The Value of Mentoring and Developmental Relationships

Tara L. Hobson, IU School of Medicine

Etta M. Ward, Assistant Vice Chancellor for Research Development, IUPUI

Dr. Julie Welch, IU School of Medicine and Indiana CTSI

IUPUI

A great mentor can push you to seek out advancement and help make sure you have the tools to succeed. And, critically, a great mentor will tell you when to take on leadership opportunities and seek promotion with confidence, while being your advocate when you do so. And that confidence, that ambition, is something women are too often discouraged from when we're young. Mentors can help reignite that fire and push women to achieve more than we've been told we're destined for.

Liz Elting

Founder and CEO of the Elizabeth Elting Foundation

Barriers women face in the academic environment

- Cultural fit
- Exclusion from networks (formal and informal)
- Lack of mentoring, availability of mentors, difficulty finding the "right mentor"
- Organizational and/or management processes
- Attainment of activities contributing to development
- Status and profile of women and hierarchical structure
- Double-bind of gender role expectations and leadership role expectations
- Individual attributes (age, gender, cultural difference, past experiences, changes in needs)
- Double jeopardy for women of color

(Cross et. al, 2019)

Developmental Relationships

- Reciprocal in nature
- Generate an emotional attachment
- Involve joint activity
- Exchanges result in the enhanced development of an individual

(Yip and Kram, 2017)

Developmental Network

Testing the Strength of Your Network

- Do you have a mentor and/or trusted circle of advisors?
- Do you keep in touch? Are you available to help them?
- Do you have a network of other professionals to draw on to solve problems?
- Are you a part of a professional association or alumni group?
- Do you participate in a women's network or community organization?
- Are you a part of professional social media networks? Is your information up to date?
- Are you engaged in online advocacy efforts to change from what is to what should be?

(Tarr-Whelan 2011, p.152)

Mentors, Coaches and Sponsors

- Mentors are experienced colleagues who see your potential and give you their time to work behind the scenes to help you develop your strengths, overcome your weaknesses, and maximize your chances of success. They focus on your career development.

- Coaches are paid professionals who utilize their training in a one-on-one relationship to help you develop leadership skills you need to become successful. They focus on enhancing your job performance.

- Sponsors are highly-placed, powerful, influential people who are willing to go out on a limb and "spend" their personal capital to help you, with the expectation that you will succeed, which will be good for you, the organization and them (by increasing their personal capital).

Traditional Mentoring Definition

*"**Mentoring** is a dynamic, _____ relationship in which a Mentor and Mentee agree to a partnership and work _____ to achieve mutually defined goals to facilitate a Mentee's professional _____ & _____."*

Zachary, Fischler & Healy

Traditional Mentoring Definition

*"**Mentoring** is a dynamic, **reciprocal** relationship in which a Mentor and Mentee agree to a partnership and work **collaboratively** to achieve mutually defined goals to facilitate a Mentee's professional **growth** & **success**."*

Zachary, Fischler & Healy

Enhanced Career Development

- Coaching
- Sponsorship
- Exposure
- Protection
- Challenging assignments
- Visibility

(Yip and Kram, 2017)

Fostering Psychosocial Support

Psychosocial support refers to the interpersonal aspects of the mentoring relationship, such as:

- Counseling
- Friendship
- Role modeling
- Acceptance
- Friendship
- Values identity

(Yip and Kram, 2017)

Relational Outcomes of Developmental Networks

- Personal learning and growth
- Inspiration
- Self-affirmation
- Reliance on communal norms
- Shared influence and respect
- Trust and commitment
- Intimacy
- Self-disclosure
- Emulation
- Genuine interest
- Caring

(Janssen et al. 2013; Ragins, 2012)

Benefits of Mentoring

Mentee

Skills & Knowledge

Demystifies

Confidence

Opportunities

Research productivity

Advancement

Career satisfaction

Mentor

Organization

Benefits of Mentoring

Mentee	Mentor	Organization
Skills & Knowledge	New insights / tech	
Demystifies	Fosters collaboration	
Confidence	Expands network	
Opportunities	Generativity	
Research productivity	Longevity	
Advancement		
Career satisfaction		

Benefits of Mentoring

Mentee

- Skills & Knowledge
- Demystifies
- Confidence
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Mentor

- New insights / tech
- Fosters collaboration
- Expands network
- Generativity
- Longevity

Organization

- Supportive Climate
- Rejuvenates
- Institutional memory
- Retention rates
- Supports culture of diversity
- Cultivates commitment

Mentoring paradigms

- Informal
  - Peer
  - Group
- Formal
  - Traditional One to One
  - Mentoring Panel/Committee
- Online/Distance
- Speed

Informal Mentoring

Informal Mentoring

- Voluntary
- Spontaneous
- Frequent
- Mutually identified
- Meet developmental or relational needs
- Not time bound
- Not named
- Interpersonal compatibility
- +/- Long-term

Peer Mentoring

- At same level of experience, training, or rank
- Offer career support, advice, or gain feedback

Advantages:

- ✦ Safe relational space, less threatening
- ✦ Most available and accessible
- ✦ Improves work satisfaction

Limitations:

- – competition, no expert, no sponsor

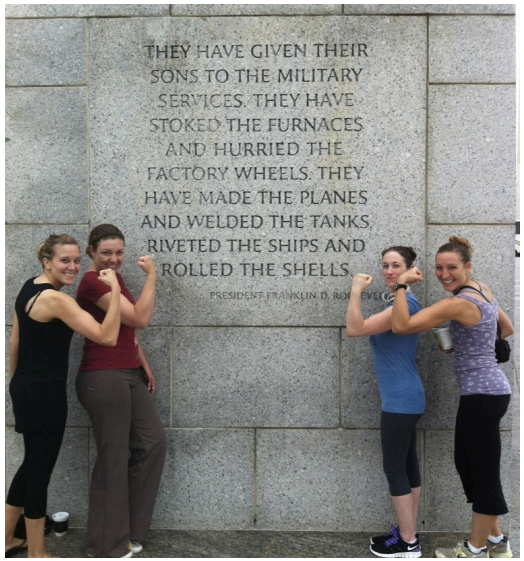
Examples: peer-support groups, writing circles, informal lunches

Group Mentoring

- Several layers of mentees and mentors who vary by rank and experience.

✦ **Offload the mentoring demands** when there are **few senior mentors**.

✦ Allows **a number of mentees to benefit** from the **expertise of senior mentor(s)** (like a learning group.)



Example: Women in EM Mentoring Program

Welch JL, Wiehe SE, Palmer-Smith V, Dankoski ME. Flexibility in Faculty Work-life Policies at Medical Schools in the Big Ten Conference. *Journal of Women's Health.* 2011;20:725-732.

Formal Mentoring

Formal Mentoring

- Organizational
- Goal focused
- Shorter term
- Career outcome
- Psychosocial support
- Role modeling

IUPUI Mentoring Academy

GOAL: to foster a *culture of mentoring* at IUPUI through mentoring program development & implementation at the **department and/or school level**.

OBJECTIVES:

1. Introduce *best practice* mentoring models & strategies
2. Assist departments/schools in developing mentoring program proposals
3. Based on competitive submission & evaluation, fund mentoring programs ($10k with $10k match)
4. Evaluate program effectiveness
5. Provide an annual showcase of mentoring program progress

- *15 schools have received funding for mentoring programs*

EMPOWER

(Enhanced Mentoring Program with Opportunities for Ways to Excel in Research)

Two Categories

- Assistant Professors and untenured Associate Professors in tenure-track faculty positions
- Associate Professors in tenured faculty positions

Application process and matching

- Brief overview of research, strengths/skills, specific research and professional development needs and preferred mentor arrangement

Duration & Funding

- 2011-16: Mentees, $5000 (phased allocation); Mentors, $1000
- 2016 +: Mentees $10,000 (phased allocation),Mentors $2000

EMPOWER
Stats and Outcomes

Matches	• 103 Matches
	  • 33 Assistant Professor and Associate Professor
	  • 51 Assistant Professor and Professor
	  • 19 Associate Professor and Professor

Who	•Mentees: 58% Underrepresented Populations •Mentors: 22% Underrepresented Populations •Mentees gender: Women 83% •Mentors gender: Women 55%
External Funding	• Total to date ~$11.5m (includes NIH R01s and K08) • Patient-Centered Outcomes Research Institute • RWJF Harold Amos Medical Faculty Development Program • Artprize 2014 - $300,000 • DARPA $542,000 • Glaxo Smith Cline $2.1

IUPUI Staff Mentoring Program

- **Eligibility**
  - IUPUI full-time staff from all schools/units/ranks
  - Mentee supervisor must approve of time commitment
  - Mentors must be full-time staff with at least five (5) years of work experience at IUPUI.
- **Post Acceptance Requirements**
  - One calendar year
  - Mentee's supervisor must approve of time commitment
  - Mentors meet at least 25 hours with mentee
  - Cohort meets as a group 3 times during program year
  - Mentee must prepare and submit a professional development plan
  - Mentees must submit a final report at the end of the program
  - Mentees receive certificate of program completion and mentors stipend

NORDP: National Organization for Research Development Professionals

Committee Support

- Matching
  - Applications Response Algorithms (Qualtrics Survey)
  - Committee Review and Final Pairing
- Mentor Pair Onboarding
  - Email Introductions
  - Expectations
  - Ground Rules
  - Connect at Conference
- Mentor Team Facilitators
  - Check-ins
  - Answer Questions
  - Resolve Issues

Distance Mentoring

- Be Prepared
  - Consider Time Zones
  - Agendas
  - Reliable Technology
  - Exercise Patience
- Be Creative/Flexible
  - Vary Communication Styles
  - Skype, Facetime, Zoom
  - Google Hangouts
  - Connect Socially
  - Connect with Other Pairs
- Be Clear
  - Understand Barriers (Language, Culture, Etc.)
  - Follow-up

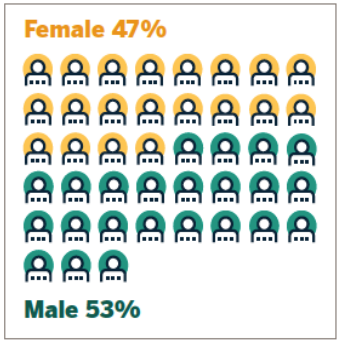
Advancing Women Mentoring Program

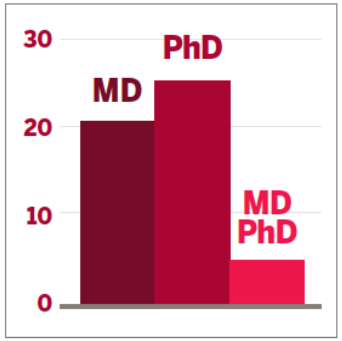
- Co-sponsored by IUPUI Office for Women and Division of Student Affairs (Campus Center and Student Experiences)
- Matches IUPUI students with faculty or staff member for one to one authentic mentoring experience
- Length: September – May
- Mentor and Mentee training and orientation
- Workshops and newsletter
- To empower individuals toward academic, personal, and professional success

Independent Investigator Incubator (I^3)

- Comprehensive mentorship targeting junior research faculty:
  - ✓ Senior faculty "super mentor" (+FTE support)
  - ✓ Support services (grant writing specialist, biostatistician)
  - ✓ Professional development seminars
  - ✓ Protected research time

Mentees (N=50)





16 Departments / Divisions

Key Outcomes:

- ✦ Satisfied with mentoring relationship
- ✦ Growth in research skills & career development
- ✦ Academic productivity:
  - 171 publications
  - ~$17.1 million in grant funding

National Research Mentoring Network (NRMN/CIMER)

- Aimed at supporting faculty and trainees (postdocs, graduate students, and undergraduate students) in mentoring relationships grounded in research experiences
- Curriculum applicable to multiple disciplines, with the original focus on the biomedical sciences
- Various implementation stages and uses on campus

✓ Toolkits and Resources for Mentoring

Online:

- **IUSM Faculty Mentoring Portal**
  https://faculty.medicine.iu.edu/let-us-help/mentoring/
- **National Research Mentoring Network (NRMN)**
  https://nrmnet.net/

Books/Articles:

- Lois J. Zachary book series on mentoring (John Wiley and Sons, Inc.)
- Zellers DF, et al. (2008). Faculty Mentoring Programs: Re-envisioning Rather than Reinventing the Wheel. Rev. of Edu. Res. 78(3), 552.
- Blake-Beard S., et al. (2011). Matching by race and gender in mentoring relationships: Keeping our eyes on the prize. J. Soc. Issues 67, 622-643.
- Bland C, Taylor A, Shollen S. (2009). Faculty success through mentoring: A guide for mentors, mentees, and leaders (Lanham, MD: Rowman & Littlefield Publishers, Inc.).

Questions?

Contact

Tara Hobson, MA
Director, Graduate Programs and Student Success
Graduate Division
Indiana University School of Medicine
tlhobson@iu.edu

Etta Ward
Assistant Vice Chancellor for Research Development
Office of the Vice Chancellor for Research, IUPUI
emward@iupui.edu

Julie Welch, MD
Director of Mentoring Training
Indiana Clinical and Translational Science Institute
Associate Professor of Clinical Emergency Medicine
Indiana University School of Medicine
jlwelch@iu.edu

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