**Summary of guides on mentoring**

**Definition of Mentoring** (sometimes called Career Advice) – “Many people think of ‘mentoring’ as something that is part of the graduate school relationship between an advisor and an advisee … To avoid confusing this type of mentorship with the kind of interaction that junior faculty … need to have with senior colleagues, we are using the term ‘career advising’ instead of mentoring.” – University of Michigan ADVANCE.

There are many definitions for mentoring. Here are a few:

* Mentoring occurs when significant career/professional assistance is given by a more experienced person or persons to a less experienced one during a transition. – Marilyn Haring
* Advisors, people with career experience willing to share their knowledge; supporters, people who give emotional and moral encouragement; tutors, people who give specific feedback on one’s performance; masters, in the sense of an employer to whom one is apprenticed; [and] sponsors, sources of information about, and aid in obtaining opportunities. – Zelditch (1990)
* A person who facilitates the career and development of another person, usually junior, through one or more of the following activities: providing advice and counseling; providing psychological support; advocating for, promoting, and sponsoring the career of the mentee. – *University of Michigan Gender in Science and Engineering Subcommittee on Faculty Recruitment, Retention and Leadership’s* April 2004 Final Report.

**Goals of providing mentoring/career advice**

* Providing information about the promotion and tenure process
* Demystifying departmental, research center, college, and university culture
* Providing constructive and supportive feedback on specific work or career progress
* Providing encouragement and support
* Helping to foster important connections and visibility
* Looking out for the junior faculty interests

**Different forms of mentoring/career advice**

* One-on-one mentoring
* Group mentoring
* Peer mentoring
* Network mentoring

**Stages of Formal Mentoring Relationships**

* Building the relationship
* Exchanging information and setting goals
* Working towards goals/deepening the engagement
* Ending the formal mentoring relationship and planning for the future

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| **For Mentors (Senior Faculty)** | **For Mentees (Junior Faculty)** |
| How do I become a Mentor?* What experiences can I bring to the relationship?
* What are my expectations for the relationship?
* Are there obstacles to the relationship?
 | How do I find a Mentor?* What do I hope to gain from the relationship?
* What kind of mentor am I interested in?
* What are the potential barriers to the mentoring relationship?
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| Key Mentoring Skills* Listening Actively
* Building Trust
* Determining Goals and Building Capacity
* Encouraging and Inspiring
 | Key Mentoring Skills* Listening Actively
* Building Trust
* Determining Goals
* Encouraging
* Learning Quickly
* Managing the Relationship
 |
| Mentoring Best Practices* Think of yourself as a “learning facilitator” rather than the person with all of the answers.
* Emphasize questions over advice giving.
* When requested, share your own experiences. Limit the urge to solve the problem for your mentee.
* Resist the temptation to control the relationship. Your mentee is responsible for his/her own growth.
* Help the mentee see alternative interpretations and approaches.
* Build your mentee’s confidence.
* Encourage your mentee to achieve his/her goals.
* Help your mentee reflect on successful strategies to be applied to new challenges.
* Be spontaneous.
* Request feedback.
* Enjoy the privilege of mentoring.
 | Mentoring Best Practices* Think of your mentor as a “learning facilitator” rather than having all of the answers. Be open to using a variety of resources and discussing your findings with your mentor.
* Seek discussion and input rather than advice.
* Apply the knowledge shared and discuss its application.
* Be open to your mentor’s efforts to see alternative interpretations.
* You are responsible for your own growth.
* Be receptive to constructive feedback.
* Ask your mentor to share with you successful strategies and resources he/she has used in the past and apply to the challenges you face.
* Enjoy the mentoring experience.
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**Questions to ask and answer by junior and senior faculty**

**as part of the mentoring relationship:**

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| Department or Research Unit Culture |  |
|  | Who are the key people in the department or research unit? |
|  | What are appropriate ways to raise different kinds of concerns or issues and with whom? |
|  | Who can help me set up an email account, find out about resources like copying or processes like grading? |
|  | How do people find out about getting nominated for awards and prizes? |
|  | What organizations are important to join? |
| Research |  |
|  | Can you tell me about IRB, which provides approval for human and animal subjects’ experiments? |
|  | How do I set up my lab? |
|  | How do I get grants? |
|  | Are my grant proposals appropriate for this department or unit? |
|  | Are there research or equipment projects being developed by another faculty in the department that I can or should get involved with? |
|  | May I read some successful grant proposals, as close to my research area as possible? |
|  | What conferences should I attend? |
|  | Are there people that I should collaborate with? |
|  | How do you get on professional association panels? |
|  | What are the journals to publish in? How many colleagues published there? |
|  | Am I publishing enough? |
|  | How can I increase my visibility in the field? |
| Teaching |  |
|  | What classes do I need to teach? |
|  | How do I get a good teaching schedule? |
|  | How do I get to teach important classes? |
|  | How do I deal with sticky situations or problems with students? |
|  | Do I have enough graduate students? |
|  | How are teaching evaluations handled and weighted? |
| Service |  |
|  | What are the important committees to serve on? |
|  | How can I get nominated to be on them? |
|  | Are there committees to avoid? |
|  | How is this work documented? |

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| Promotion and Tenure |  |
|  | What are the department’s formal and informal criteria for promotion and tenure? |
|  | What or who can clarify these criteria? |
|  | What would you have wanted to know when you began the tenure process? |
|  | How does one build a tenure file? |
|  | Who sits on the tenure committee and how are they selected? |
|  | How should I prepare for the annual review |
|  | What can I negotiate when I get an outside offer? |
|  | How should I prepare for the third year review? |
|  | Is my job description matching the work I do? |
|  | Are my research, teaching, service and grants of an appropriate level? |
|  | Who should I meet in the institution, in the discipline and even worldwide? |

The above material was drawn directly from the guides listed below. For more detailed information go to the following documents from which the preceding information was summarized:

<http://advance.umich.edu/resources/CareerAdvising.pdf> *Giving and Getting Career Advice: A Guide for Junior and Senior Faculty*

<http://www.rackham.umich.edu/downloads/more-mentoring-guide-for-proteges.pdf> *Mentoring Guide, A Guide for Protégés*

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