

Mentoring at UD

Dana Veron

Associate Provost for Faculty Development

Matt Kinservik

Vice Provost for Faculty Affairs

Coach vs Mentor vs Sponsor

Coach – talks to you

- Stimulating questions
- Holistic (life/career)
- Impartial feedback
- Process for next steps
- One-sided
- Shorter-term
- Outside formal evaluation process

Mentor – talks with you

- Colleague
- Similar discipline/role
- Guidance, advice, feedback
- Multiple practical solutions/career paths
- Reactive/responsive to need
- Shares relevant lived experience
- Mutually beneficial

Sponsor – talks about you

- Senior stakeholder
- Leverages power, influence, network
- Direct endorsement, advocating
- Builds credibility
- Helps obtain high-visibility work, promotions, jobs
- Long-term

What is Mentoring?

Variety of definitions –

Jacobi (1991) identified 15 different types; Crisp and Cruze (2009) identified **50**

Commonalities in mentoring relationships:

- emphasizes helping the individual grow and accomplish goals,
- **provides professional and career development support, role modeling, and psychosocial support, and**
- are personal and reciprocal.

Characteristics:

- Provide various approaches
- Include planned activities with the mentor
- Create opportunities to build relationships

TABLE 2-1 Mentorship Functions

Support Functions	Related Behaviors and Activities
Psychosocial Support	
Psychological and emotional support	Mentor encourages mentees, helps with problem solving, and uses active-listening techniques. ^a
Role modeling	Mentor serves as a guide for mentees' behavior, values, and attitudes. Mentees benefit from engaging with mentor who shares values and deep-level similarity with them. ^b Allows mentees to see themselves as future academics. ^c
Career (Instrumental) Support	
Career guidance	<p>Mentor provides support for assessing and choosing an academic and career path by evaluating mentees' strengths, weaknesses, interests, and abilities. Mentor's role includes</p> <ul style="list-style-type: none"> • helping mentees reflect and think critically about goals;^d • facilitating mentees' reflection on and exploration of their interests, abilities, beliefs, and ideas;^e • reviewing mentees' progress toward goals; • challenging mentees' decisions or avoidance of decisions;^f and • helping mentees to realize their professional aspirations'
Skill development	Mentor educates, evaluates, and challenges mentees academically and professionally; tutors or provides training; and focuses on subject learning. ^h
Sponsorship	Mentor publicly acknowledges the achievements of mentees and advocates for mentees.

Outcomes of Mentoring

Career navigation
and success

Well-being

Leadership
development

Connect to a new
community, increase
sense of belonging

Enhance diversity
and inclusion

Succession planning

Skill sharing

Organizational
memory

Navigate transitions

Mentoring modalities

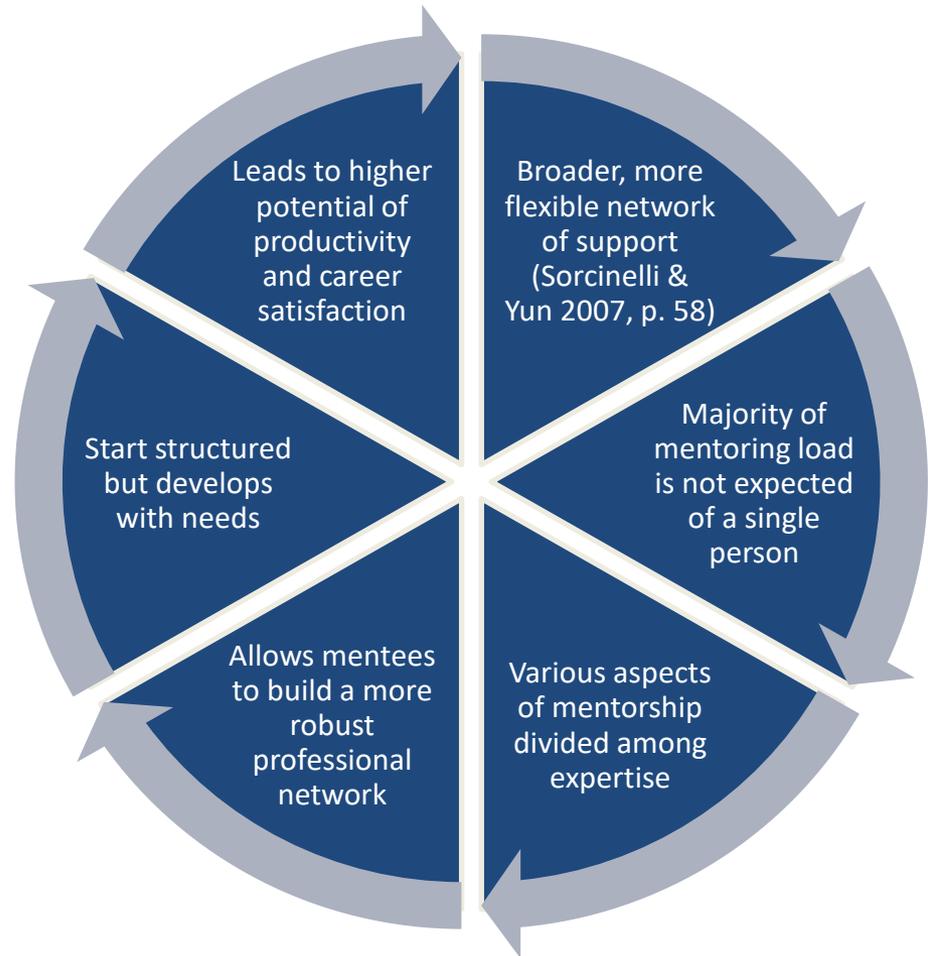
- One-on-one (classic dyad): Mentor and mentee are matched, with expectations of a timeframe and structure; formal mentoring program or individual initiated
- Group mentoring: single mentor matched with a cohort of mentees
- Networking model: group of mentors with one mentee
- Peer and near-peer mentoring

Mentoring relationships can be formal and structured, occurring in intentional settings or can be informal and organically developed relationships. All modalities focus on context, clarity, coordination, communication, and commitment.





Benefits of Group network mentoring model



NCFDD Mentoring Map

Department Colleagues

- _____
- _____
- _____

Professional Editor

- _____
- _____

Readers
(see Intellectual Community)

Senior Faculty in Your Department

- _____
- _____
- _____
- _____

On Campus Mentors

- _____
- _____
- _____
- _____

Off Campus Mentors

- _____
- _____
- _____
- _____

Peer Mentors

- _____
- _____

- _____
- _____
- _____

Substantive Feedback 

Professional Development 

Sponsorship 

Emotional Support 

Access to Opportunities 

Role Models 

Accountability
for what REALLY matters 

Intellectual Community 

Safe Space 

- _____
- _____
- _____
- _____

On Campus

- _____
- _____
- _____
- _____

Off Campus

- _____
- _____
- _____
- _____

Friends

- _____
- _____
- _____

Family

- _____
- _____
- _____

Other

- _____
- _____
- _____

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Readers

0-25%

- _____
- _____
- _____

25-50%

- _____
- _____
- _____

50-75%

- _____
- _____
- _____

75-100%

- _____
- _____
- _____

Faculty Development Activities

ADVANCE Institute

Policies and procedure; best practices for recruitment, advancement, and retention; support for institutional leadership

ACHIEVE Program

Hands on workshops and short courses on work-life dynamics; skills training; peer mentoring and review for evaluation and promotion

Institutional Memberships

National Center for Faculty Development & Diversity, Academic Impressions, Academic Analytics

UD Partners

Human resources, library, faculty senate, caucuses, ATS, CTAL, IRE, Research Office

Resources, trainings, information



Heather Doty,
Assoc. Professor,
Mechanical
Engineering



Jennifer Saylor,
Assoc. Professor,
School of Nursing



LaRuth McAfee,
Senior Assistant
Dean, Graduate
College



Jennifer Roth,
Research Education
Coordinator,
Research Office



Charissa Powell,
Department Head,
Student Success and
Curriculum
Partnerships, Library,
Museums and Press



Laura Soltys,
Organizational
Development Consultant,
Talent and Organizational
Development, Human
Resources

The background of the slide features a large, faint watermark of the University of Delaware seal. The seal is circular and contains a shield with two open books. The left book is inscribed with 'GRAMM PHILOL RHETOR ETHICA' and the right book with 'METAPH LOGICA MATHEM PHYSICA'. Above the shield is a banner with the motto 'SOLUS MEN S' EST'. The outer ring of the seal contains the text 'UNIVERSITY OF DELAWARE' and '1823'.

UD ADVANCE Institute

Heather Doty, Associate Professor, Mechanical Engineering

Email: ud-advance@udel.edu Website: sites.udel.edu/advance

UD ADVANCE

- Founded by an NSF ADVANCE Institutional Transformation award (2014-2022).
- Housed within Faculty Affairs
- Focus on faculty diversity and excellence.
- Development and dissemination of research-based initiatives surrounding faculty development, diversity, and positive departmental climates.
- Programs and initiatives for all faculty.



Robin Andreasen,
Interim Chair & Professor,
Linguistics & Cognitive Science



Heather Doty,
Assoc. Professor, Mechanical
Engineering

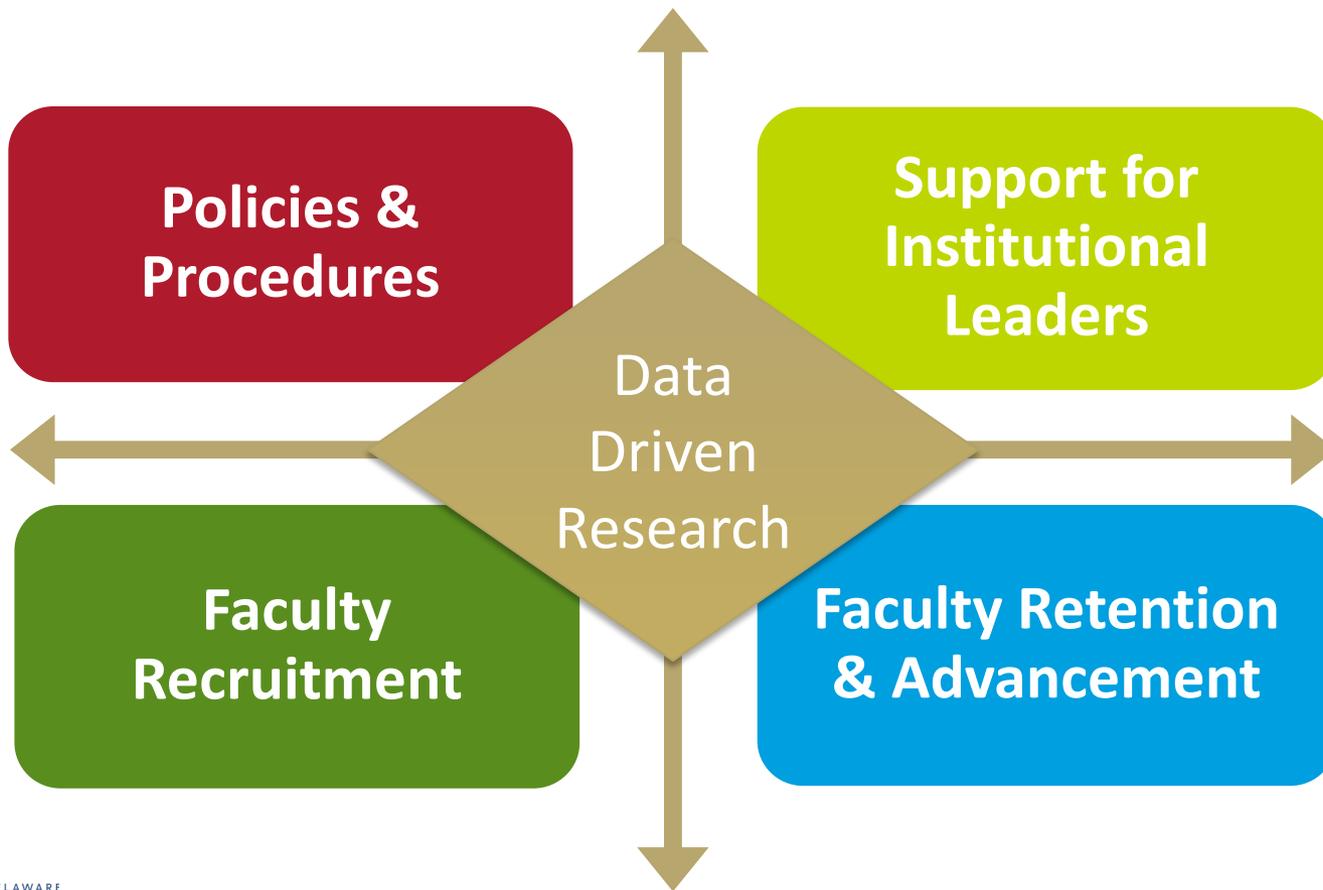


Shawna Vican,
Asst Professor, Sociology &
Criminal Justice

UD ADVANCE Faculty Fellows

Faculty from across colleges that support UD ADVANCE programming and initiatives

What We Do



Some Examples

Data-Driven Research

- Faculty climate surveys
- Faculty satisfaction interviews
- Institutional data review

Policies & Procedures (P&P)

- Family friendly policies
- Formal faculty mentoring
- Temporary Covid-19 policies

Leadership Support

- Workshops & resources for chairs

Faculty recruitment

- Search committee training

Faculty Retention & Advancement

- Training for faculty review committees
- Themed networking events
- Resources to support formal faculty mentoring
- Workshops on UD's Covid policies

UD ADVANCE Mentoring

- We all need a network of mentors—informal mentors, peer mentors, evaluative mentors, discipline-specific mentors, sponsors, etc.
- Members of underrepresented groups tend to have less access to informal mentors and may have a harder time developing mentoring networks.
- For this reason, UD ADVANCE supports *formal mentoring* within departments.
- A formal mentor is just one of the many mentors all faculty will ideally have. A formal mentor may even be able to help a mentee identify people who could serve other mentoring roles.

Formal Mentoring Program

- Chairs assign all junior faculty a mentor.
 - Why within the department? Because this is where faculty evaluation takes place.
- The formal mentor is a procedural mentor, someone who will help the mentee understand things like appraisals, peer reviews, etc. The mentor need not be in the mentee’s research discipline.
- We encourage periodic, scheduled mentoring meetings. ADVANCE has developed resources to help guide these meetings, including several mentoring “checklists.”



Mentoring Resources

- Written resources for chairs for setting up formal mentoring programs
- Discussion points for mentors/mentees on topics such as:
 - 2-/4-Year Peer Review
 - Appraisal
 - Tips for saying no

In-person peer mentoring opportunities for faculty:

- **Navigating Faculty Evaluation: Appraisal, Peer Review, P&T.** Geared toward new(ish) faculty. February 14, 3:00-4:00 p.m.
- **Strategic Approaches to Promotion & Tenure 2.** Geared toward faculty ready to go up for promotion to associate professor. March 6, 1:45-2:45 p.m.
- **Planning for Promotion to Full Professor.** March 11, 3:00-4:00 p.m.

Register at www.udel.edu/advance

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UD ACHIEVE Program

Jennifer Saylor, Associate Professor, School of Nursing

Email: facultyachievement@udel.edu

Website: <https://provost.udel.edu/faculty/faculty-affairs/udfap/>



UD ACHIEVE Team

Director



Jennifer Saylor
School of Nursing

Associate Director



Maria Purciello
School of Music

Questions or program ideas?
Contact ACHIEVE at
facultyachievement@udel.edu

Fellows



Adil Bentahar
English Language
Institute



Julia Domínguez
Dept. of Language,
Literatures, & Cultures



Lynsey Gibbons
School of Education



Jennifer Graber
School of Nursing



**Carla Guerrón
Montero**
Women & Gender Studies



Chanele Moore
Associate in Arts Program:
Wilmington



Stephanie Raible
Lerner College of
Business & Economics



Sarah Trembanis
Associate in Arts
Program: Dover



Jennifer Trivedi
Dept. of
Anthropology

UD ACHIEVE

Open to ALL faculty at any rank or academic track

Group dedicated to supporting faculty achievement:

- ***Building peer mentoring networks and pathways for career development***
 - Peer review appraisal and dossier courses
- ***Fostering supportive communities for faculty to achieve excellence while maintaining work-life balance***
- ***Assisting with scholarly writing***
 - Small Group Mentoring Program
 - Work-Life Dynamics Programs
 - Write on Sites



UD ACHIEVE Programs

New 2024:
CV Workshop

Small Group Mentoring

semester-long, weekly
meetings with peers & Fellows

Work-Life Dynamics

semester and weekly
planning sessions

Write-on-Site

weekly writing/co-work
sessions with peers

Promotion & Appraisal

semester-long courses
with peer and Fellow reviews

New 2024: Sabbatical
Workshop

Connecting Resources &
People

Institutional Membership to National Center for Faculty Development & Diversity (NCFDD)

ACHIEVE Small Group Mentoring Program

- 12-week program offered during the fall and spring semester
- Small mixed groups - 4 faculty/postdocs and 1 peer mentor
- **New 2024:** Faculty Interest groups
- Weekly, 1-hr weekly meetings
 - *set writing goals; report on progress; discuss effective strategies for navigating UD/academia; and celebrate successes*
- Faculty in this program will:
 - *join a supportive community; develop a semester plan; create daily writing habits; weekly planning*

Be sure to receive emails about this event!



ACHIEVE Promotion and Appraisal Preparation Program

- Learn more about promotion and tenure process
 - 2 & 4-Year Pre-tenure Appraisal Workshop: **Fall**
 - Promotion Dossier Workshop: **Spring**
- Semester long course with 5 workshops facilitated by a Fellow
 - ***Strengthen your candidate statement and appraisal***
 - *(teaching, research, service, administration)*
 - ***Learn a variety of ways to illustrate your accomplishments***
 - ***Receive feedback from other participants and faculty experts across various disciplines***

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Graduate College

LaRuth McAfee, Senior Assistant Dean

Email: mcafee@udel.edu

Website: <https://www.udel.edu/academics/colleges/grad/>



Graduate College Mission & Resources

The mission of the Graduate College is to achieve excellence in graduate education, and in graduate and postdoctoral research, scholarship and creative expression at the University of Delaware. ... We will advocate for our graduate students' and postdocs' success and well-being in all parts of their lives on and off campus.

Foundational principle: excellent mentorship facilitates an excellent experience

Contact the following Graduate College staff for questions or concerns related to your students/postdocs (additional support in Office of the Dean of Students):



Mary Martin, EdD

marym@udel.edu

Associate Dean, Graduate College
(academic matters)



LaRuth McAfee, PhD

mcafee@udel.edu

Senior Assistant Dean, Graduate College (Graduate
College-based funding, student experience matters)



History of UD Mentorship Excellence Initiative

2020

Graduate College led effort to have UD participate in Culturally Aware Mentoring (CAM) Pilot Study

2021

UD participated in CAM Pilot Study (biomedical departments/centers)

2022

4 UD faculty officially trained by Center for the Improvement of Mentored Experiences in Research (CIMER) as mentoring workshop facilitators

1st UD-based mentoring workshop offered

2 more faculty trained as general workshop facilitators, 2 faculty trained as CAM facilitators

2023

2 general mentoring workshops, first UD-based CAM workshop offered
Graduate College hosted inaugural Mentorship Symposium

2024

Ongoing general mentorship workshops, implementation of unit-specific training

Research Mentor Training @ UD

Topics covered:

- ✓ Maintaining Effective Communication
- ✓ Addressing Equity and Inclusion
- ✓ Aligning Expectations
- ✓ Fostering Independence
- ✓ Promoting Professional Development
- ✓ Mentoring Action Plan

**81 faculty participants so far,
representing 38 campus units!**

- 11 CAM-trained faculty

Facilitators come from various disciplinary backgrounds



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Research Office

Jennifer Roth, Research Education Coordinator

Email: jaroth@udel.edu

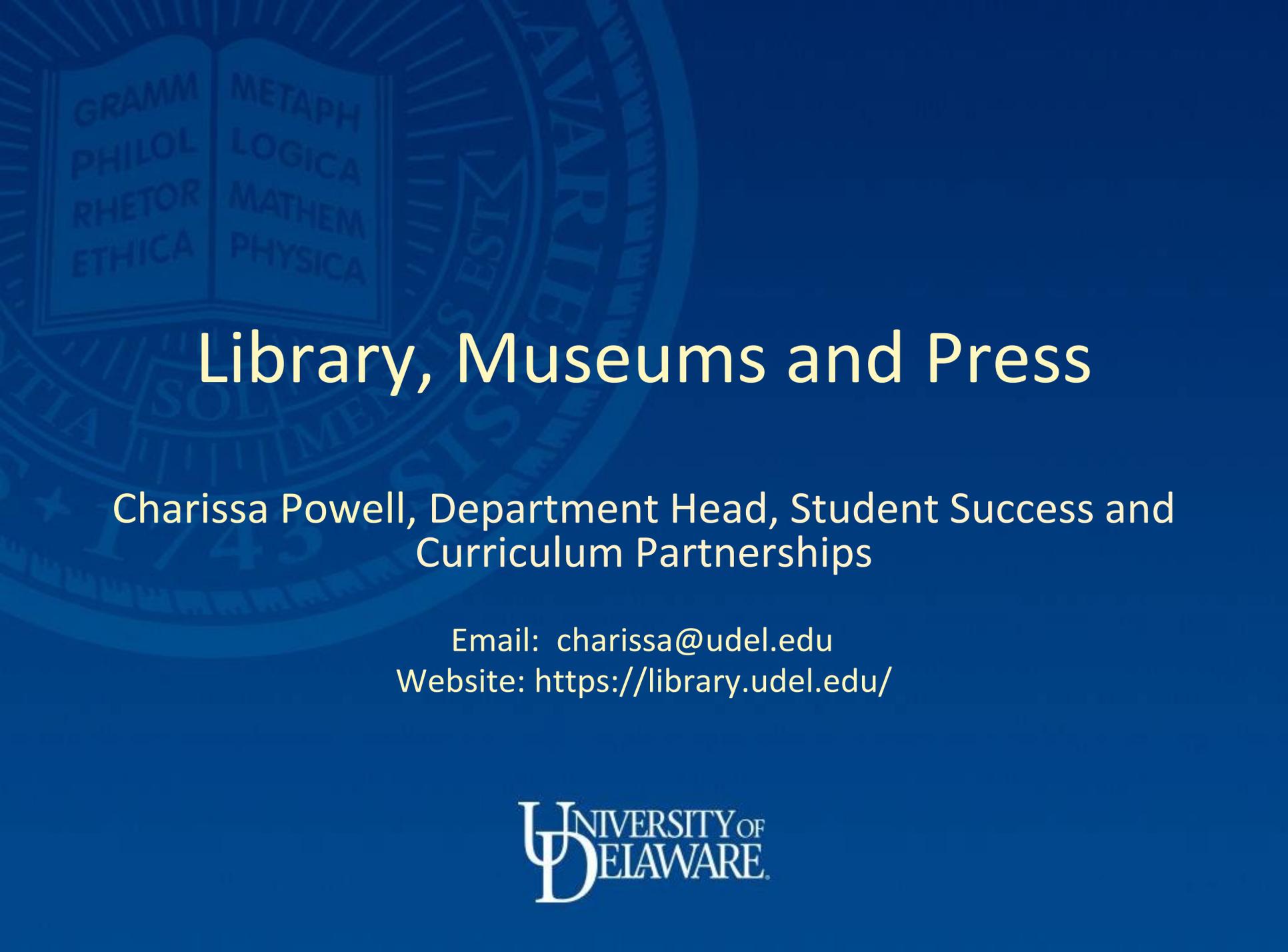
Website: <https://research.udel.edu/>



Research Office Academies

NSF CAREER & NIH Proposal

- 6th year for both academies (~100 past participants)
- Months-long proposal preparatory activities
 - Group meetings
 - Internal draft review
 - Grant Editing/Graphics Assistance
- Led by 2 faculty co-chairs
- NIH: External mentorship
- Participants are paired with an individual science mentor
 - Mentor pairs meet periodically through the academy
 - Mentor provides feedback on draft portions of the proposal
- Success metrics vary
 - Agency Award
 - Funding in general
 - Continued collaboration with mentor

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Library, Museums and Press

Charissa Powell, Department Head, Student Success and
Curriculum Partnerships

Email: charissa@udel.edu

Website: <https://library.udel.edu/>

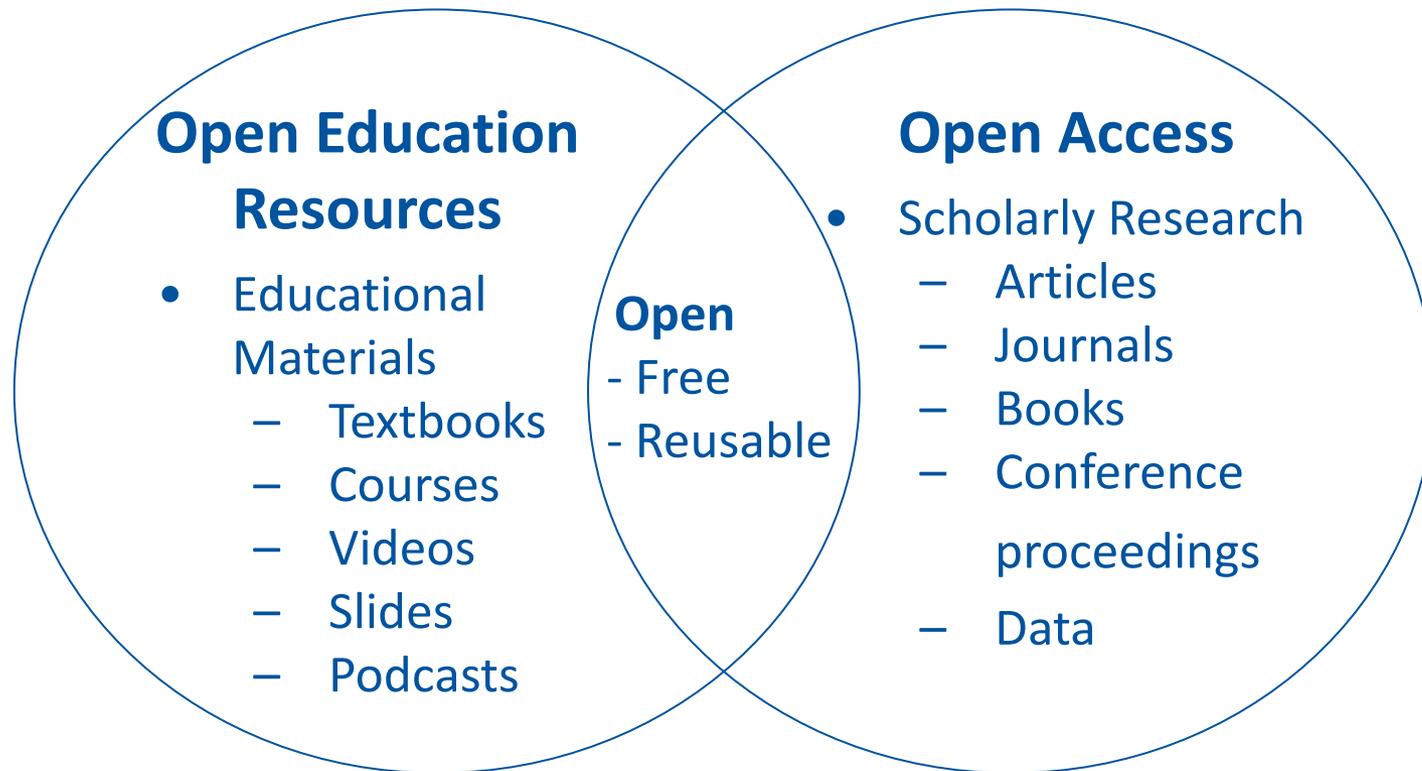


What is the Open and Affordable Teaching Materials Initiative?

- support course material affordability
- promote the use of open and affordable educational resources
- empower faculty to innovate their teaching through the use of open, free, or library-licensed material



Open Resources



Survey with OER grant recipients

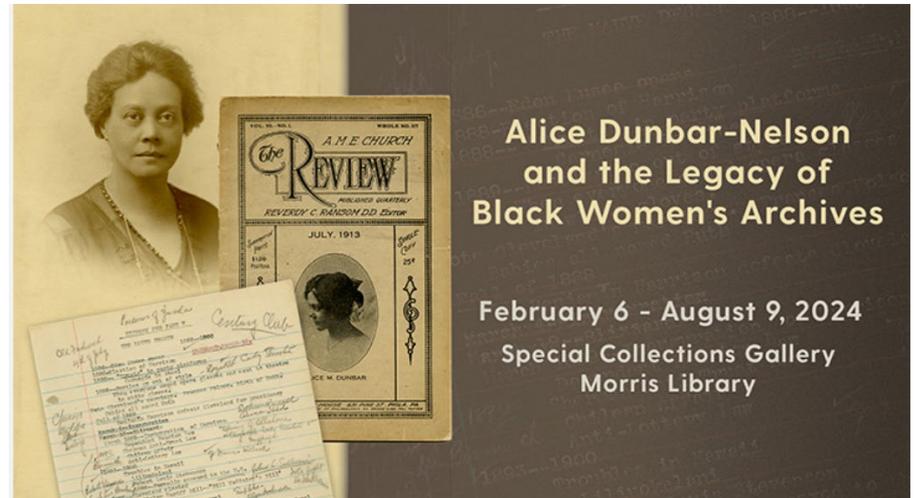
Faculty reported that they are using their affordability work to support their promotion and tenure documentation in the following ways:

- As an example of teaching innovation
- As an example of teaching effectiveness and to demonstrate concern and intentionality around the accessibility of materials
- To show alignment with the university's student success goals
- To demonstrate the commitment to equity in the classroom

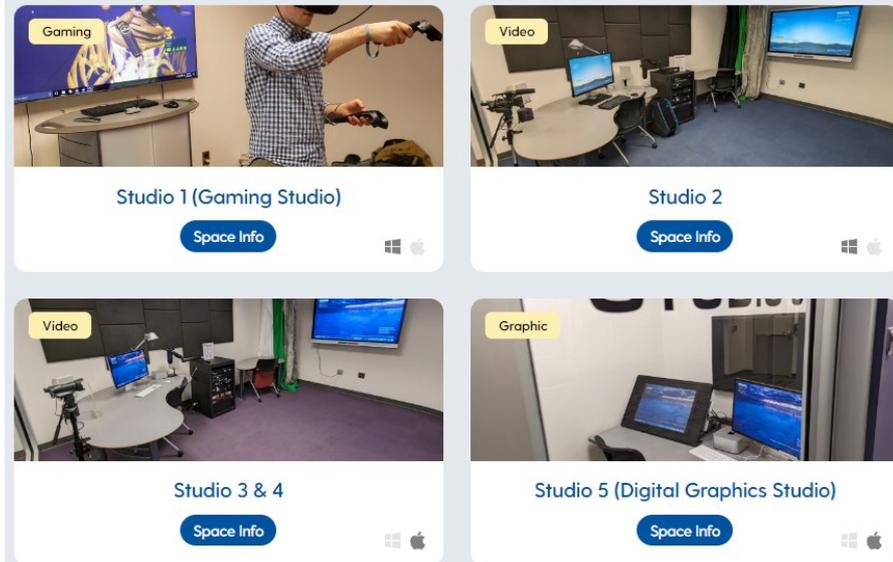


Special Collections

- Online exhibitions (with information on current exhibitions)
- Research guides highlighting main collecting areas
- Finding aids for archival collections



Multimedia and Access Services



- [Course Reserves](#)
- [Equipment and Technology](#)
- [Student Multimedia Design Center Services](#)
- [Large Format Printing](#)
- [Software](#)
- [Film & Video collection](#)





Teaching with Multimedia

- Assignment Packages that include:
 - graphic design
 - podcast
 - video



Search Library Resources

Search Library Websites

FOR: resources at UD and worldwide...

IN: DELCAT and Worldwide



GO TO: DELCAT Advanced Search | Databases | E-Journals | UDSpace

Ask the Library

Request Materials

Online Resources

Reserve a Study Room

Interlibrary Loan

Need to Know

View Available Seats

● Morris Library	8am–11pm
● Ask the Library	10am–9pm
● Study Rooms	8am–11pm
● Student Multimedia Design Center	10am–9pm
● Education Resource Center	8:30am–5pm
● Mechanical Hall Gallery	Closed
● Mineralogical Museum	Closed
● Old College Gallery	Closed
● Special Collections Gallery	9am–5pm

SCHOLAR IN THE LIBRARY

THE ARTISTIC LEGACY OF JAMES E. NEWTON
Curating an Exhibition

February 14, 2024 | Noon-1 p.m.
In-person Event

Demetra McBrayer
Doctoral student, Department of English

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Human Resources

Laura Soltys, Organizational Development Consultant, Talent and
Organizational Development

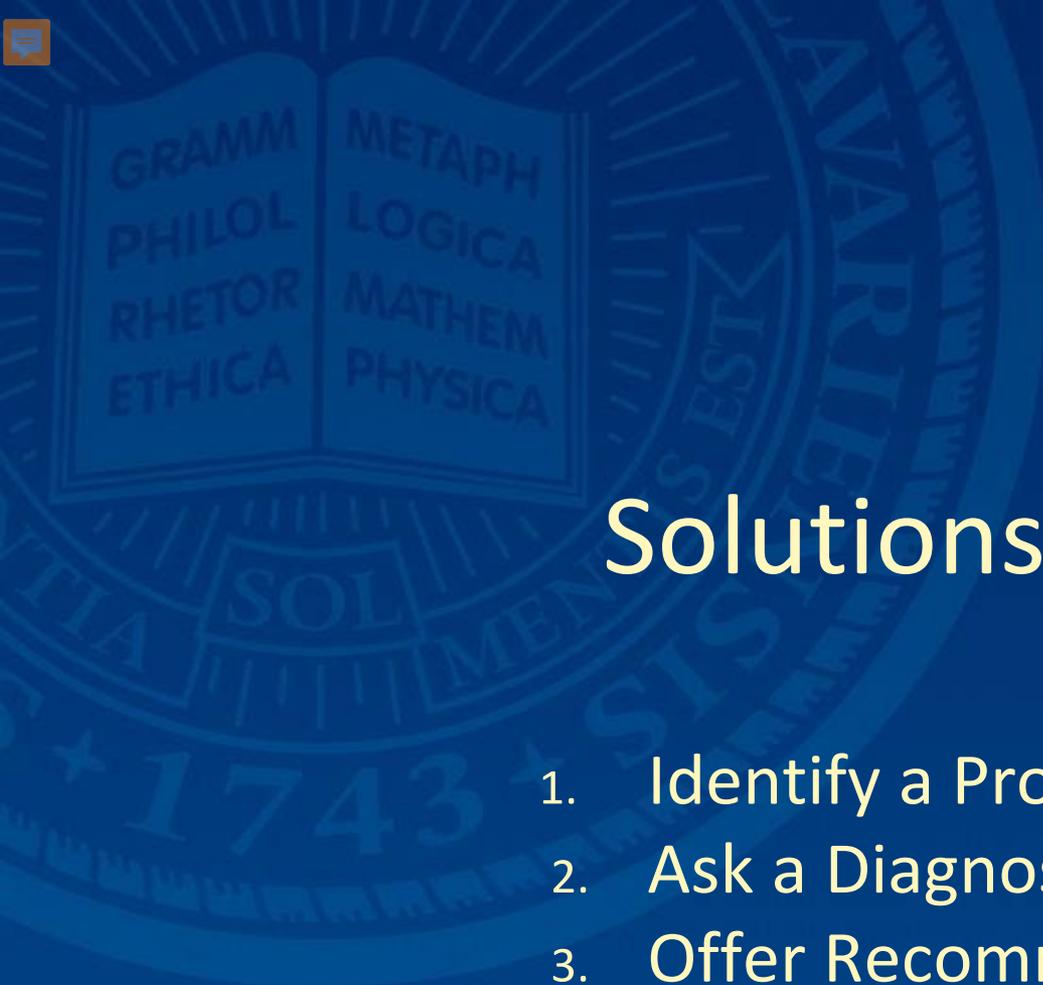
Email: facultyachievement@udel.edu

Website: <https://provost.udel.edu/faculty/faculty-affairs/udfap/>



Employee Onboarding Mentoring Program

- Purpose:
 - Help faculty and staff acclimate into the university culture and campus environment during their first 12-18 months of employment, ultimately contributing to the long-term success of employees and the organization.
- Eligibility
 - Full-time benefitted employees with <1 year working at UD are eligible to participate as a mentee. Employees with 5+ years working at UD are eligible to participate as a mentor.
- Timeline
 - 6-month program offered twice a year. Pilot program slated for Fall 2024.
 - Participants are paired with an individual science mentor



Solutions Clinic

1. Identify a Problem
2. Ask a Diagnostic Question
3. Offer Recommendations

Workshop Debrief

- Major takeaways from the workshop
 - What did you find useful?
 - Was there something that did not get discussed to be added to the conversation?
- Resources
 - Shared online resource (google sheet link)
 - Shared slides on provost website
- Feedback form (<https://www1.udel.edu/uLink/11685>)



Next Steps

Keep an eye out for themed networking events

- For new(ish) faculty, to help them make the most of resources on campus.
- For new(ish) faculty, to help them understand the basics of faculty evaluation at UD.
- For all faculty, surrounding topics such as work-life balance, preparing for your next promotion, how to have a voice as a jr. faculty member, and more.

Review some of our resources for new faculty. For example:

- [Suggested formal mentoring topics for first year](#)
- [List of links and resources to support faculty worklife](#)
- [Onboarding resource for new international faculty members](#)