD) supports the professional development of faculty in their multiple roles as scholars, teachers, and members of the University and wider community. Our mission is to: assist new and under-represented faculty across disciplines in developing and advancing their careers, particularly as they work toward tenure and promotion; support activities that showcase the experience and expertise of faculty at every stage of the career – early, mid-career, and senior; and provide opportunities for faculty dialogue, development, and renewal. During 2007-2008:

• The OFD sponsored 15 programs for faculty across career stages and disciplines. The total number of participants in OFD programming was 613. Women comprised 58% of the participants of the OFD’s campus programming, and faculty of color 33%.

• The OFD launched the Mellon Mutual Mentoring Initiative, a program funded by a three-year, $400,000 grant from The Andrew W. Mellon Foundation to support mentoring on campus. The program was designed with the help of a $47,000 pilot grant (2006-2007) from Mellon.

• The OFD distributed $101,800 in grant funding through two grant competitions, the Mellon Mutual Mentoring Team Grant Program (M3) and the Mellon Mutual Mentoring Micro-Grant Program (M4). A total of 155 UMass Amherst faculty participated in the projects supported by the nine team grants and ten micro-grants. Grantees were chosen by the OFD Faculty Selection Committee. The participation rate of women and faculty of color in the Mellon Mutual Mentoring Grants was 60% and 34%, respectively.

• The OFD staff offered a wide range of services to the UMass Amherst community, including funding opportunities, resources, and programming to support orientation, mentoring, tenure preparation, scholarly writing, and maintaining a work/life balance. The OFD also delivered 139 consultations and presentations to approximately 1,366 individuals in a range of units, councils, and committees.

• The OFD collaborated and co-sponsored programs with the UMass Amherst Center for Teaching, deans, chairs, the Office of the Provost, the Office of Information Technology, the Office of the Vice Provost for Research, the UMass Amherst Libraries, the Writing Program, and the Five College Consortium (comprised of Amherst, Hampshire, Mount Holyoke, Smith, and UMass Amherst).

• OFD staff also gave multiple conference presentations, completed review and editorial work, and published several journal articles as well as book chapters.

This Annual Report describes the ways the OFD promoted excellence in faculty development, and provides assessment data for the OFD’s programs and services during the fiscal year 2008 (July 1, 2007 to June 30, 2008).
Program Areas

Orientation

At the start of each academic year, one of the OFD’s primary goals is to welcome the many new tenure-track and full-time, fixed-term instructors who elect to be part of the UMass Amherst community (approximately 70-100 per year in 2006-2007 and 2007-2008). The OFD staff endeavor to welcome them graciously, inform them of key services and programs, direct them to appropriate on- or off-campus offices that can answer their questions, and provide them with opportunities to meet and network with their new colleagues, not only at UMass Amherst, but throughout the Pioneer Valley. The OFD staff designed, organized, and facilitated a range of orientation and welcoming programs and services that included:

- **New Faculty Orientation**: Held on August 28, 2007, this campus-wide orientation for new faculty included 58 participants, as well as numerous presenters. New faculty rated the overall effectiveness of the event as 4.5 on a 5-point scale.

- **Welcoming Reception for New UMass Amherst Faculty**: This campus-wide reception, held on August 29, 2007, hosted 106 new faculty and their partners, department chairs, deans, and campus-level academic leaders.

- **Mutual Mentoring Reception for New Faculty from the Five Colleges**: Designed to welcome academics new to the Pioneer Valley, this event on September 27, 2007 brought together 92 attendees from UMass Amherst, Amherst College, Hampshire College, Mount Holyoke College, and Smith College for a successful evening of networking.

- **January Hire Mini-Orientation**: This event, aimed at new faculty who arrive at UMass Amherst in the spring semester instead of the fall, welcomed 5 new faculty members on January 22, 2008. New faculty rated the overall effectiveness of the event as 4.5 on a 5-point scale.

- **Web-based Resources**: The OFD maintains a list of resources on its website (www.umass.edu/ofd/started.htm) to connect new and returning faculty with information on benefits, diversity, teaching resources, teaching technologies, course registration, resources for researchers, promotion and tenure, maintaining a work/life balance, and professional networking, as well as other topics.
Mentoring

The OFD encourages pre-tenure faculty to develop robust professional networks that include a variety of mentoring partners within and outside the UMass Amherst campus, and at a wide variety of career stages. This approach, which the OFD refers to as “Mutual Mentoring,” is based on the premise that the traditional mentoring model (i.e., top-down, one-on-one) does not necessarily fit all, and faculty should have access to funding and support in order to proactively create the mentoring networks that best address their unique contexts and professional needs. The OFD’s grant programs are funded by a generous grant from The Andrew W. Mellon Foundation. The proposals chosen for 2007-2008 grants demonstrated a wide range of mentoring forms – one-on-one; small and large group; peer and near-peer; cross-disciplinary; and intra- and inter-institutional. They also focused on a variety of topics selected by pre-tenure faculty as areas of interest and concern, including research productivity, tenure preparation, work/life balance, teaching tools, and professional networking.

Mellon Mutual Mentoring Team Grant Program (M3)

These one-year grants supported departmental, school/college, or interdisciplinary teams that designed their own mentoring programs for pre-tenure faculty. A maximum of ten grants are available per year, offering up to $10,000 each. The following teams received grants in 2007-2008:

- Anthropology Department, SBS
- Biology Department, NSM
- English Department, HFA
- Languages, Literatures & Cultures Department, HFA
- Natural Resources Conversation and Microbiology Departments, NRE
- Political Science Department, SBS
- College of Social & Behavioral Sciences (SBS)
- School of Nursing (SON)
- School of Public Health & Health Sciences (SPHHS)

Mellon Mutual Mentoring Micro-Grant Program (M4)

These one-year individual grants were awarded directly to pre-tenure faculty who proposed discrete projects that enabled them to expand their mentoring networks. A maximum of 15 grants are awarded per year, offering up to $1,200 each. The following individuals received grants in 2007-2008:

- Harry Bermudez, Assistant Professor of Polymer Science & Engineering, NSM
- Ana L. Caicedo, Assistant Professor of Biology, NSM
- Jeungok Choi, Assistant Professor of Nursing, SON
- Jane Degenhardt and Asha Nadkarni, Assistant Professors of English, HFA
- Peter A. Graham, Assistant Professor of Philosophy, HFA
- Aline C. Gubrium, Assistant Professor of Public Health, SPHHS
- Shona Macdonald, Assistant Professor of Art, Architecture & Art History, HFA
- Lisa S. Scott, Assistant Professor of Psychology, SBS
- Shawn Shimpach, Assistant Professor of Communication, SBS
- Nathaniel A. Whitmal, III, Assistant Professor of Communication Disorders, SPHHS
The M3 grants provided mentoring support to 144 participants. The M4 grants were awarded to 11 participants. The OFD conducted both formative and summative assessments of these programs. Narrative feedback was collected at a February Mini-Conference and was used to enhance and adjust programming for the rest of the year. At the end of the year, the OFD conducted a comprehensive, 14-item online survey of all M3 Teams and M4 Grant recipients. The results of the assessment were highly promising and indicate that the faculty-driven infrastructure of the Mellon Mutual Mentoring program supports the goals of the broader initiative. Highlights include the following:

- Approximately 59% of the M3 team participants reported having no mentors or only one mentor at the beginning of their grant year, but 84% reported that they ended their grant year with at least one new mentor. Fifty-five percent of that subset reported having established two or more new mentoring partners. Of these new mentoring relationships, the overwhelming majority (86%) were considered likely to continue after the end of the grant year.

- Participants saw several key benefits in the Mutual Mentoring model, including strengthening the connections between early, mid-career, and senior faculty (65%); empowering early-career faculty to be proactive about their mentoring needs (60%); and promoting networks of mentors instead of a single senior mentor (54%).

- Overall, 71% of the respondents described their experience as an M3 Team member as “Excellent” or “Very Good.”

- Like the M3 Team participants, the majority of M4 Grant recipients (56%) reported having no mentors or only one mentor at the beginning of their grant year. Over 78% of the M4 Grant recipients established at least one new mentoring partner as a result of their grant, and 100% of these new relationships were considered likely to continue after the grant year ended.

- Overall, 78% of the M4 Grant recipients described their experience as “Excellent” or “Very Good.”

- Women comprised 60% of the participants in Mellon Mutual Mentoring Grants, and 34% were faculty of color.

**Seed Grants**

In addition to administering the Mellon Mutual Mentoring Grant Program, the OFD provided seed grants to the following schools to support the assessment of their mentoring programs:

- Isenberg School of Management (ISOM)
- School of Education (SOE)

The OFD also provided consultation services to the School of Education to help determine the best structure possible for their future mentoring efforts.
Tenure Preparation

For several years, the OFD sponsored a bi-annual, campus-wide tenure preparation seminar. Although this program always filled to capacity and received high evaluation scores, in 2007-2008 the OFD hosted two focus groups from May 14-15, 2008 to better understand how it might support faculty working toward tenure. In preparation for these events, OFD staff sent an online invitation to all pre-tenure faculty, encouraging them to participate. A summary of feedback from 61 pre-tenure faculty participants, or 25.1% of UMass Amherst’s pre-tenure faculty population, offered a wide variety of recommendations. The most prevalent was a request for clearly outlined requirements or criteria for tenure, as well as more transparent tenure evaluation rubrics. The OFD also learned that pre-tenure faculty desire the most “local” tenure programming possible, with advice and guidance from their own personnel committees and chairs. As a result, the OFD will be piloting three new tenure workshops in the 2008-09 academic year, co-designed with the following colleges:

- The College of Social & Behavioral Sciences
- The College of Natural Sciences & Mathematics
- The College of Humanities & Fine Arts

Scholarly Writing

Faculty at every career stage often struggle to find the time to invest in their scholarly writing. The OFD’s programming in this area is aimed at helping faculty develop positive, lifelong writing habits – alone and in professionally-facilitated groups – by encouraging regular, consistent investments in their writing. Our programming for 2007-2008 included the following:

- **Faculty Writing Place**: In cooperation with the UMass Amherst Libraries, the OFD created a quiet, distraction-free location in the W.E.B. Du Bois Library where faculty can self-schedule writing time.

- **Monthly Faculty Mini-Writing Retreats**: These events provided a productive and collegial writing environment for 23 faculty members at UMass Amherst. Participants used the time and space to work on book manuscripts and chapters, journal articles, and grant proposals.

- **Annual Faculty Retreat, “A Room of Your Own”**: This writing retreat hosted 43 participants at the Willits-Hallowell Center, Mount Holyoke College on May 29, 2008. In our assessment of the event, faculty members rated the overall helpfulness of the retreat in jump-starting their summer writing projects as 4.58 on a 5-point scale. When asked the degree to which the retreat provided a casual, low-risk setting for working on their writing, participants provided a score of 4.74 on a 5-point scale.

- **Summer Writing Groups**: These online writing groups, facilitated by a professional writing coach, were held in June and July of 2008 and provided writing assistance to 40 faculty. In the OFD assessment of the program, the
June cohort rated the overall effectiveness of the writing group as 4.53 on a 5-point scale. For the July cohort, which is included in this report to show academic year programming continuity, participants rated the overall effectiveness of the writing group as 4.68.

**January Break Professional Development Seminars**

From the newest assistant professor to the most accomplished full professor, many of our faculty struggle to balance their teaching, research, and service responsibilities while also making time for satisfying personal or family lives. To address this, the OFD inaugurated January Break Professional Development Seminars that expose faculty to a diverse array of career-enhancing information, strategies, and techniques. Our January 2008 programming in this area included the following workshops, which focused on time management topics such as coping with scheduling difficulties, strategies for making time commitments, managing time spent on email, and suggestions for helpful software and calendaring products:

- **“Tools & Techniques to Gain Control of an Academic Life”:** When asked the degree to which the workshop “provided specific, practical information on time management techniques,” the 54 participants at this January 23, 2008 workshop rated the event as 4.93 on a 5-point scale. When asked to rate whether or not the workshop was “informative and worthwhile,” participants gave the event a score of 4.78.

- **“Time Management Strategies for Striving, Surviving & Thriving Through Tenure”:** In this workshop for pre-tenure faculty on January 24, 2008, the 47 participants, when asked the degree to which the workshop “provided specific, practical information on time management techniques,” rated the event as 4.27 on a 5-point scale. When asked the degree to which the workshop was “informative and worthwhile,” participants provided a score of 4.63.

For more detailed information on the OFD’s program participation in 2007-2008, please refer to the chart on the following page.
### CAMPUS PROGRAMMING

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<th>Asst. Professors</th>
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<th>Five Colleges</th>
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**Total OFD Program Participation**: 613  
By Percentages of Total ***: 100% 54% 9% 7% 10% 2% 8% 11% 58% 33%

### GRANT PARTICIPATION

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<th>Grant Category</th>
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<th>Assoc. Professors</th>
<th>Full Professors</th>
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**Total Grant Participation**: 155  
By Percentages of Total: 100% 61% 15% 17% -- 8% -- 60% 34%

### NOTES:
- * Includes July 2008 Summer Writing Group totals in order show continuity of academic year programming.
- ** In addition, the presentation of OFD programming involved over 50 campus partners in 2007-2008.
- *** In 2007-08, the OFD's programs supported faculty from all schools/colleges and 66 departments.
Additional Contributions

The Office of Faculty Development enhances the community of scholars at UMass Amherst not only through programming and resources, but also through discipline-specific consultations and presentations, teaching, and service on advisory boards, councils, and committees. In addition, the OFD actively contributes to the larger community of faculty developers, both nationally and internationally. The following is a list of the OFD’s additional contributions to higher education in 2007-2008.

Awards & Grants

- *Mellon Mutual Mentoring Initiative*. Co-PIs of a $400,000 grant awarded by The Andrew W. Mellon Foundation to University of Massachusetts Amherst to support new and under-represented faculty through mentoring, 2007-10. (C. Seymour, M. D. Sorcinelli & J. H. Yun)
- *Pathways to the Profession of Faculty Development: An International Perspective*, Institute for the Advancement of Teaching in Higher Education. Collaborator in $25,000 grant through Social Sciences and Humanities Research Fund of Canada, 2006-08. (M. D. Sorcinelli)

Discipline-Specific Services

The OFD delivered 139 individual, small-group, or group consultations and presentations to approximately 1,366 individuals in a range of units, councils, and committees based on their particular faculty development issues. Formal presentations included:

- Faculty Senate Status of Diversity Council (April 7, 2008) *Mellon Mutual Mentoring and Diversity*.
- Provost Office’s LEAD Chairs Program (February 25, 2008) *Faculty Development*.
- UMass Amherst Libraries Self-Study (December 3, 2007) *Collaboration for Faculty Development: Faculty Writing Place*.
- Department of Music & Dance (November 13, 2007) *Mellon Mutual Mentoring Initiative*.
- Faculty Senate Work/Life Affairs Committee (October 31, 2007) *Roadblocks to Early Career Faculty Success*.
- Graduate Education and Career Development Initiative Conference (September 24, 2007) *A Ph.D. Is Not Enough*.
- Five College Deans’ Council (September 6, 2007) *Mellon Mutual Mentoring Initiative*.
- Provost’s Deans’ Council (July 17, 2007) *Mellon Mutual Mentoring Initiative*. 
Council and Committee Participation

- Advisory Board, Program for Undergraduate Mentoring and Achievement (M. D. Sorcinelli)
- Advisory Board, University Without Walls Program (M. D. Sorcinelli)
- Chair, Search Committee, Center for Teaching Assistant Director Search (J. H. Yun)
- Deans’ Council, Five Colleges, Incorporated (M. D. Sorcinelli)
- Faculty Work/Life Affairs Committee (M. D. Sorcinelli)
- Steering Committee, National Council for Accreditation of Teacher Education (NCATE), School of Education (M. D. Sorcinelli)
- Visioning Steering Committee, College of Humanities & Fine Arts (M. D. Sorcinelli)

Teaching and Advising

- Chair, Doctoral Committee for Susan Bronstein (M. D. Sorcinelli)
- Graduate Independent Study (Spring 2008) Directed Kelly Cowdery in Community engagement in the academic profession, 3 credits (M. D. Sorcinelli)
- Member, Comprehensive Committee for Kate Hudson (M. D. Sorcinelli)
- Member, Comprehensive Committee for Nancy Buffone (M. D. Sorcinelli)
- Member, Doctoral Committee for Kate Douglas (M. D. Sorcinelli)
- Member, Doctoral Committee for Alan Bloomgarten (M. D. Sorcinelli)
- Member, Doctoral Committee for Kathryn Wiesbicki-Stevens (M. D. Sorcinelli)

External Colleges and Universities Served

Representatives from other institutions and organizations often contact the OFD staff for advice and consultation. In the following list of institutions served, an asterisk (*) indicates that individuals from that organization visited the OFD at UMass Amherst in 2007-2008.

- Academic Impressions
- American University of Cairo (Egypt)
- American Council on Education
- Amherst Educational Foundation*
- Amherst Public School Superintendent’s Office*
- Anadolu University (Turkey)
- Association for the Study of Higher Education
- Bowdoin College
- Charles Darwin University (Australia)
- Chicago Area Faculty Development Network
- Collaboration for the Advancement of College Teaching and Learning
- Fetzer Institute
- Florida International University
- Gannon University
- Michigan State University
- Ministry of Education (Afghanistan) *
• Minnesota State Colleges and Universities
• NCATE Accreditation Team
• Naoya University (Japan)
• Nanzan University (Japan)
• National Taiwan University (Taiwan)
• National University of Ireland Galway (Ireland)
• New England Association of Schools and Colleges
• Northeastern University
• Osaka University (Japan)
• Simon Frazer University (Canada)
• Texas A&M
• University of Alberta (Canada)
• University of Colombo (Sri Lanka)*
• University of Kansas
• University of Massachusetts Dartmouth*
• University of Minnesota
• University of North Carolina*
• University of Virginia
• U.S. Coast Guard Academy
• Virginia Tech
• Wagner College
• Western Carolina University
• Westfield State College*
• Williston-Northampton School*

Publications by OFD Staff

• Yun, J. H. & Sorcinelli, M. D. (In press). When mentoring is the medium: Lessons learned from a faculty development initiative. *To Improve the Academy*, 27.

### Presentations

• Sorcinelli, M. D. (June 29, 2008) *Assessing faculty development*. Plenary session with A. Kalish, International Institute for New Faculty Developers, University of Ottawa, Canada.
• Sorcinelli, M. D. (June 28, 2008) *Working with administrators*. Session with N. Chism & T. Cooper, International Institute for New Faculty Developers, University of Ottawa, Canada.
• Sorcinelli, M. D. (June 25, 2008) *The past, present, and future of faculty development*. Featured speaker, International Institute for New Faculty Developers at University of Ottawa, Canada.
• Sorcinelli, M. D. (June 25, 2008) *Examining the range of faculty development programs and models*. Panel with K. Lewis, J. Kamber, & E. Kristensen, International Institute for New Faculty Developers, University of Ottawa, Canada.
• Sorcinelli, M. D. (June 13, 2008) *Mentoring as a medium for educational development*. Presentation at Biennial Conference of the International Consortium for Educational Development, Salt Lake City, UT.
• Sorcinelli, M. D. (April 25, 2008) *Mentoring at multiple levels in the institution: Building a professional network*. Keynote speaker at Best Practices in Faculty Mentoring, Annual Conference of Chicago Area Faculty Development Network, Robert Morris College, Chicago, IL.
• Sorcinelli, M. D. (April 11-13, 2008) *Mentoring new and underrepresented faculty*. Roundtable participant at Advancing and Empowering Scholars: Transforming the American Academy through Faculty Diversity, Harvard University, Cambridge, MA.
• Sorcinelli, M. D., (March 30-April 1, 2008) International Institute for New Faculty Developers, Lawrence, KS. The visit resulted in a presentation and evaluation report.
• Sorcinelli, M. D. (March 19, 2008) *Cutting new paths toward professional development*. Keynote speaker at Colloquium on the Changing Professoriate, College of Education, Michigan State University, East Lansing, MI.
• Sorcinelli, M. D. (January 22, 2008) *Resources for teaching and teacher development*. Workshop led with M. Ouellett for administrators from 16 higher education institutions in Afghanistan, University of Massachusetts, Amherst, MA.
• Sorcinelli, M. D. (December 5-7, 2007) *The scholarship of teaching and learning and faculty development: How it benefits faculty and the institution*. Co-presented with S. Pasquale, Annual Meeting and Conference of the New England Association of Schools and Colleges, Boston, MA.
• Sorcinelli, M. D. (December 6, 2007) *Mentoring in the academic department*. Seminar presented at Bouvé College of Health Sciences, Northeastern University, Boston, MA.
• Sorcinelli, M. D. (November 7-10, 2007) *Mentoring in the academic department*. Workshop presented at Chairing the Academic Department, American Council on Education (ACE), Department Leadership Workshop, Austin, TX.
• Sorcinelli, M. D. (November 5, 12, 19) *TLT group online seminar on new faculty development and mentoring*. Co-led with M. Reder and K. Farrington.


### Review and Editorial Work

- Anker Publications (M. D. Sorcinelli)
- Editorial Board Member, Innovative Higher Education (M. D. Sorcinelli)
- Editorial Board Member, Journal of Excellence in Teaching and Learning (M. D. Sorcinelli)
- Editorial Board Member, Journal of Tertiary Learning and Professional Development (M. D. Sorcinelli)
- The Haworth Press, Inc. (M. D. Sorcinelli)
- Jossey-Bass Publishers (M. D. Sorcinelli)
- Professional and Organizational Development in Higher Education (M. D. Sorcinelli & J. H. Yun)

### National Committee Participation

- Advisory Board Member, Rigorous Research in Engineering Education (M. D. Sorcinelli)
- Advisory Board Member, Faculty Survey of Student Engagement (FSSE) (M. D. Sorcinelli)
- National Panel of Judges, Teachers Insurance and Annuity Association-College Retirement Equities Fund (TIAA-CREF), Theodore M. Hesburgh Award (M. D. Sorcinelli)
- International Advisory Council on Teaching and Learning, University of Windsor, Ontario, Canada (M. D. Sorcinelli)
- International Study Group for Research on Educational Development, Institute for the Advancement of Teaching in Higher Education, Canada (M. D. Sorcinelli)
- Professional and Organizational Development (POD) Network for Higher Education (M. D. Sorcinelli & J. H. Yun)
OOFD Staff

MARY DEANE SORCINELLI, Associate Provost for Faculty Development, directs the Office of Faculty Development, which reports directly to the Provost. Dr. Sorcinelli also provides oversight of the UMass Amherst Center for Teaching and represents the Provost’s Office at the Five Colleges, Incorporated through the Deans’ Council. She is an Associate Professor in the School of Education’s Department of Education Policy, Research and Administration.

JUNG H. YUN, Director of New Faculty Initiatives, co-directs the Mellon Mutual Mentoring Initiative, provides counsel to the Associate Provost on all issues related to new and early-career faculty development, and serves as the organizational lead on all OFD programs.

LILY LADEWIG, Graduate Student Intern, is an M.F.A. candidate in creative writing in the UMass Amherst English Department.

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