



Mentoring

Mary Jo Daniel, NM EPSCoR Assoc. Director
mjdaniel@unm.edu; 505-814-7010

+ Definition



- Mentoring is a personal and reciprocal relationship in which a more experienced, (usually older) faculty member acts as a guide, role model, teacher, and sponsor of a less experienced (usually younger) student or faculty member. A mentor provides the protégé with knowledge, advice, counsel, challenge, and support in the protégé's pursuit of becoming a full member of a particular profession.
 - from *On Being a Mentor: A Guide for Higher Education Faculty*, W. Brad Johnson, 2007

+ Why Mentoring Matters – for the Protégé



- Academic Performance
- Productivity
- Professional Skill Development
- Networking
- Initial Employment
- Professional Confidence and Identity Development
- Income Level and Rate of Promotion
- Career Eminence
- Satisfaction with Program and Institution
- Reduced Stress and Role Conflict

+ Why Mentoring Matters — for the Mentor



- Personal Satisfaction
- Personal Fulfillment
- Creative Synergy and Professional Rejuvenation
- Networking
- Motivation to Remain Current
- Friendship and Support
- Reputation for Talent Development

+ Mentor Functions



1. Be accessible
2. Be selective
3. Provide encouragement and support
4. Teach and train
5. Clarify performance expectations
6. Initiate sponsorship: share power judiciously
7. Provide information: demystify the system
8. Challenge (encourage risk-taking)
9. Constantly affirm (nurture the “dream”)

+ Mentor Functions, cont.



10. Provide exposure and promote visibility
11. Be an intentional model
12. Protect when necessary
13. Foster networks or “mentoring constellations”
14. Provide professional socialization
15. Deliver feedback (positive and less positive)
16. Self-disclose when appropriate
17. Offer counsel (without being a counselor)
18. Allow increasing mutuality and collegiality

+ Mentor Competence

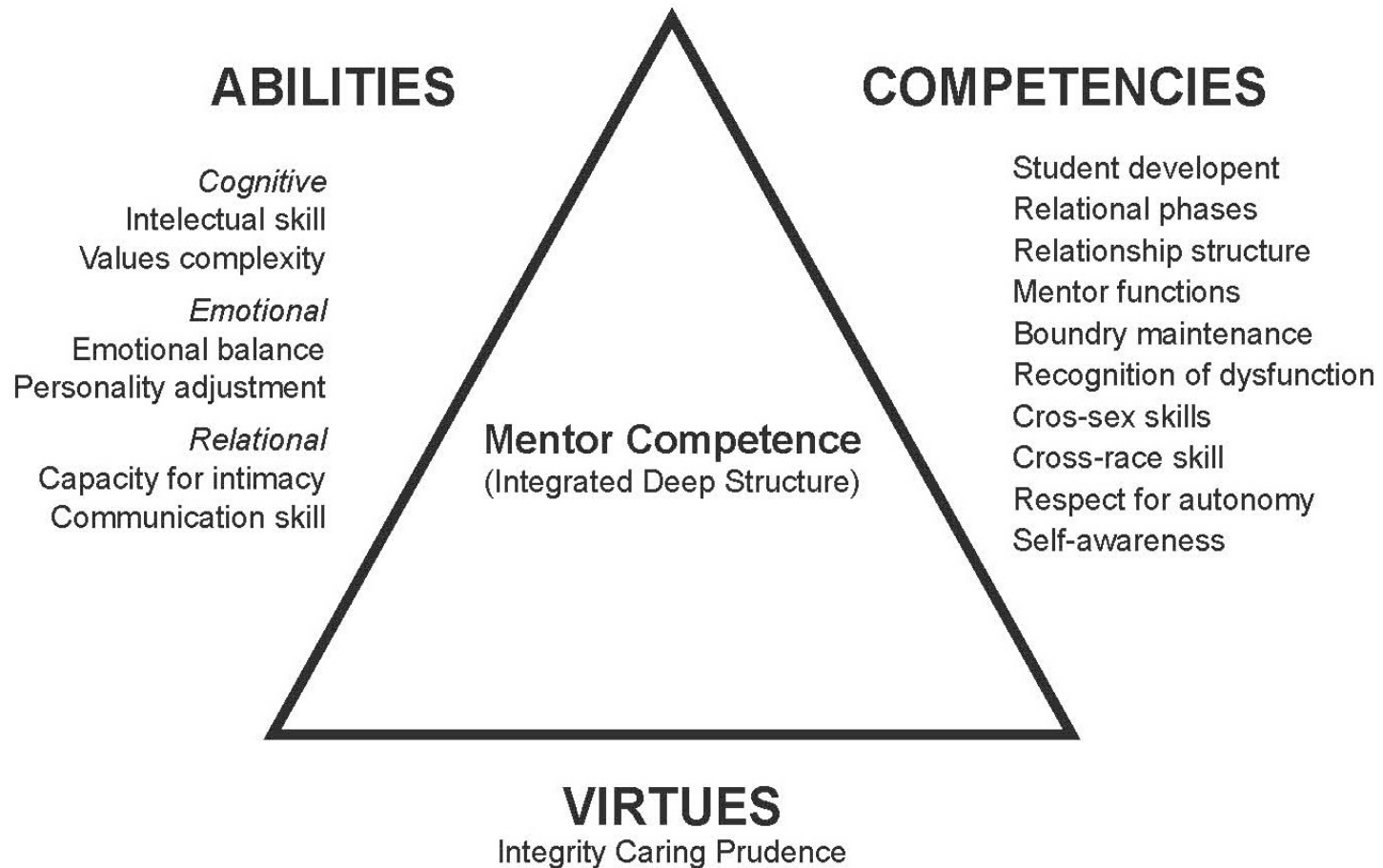


Fig. 5.1 A triangular model of mentor competence. From "A Framework for Conceptualizing Competence to Mentor," by W.B. Johnson, 2003, *Ethics and Behavior*, 13, p.135 Copyright © 2003 Lawrence Erlbaum Associates. Reprinted with permission