

Inclusive Mentoring Practices

Faculty to Faculty Mentoring



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- Does race matter in mentoring?
- Doesn't good mentoring work the same for everyone?



Meet Jill

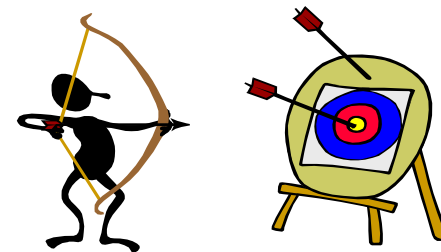
- ◆ Assistant Professor
- ◆ Struggling with finding time for writing
- ◆ Challenge with scheduling time with male grad student

Meet Rob

- ◆ Assistant Professor
- ◆ Working with senior collaborator – Maria, Distinguished Professor
- ◆ Concerns with challenging Maria

Pilot Goal

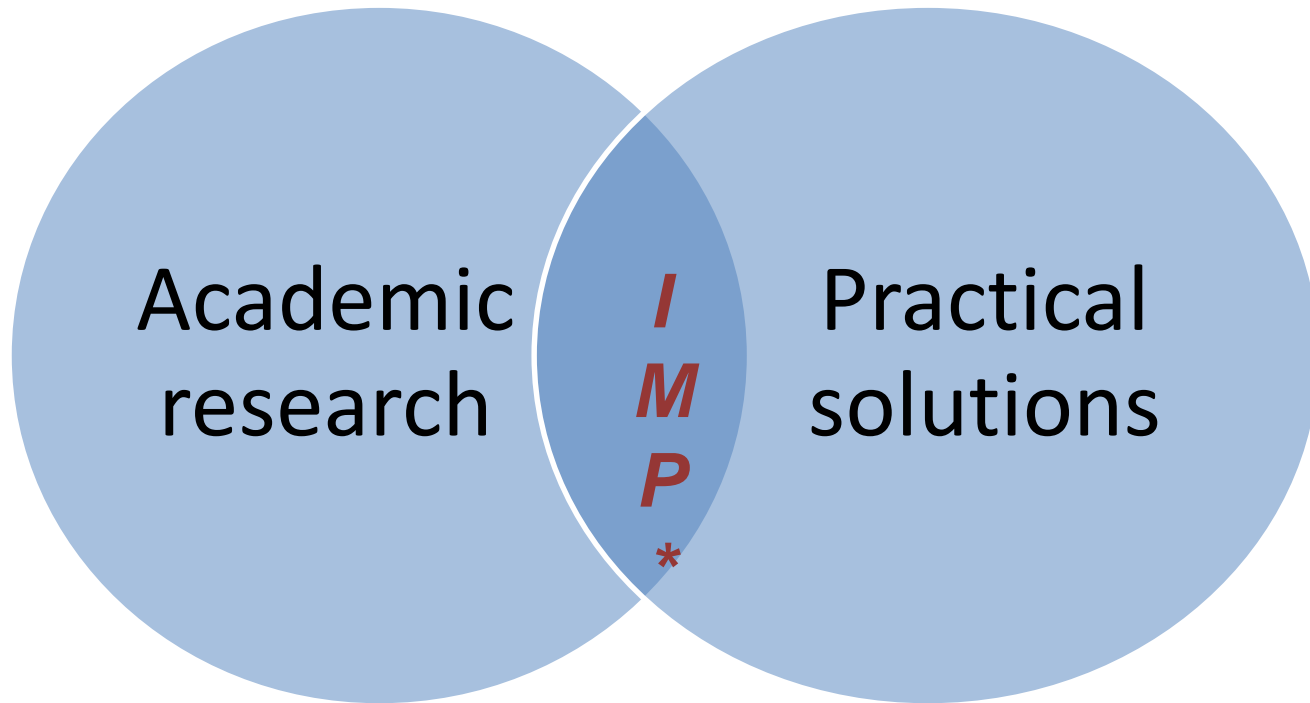
- Increase knowledge, skill and comfort in faculty to faculty mentoring, with a focus on mentoring across difference





Can we – in short chunks of time - increase knowledge, skills, and comfort with mentoring across difference?

My Leadership Learning in RLA



** IMP: Inclusive Mentoring Practices*

Pilot Overview

- ◆ **Who:** Faculty who mentor other faculty
- ◆ **What:** Two 2-hour interactive workshops
Two 1-hour small group practice sessions



Pilot Research

- ◆ IRB-approved
- ◆ Based on validated survey questions from National Research Mentoring Network (NRMN) *Culturally Aware Mentor Training*
- ◆ Pre & Post comparison:
 - Mentor's self report on knowledge, skills, and comfort S&C with mentoring, including mentoring across difference
 - Mentee's report on their mentor's mentoring

Workshop & Practice topics



Mentoring best practices



Experience of Underrepresented Minority (URM) Faculty



Coaching approach in mentoring



Strategies for mentoring across difference:

- Broaching language
- Wise Feedback Model

The TAPS Model for Conversation

FOCUS



Using Silence



Often, “I don’t know” is on the edge of figuring it out

You never know....

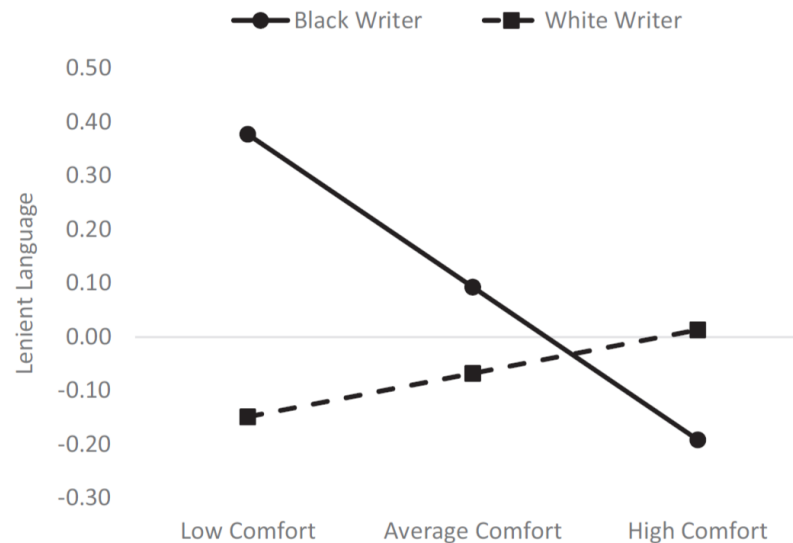


Broaching language...sample starters

- ◆ I know that many URM faculty have increased service demands – both from students as well as committees
- ◆ I know that research indicates women and faculty of color can be judged differently on matters of assertiveness/issues/ of competence, matters of XXX
- ◆ I have heard from other faculty of color that it can feel hard to challenge people in positions of power. Certainly I have heard this from junior faculty in general, but also that there can be an additional layer of challenge for faculty of color
 - Has this ever been an issue for you?
 - Is this part of this challenge that you're dealing with?
 - Are there ways I can support you related to this?

Based on: Bultsma, Shawn (2007) "Broaching the Subjects of Race, Ethnicity, and Culture with Students," *Colleagues*: Vol. 2: Iss. 2, Article 11. Available at: <http://scholarworks.gvsu.edu/colleagues/vol2/iss2/11>

Positive Feedback Bias



Harber, K. D., Reeves, S., **Gorman, J. L.**, Williams, C. H., Malin, J., & Pennebaker, J. W. (2018, December 27). The Conflicted Language of Interracial Feedback. *Journal of Educational Psychology*. Advance online publication. <http://dx.doi.org/10.1037/edu0000326>

Wise Feedback Model

Step	Sample Language
Feedback description	You have started the foundation for building your scholarship here at Rutgers but the quantity of publications needs to accelerate before your tenure review.
High Standards	My goal is to give you useful and detailed feedback based on the standards that our school and the University has set for tenure. The school expects that you will have a level of productivity that will ensure a successful promotion and tenure decision.
Assurance of ability	The quality of your past publications and our conversations have shown me that you have the skills and motivation to increase your productivity and be successful.
Specific feedback	For our field, what this means is ...

Based on: Wright, Jim (2016) "How to Help Students Accept Constructive Criticism: 'Wise' Feedback". Available at www.interventioncentral.org

Pilot Challenges

- ◆ Lots of work to be done in Diversity, Equity, and Inclusion space
- ◆ Faculty Mentoring is one small piece

Next Steps

- Finish pilot evaluation

Potential Next Steps:

- Modify modules
- Develop proposal to support departments in creating inclusive environments through effective mentoring practices

Thank you!