

Faculty Mentoring



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Agenda

Group Discussion: Mentoring Experiences

Mentoring Models, Mechanics, and Best Practices

Your Mentor Profile

Mentoring Dilemmas

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

- Enz, 1992

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** → *mutual screening*
2. **Cultivation** → *confidence builds, professional identity, career optimism*
3. **Separation** → *less dependent*
4. **Redefinition** → *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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