

Future Faculty Workshop

Mentoring – The Fifth Dimension

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Who was Mentor?

- Mentor was the wise old man put in charge of Odysseus' son, Telemachus, when Odysseus went off to the Trojan war.
- In a 1699 French tale, “Les Aventures de Telemaque” the lead character was Mentor, but his name is no longer a proper noun...
- What did Mentor do to deserve this?

A Modern Definition

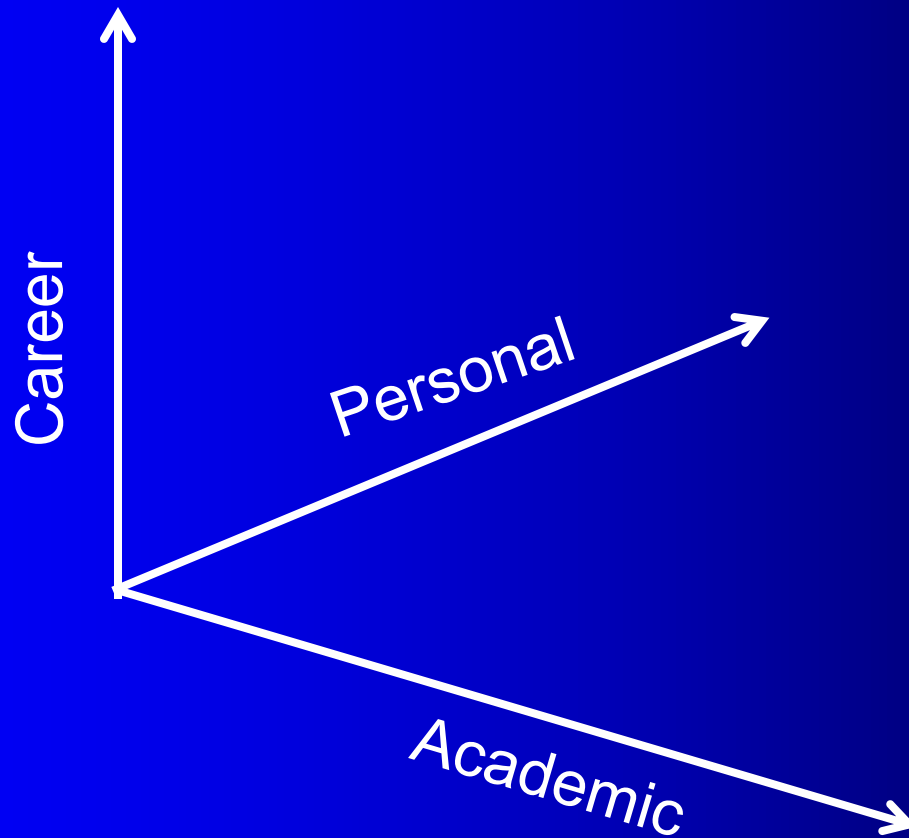
- “A mentor is a person who oversees the career and development of another person, usually a junior, through teaching, counseling, providing psychological support, protecting, and at times, promoting or sponsoring. The mentor may perform any or all of these functions during the mentor relationship.”

- Zey (1984)

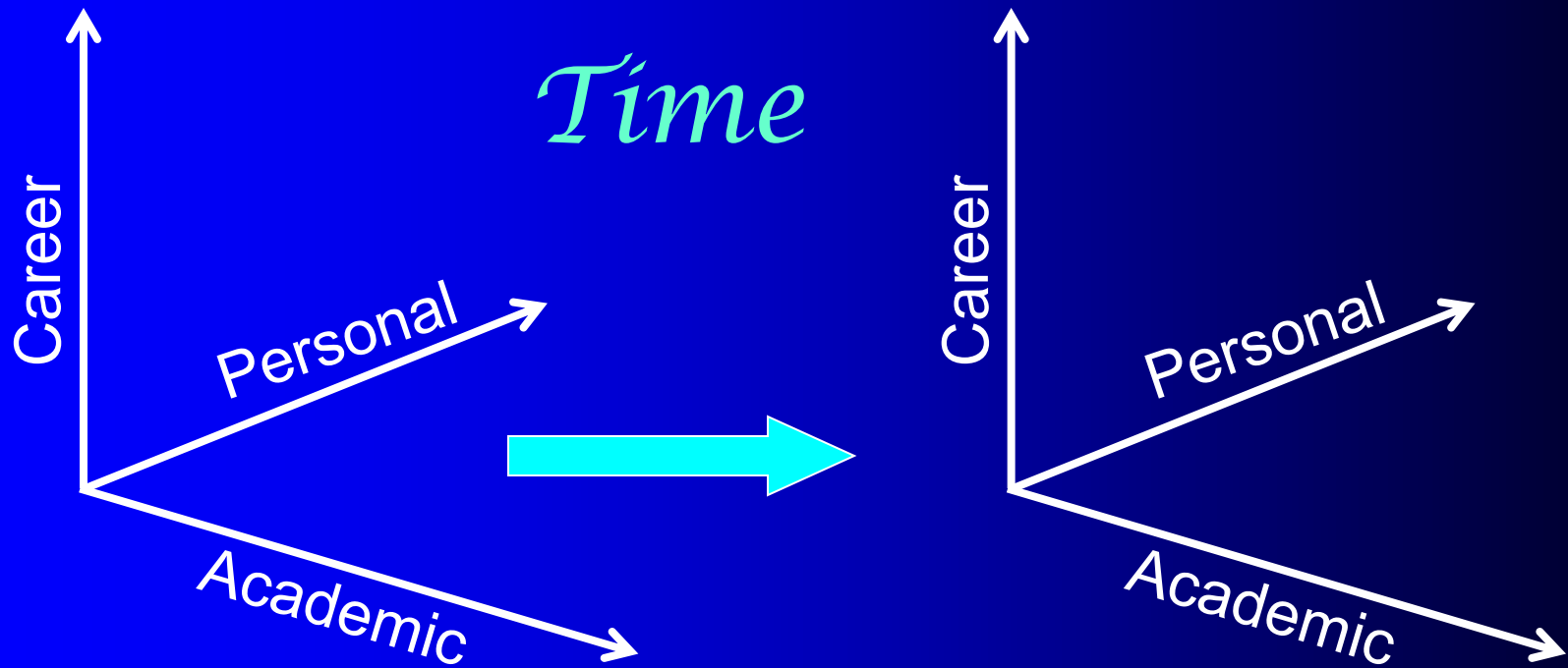
Mentoring can encompass:

- Role modeling
- Counseling
- Advising
- Teaching
- Tutoring
- Coaching
- Supervising
- Supporting
- Sponsoring
- Promoting
- Protecting
- Parenting

The First 3 Dimensions



The 4th Dimension



Advice

vs.

Advising

What is the 5th Dimension?

Reciprocal caring...

- You can teach...but not care
- You can advise...but not care
- You can coach...but not care
- You can even parent...but not care

But you can't mentor...and not care

Nor can you be mentored...and not care

Benefits to Being Mentored

- Productivity
- Academic performance
- Professional skill development
- Professional identity and confidence
- Early employment
- Networking
- Promotion
- Career eminence
- Satisfaction with program/institution
- Reduced stress and role conflict
- Compensation

Are Mentors Easily Available?

- How many of you would like to have a mentor?
- How many of you actually have a mentor?
- About 95% of graduate students believe mentoring is essential for their personal and career development.
- Only 35-50% report actually having one.

Why does this happen?

Why Finding a Mentor is Hard

- Mentoring skills tend to be unrewarded:
 - They are invisible
 - They are unmeasurable (by standard means)
 - They are not recognized as “valuable”
 - They are not viewed as teachable
- Mentoring competes with rewarded skills
 - Research
 - Teaching
 - Service

*“No time, no time!”
says White Rabbit*

How Do You Find a Mentor?

- Being mentored should be intentional.
- Mentors cannot effectively be assigned.
- Mentors must be sought out.
- Mentors must reciprocate your interest.
- Contemplate having multiple mentors.
- Look for those you admire for their persona, respect for their achievements, value for their perspective and judgment.

Why Finding a Mentor is Worthwhile

- “It is one of the most complex and developmentally important relationships a person can have in early adulthood”
 - Levinson (1978)
- “Identification with a mentor should be considered the major developmental task of the early career”
 - Russell & Adams (1997)

Institutions should formally value mentoring...

- Together with research, teaching and service, mentoring is the “fourth leg of the academic stool” (Jacob, 1997).
- The first 3 are all used in faculty evaluations, but mentoring almost never is, even though it gives to students knowledge about “the ways of the world”.
- Mentoring thus invisibly strengthens the “stool” by building strong relationships between students and faculty in ways that the others do not.

Mentoring provides “sociological heredity”*

- Alums who have been mentored often continue their contacts far into their subsequent careers, further strengthening the inter-institutional “community of scholars” network that we value.
- Mentoring thus establishes a robust continuity between academic generations – a kind of “sociological heredity” that is usually ignored, if even recognized, but is

priceless...

Mentoring Begets Mentoring

- Aristotle mentored Alexander the Great
- Bach mentored Mozart
- More than half of the U.S. Nobelists since 1972 had worked with older Nobelists.
- In any given field
 - Masters often seek out promising students to mentor
 - Good students likewise look for accomplished masters to learn from.
- Mentoring well includes sharing the expertise of how to mentor well

The End – But only the Beginning

The career contributions that will hold the greatest meaning will be relational.

- “Mentoring is one of the more important and enduring roles of the successful faculty member. Few professional activities will have a greater impact on students..[and]..afford the faculty member greater psychological benefit.”

- Johnson (2008)