Mentoring at UD

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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

<table>
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<tr>
<th>Support Functions</th>
<th>Related Behaviors and Activities</th>
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<td>Psychosocial Support</td>
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| Psychological and emotional support | Mentor encourages mentees, helps with problem solving, and uses active-listening techniques.  
  
  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.  
  Allows mentees to see themselves as future academics |
| Career (Instrumental) Support     |                                                                                                                                                                                                                                                                                                                                                                |
| Career guidance                   | Mentor provides support for assessing and choosing an academic and career path by evaluating mentees' strengths, weaknesses, interests, and abilities. Mentor's role includes  
  
  ● helping mentees reflect and think critically about goals  
  ● facilitating mentees' reflection on and exploration of their interests, abilities, beliefs, and ideas  
  ● reviewing mentees' progress toward goals  
  ● challenging mentees' decisions or avoidance of decisions  
  ● 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 |
| 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

- Broader, more flexible network of support (Sorcinelli & Yun 2007, p. 58)
- Majority of mentoring load is not expected of a single person
- Leads to higher potential of productivity and career satisfaction
- Allows mentees to build a more robust professional network
- Various aspects of mentorship divided among expertise
- Start structured but develops with needs
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
UD ADVANCE Institute

Heather Doty, Associate Professor, Mechanical Engineering

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

• 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.

UD ADVANCE Faculty Fellows

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

Heather Doty,
Assoc. Professor, Mechanical Engineering

Shawna Vican,
Asst Professor, Sociology & Criminal Justice

Faculty from across colleges that support UD ADVANCE programming and initiatives
What We Do

- Policies & Procedures
- Support for Institutional Leaders
- Data Driven Research
- Faculty Retention & Advancement
- Faculty Recruitment
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
UD ACHIEVE Program

Jennifer Saylor, Associate Professor, School of Nursing

Email: facultyachievement@udel.edu
Website: https://provost.udel.edu/faculty/faculty-affairs/udfap/
Questions or program ideas? Contact ACHIEVE at facultyachievement@udel.edu
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

Small Group Mentoring
semester-long, weekly meetings with peers & Fellows

Write-on-Site
weekly writing/co-work sessions with peers

Work-Life Dynamics
semester and weekly planning sessions

Promotion & Appraisal
semester-long courses with peer and Fellow reviews

New 2024: CV Workshop

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
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
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
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

Open Education Resources

- Educational Materials
  - Textbooks
  - Courses
  - Videos
  - Slides
  - Podcasts

Open Access

- Scholarly Research
  - Articles
  - Journals
  - Books
  - Conference proceedings
  - Data

Open - Free - Reusable
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
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