Faculty Mentoring

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“Successful mentors view the act of mentoring as an opportunity for thoughtful reflection and personal growth.”

- Enz, 1992

Agenda

Group Discussion: Mentoring Experiences

Mentoring Models, Mechanics, and Best Practices

Your Mentor Profile

Mentoring Dilemmas

What Does Mentoring Mean to You?

- What topics do you discuss with your mentee? What ones don’t you discuss?
- What expectations do you have of your mentee?
- How has mentoring changed since you were a new faculty member?
- What is the most important lesson you have learned as a mentor?
Models and Types of Mentors

- One-to-one
- Multiple Mentors
- Group or Peer Mentors
- Mentor Networks
- Expert Mentor Teams
- “Synergistic” Mentoring
- E-mentors or paper mentors
Qualities to Strive For

- **What Makes a Good Mentor?**
  - Availability (proactive communication, approachability, TIME)
  - Knowledge Sharing (across many areas, informal and formal)
  - Support/Guidance (interest, acceptance, respect, advocacy, advice)
  - Networking (ongoing - social, professional)

- **What Makes a Good Mentee?**
  - Initiating behaviors (motivation to engage/disengage)
  - “Coachability” (willingness to learn and use advice)
  - Competencies (clarity of goals, communication style)

Be Available, Share Knowledge, Be Supportive, Provide Networks, Listen

- **Career guidance and advocacy**
  - Research, teaching, service → workload balance, priorities
  - T&P process
  - Grants, publications
  - Access to resources
  - Establish professional networks and collaborations
  - Advocate and protect

- **Organizational**
  - Navigating university systems
  - Share “local knowledge”
  - Help settling in
  - Promote mentoring within department
  - Instill a sense of citizenship

- **Psychosocial**
  - Offer support, advice, sympathetic ear, sounding board
  - Work-life integration
  - Establish social and community networks
  - Be a role model
  - Develop trust
Stages of Mentoring Relationship

1. Initiation \(\rightarrow\) mutual screening

2. Cultivation \(\rightarrow\) confidence builds, professional identity, career optimism

3. Separation \(\rightarrow\) less dependent

4. Redefinition \(\rightarrow\) may evolve into collaboration, less contact

Relationship Mechanics at Initiation

- **Assess your strengths and the needs of your mentee**
  - why have you been matched together?
- **Assess your own stereotypes and implicit biases**
  - Race, gender, age, ability, discipline, power status, neediness
- **Define your roles and establish rules of engagement**
  - what is the imagined length, depth, and breadth of your relationship?
- **Establish a specific plan for regular communication**
- **Agree on an assessment strategy for your relationship**
  - Take the temperature regularly
  - Agree on a no-fault plan for changing or adding mentors
Some things to consider . . .

- Sociocultural assumptions
- Underrepresented or “solo” faculty
- Tokenism/generalization
- Care giving responsibilities
- Harassment and discrimination
- Status/power differences
- Diversity in scholarship, talents, styles, and career paths

Gender
Race, ethnicity
Age
Sexual orientation
Disability
Your Mentor Profile

... *Or, if you prefer these categories:*

- I am really skilled and comfortable with this and I can do it just fine
- I am really skilled and comfortable with this, but I have to admit I don’t think to do it enough
- I know something about this, but I could learn a little more
- This is an area I’m not really knowledgeable about
- This is an area I’m not comfortable talking about
- What other people can I suggest to help address this?
FAN Questions – some thoughts

1. Bridging the gap between new and late career faculty
2. Connecting faculty across departments & colleges
3. Conveying all the campus opportunities without being overwhelming
4. Guiding faculty on how to connect with department members, especially in highly polarized or political departments
5. Maintaining long-term mentoring relationships
6. Mentoring/addressing life skills
7. Creating more 1-1 mentoring relationships
Thank you.

Questions?

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