

Research in Mentoring

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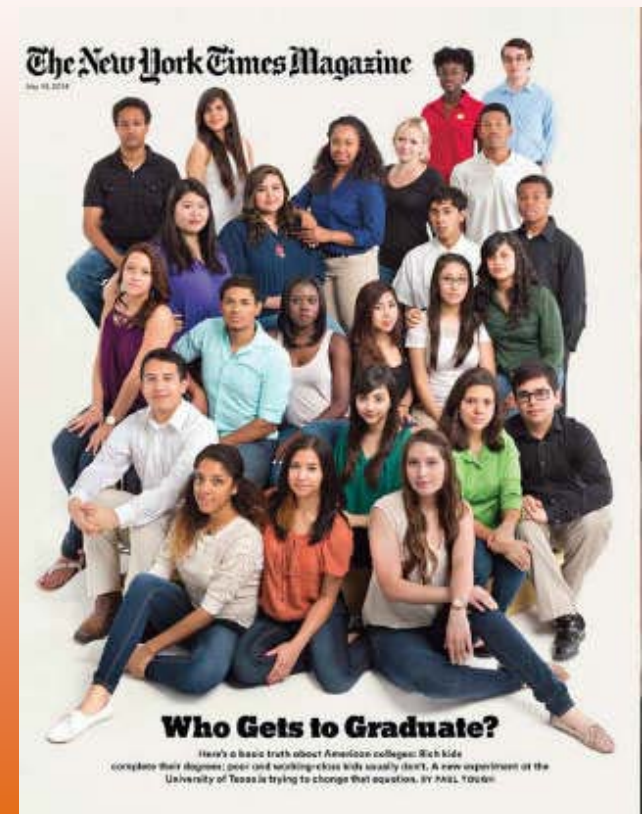
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Greetings and Hook 'Em

- Tough, P. (2014, May 18). Who gets to graduate? *New York Times Magazine*, 26-54.
- <http://www.nytimes.com/2014/05/18/magazine/who-gets-to-graduate.html>
- BEAT o.u.



How Mentorship Shaped My Trajectory

- Luck has everything and nothing to do with it...
- Getting access to college – and staying there



A Quiz

What do these words have in common?

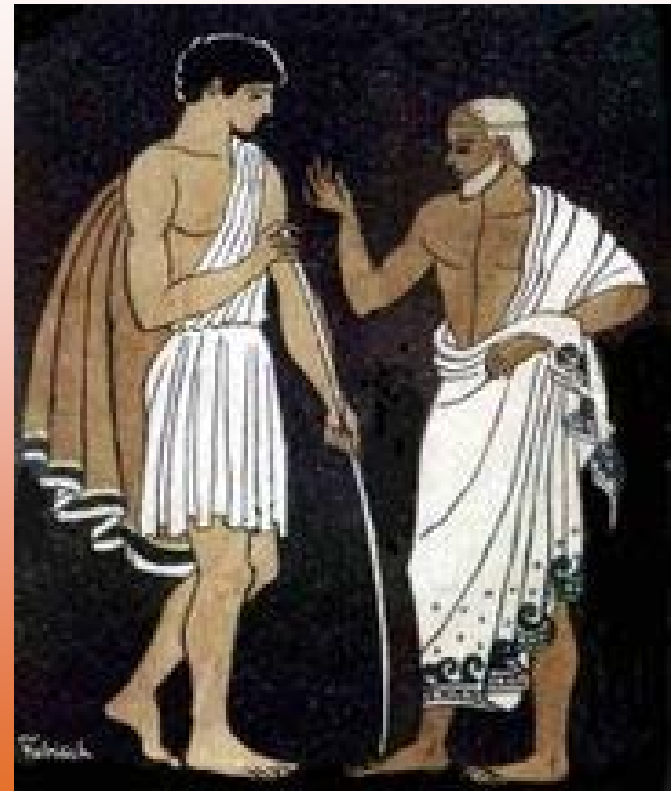
martinet
maverick
guillotine
mesmerize
braille

watt
sandwich
bowdlerize
spoonerism
mentor



Origins of Mentoring

- Who protected Telemachus, Odysseus' son, while he was away?



Foundational Mentoring Research

- Levinson's *Seasons of a Man's Life* (1978)
 - Adult development stages
 - Roles of the mentor
 - Teaching
 - Sponsoring
 - Counseling
 - Exemplar
 - “to support and facilitate the realization of the Dream”
 - Success correlates to mentorship; lack of mentorship a handicap

Foundational Mentoring Research

- Merriam's "Mentors and Protégés: A Critical Review of the Literature" (1983)
 - Areas where mentoring research exists
 - Business
 - Higher Education
 - Need for clarification and definition
 - "The literature on mentoring is biased in favor of the phenomenon"

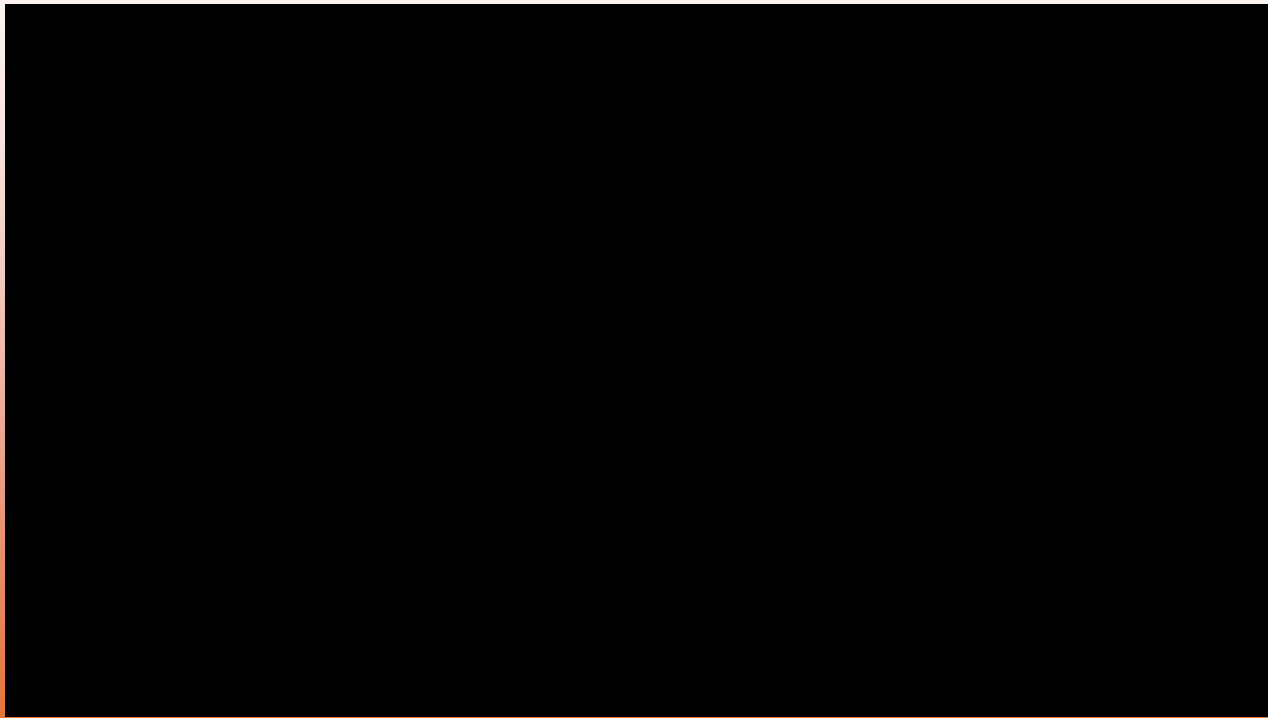
Foundational Mentoring Research

- Kram's *Mentoring at Work* (1988)
 - Developmental relationships
 - Role modeling
 - Sponsorship
 - Mentorship
 - Domains
 - instrumental and psychosocial

Mentoring Goes Mainstream

- Mentoring in society
 - Big Brothers Big Sisters (1904)
 - National Mentoring Month (2002-present)
- Popular media
 - Film
 - Television

“The Fatigues” (1996)



Mentoring in Higher Education

- Merriam, “Mentoring in Higher Education: What We Know Now” (1987)
 - Three perspectives:
 - mentoring students by faculty
 - mentoring junior faculty by senior faculty
 - mentoring in the career development of administrators

Cross-Race Mentoring

- Thomas, “The Truth About Mentoring Minorities: Race Matters” (2001)
 - “Two tournament system”
 - Whites are fast-tracked early
 - Blacks who stay motivated see results in middle management
 - Challenges to mentoring across race
 - Trust
 - Open discussion of race as a potential barrier
 - Finding additional supporters
 - Proximal experiences of being othered (Reddick, 2009; Reddick & Pritchett, 2015)

Mentoring from the Perspective of Faculty of Color

- Griffin & Reddick, “Surveillance and Sacrifice: Gender Differences in the Mentoring Patterns of Black Professors at Predominantly White Research Universities” (2011)
 - Mentoring looks different for Black women and Black male professors
 - Women: “academic housekeeping,” obligation to mentor/nurture
 - Men: hypersurveillance; danger in cross-gender mentoring
 - Cultural taxation
 - If we don’t mentor, who will?
 - Where do the time and resources for mentoring come from?
 - What role do White faculty have in mentoring?

Mentoring Graduate Students

- Reddick & Young, “Mentoring Graduate Students of Color” (2012)
 - Navigating predominantly White institutions
 - Invisibility
 - Racial microaggressions
 - Unpacking the hidden curriculum
 - Veiled networks and rules for success
 - Mentoring Practices for students of color
 - Race conscious (antiracist) mentoring
 - Transparency
 - Networks
 - Caveats
 - Mentor selection and preparation
 - Tenure and promotion and Time
 - Gender differences

Reciprocity in Mentoring Relationships

- Reddick, Griffin, & Cherwitz, “Answering President Obama’s Call for Mentoring: It’s Not Just for Mentees Anymore” (2011)
 - Benefits of mentoring
 - Deeper understanding of discipline and self
 - Developing advising and mentoring skills for careers
 - Reciprocity in mentoring (you get what you give)

Reconceptualizing Mentoring

- Kram & Higgins, “A New Mindset on Mentoring: Creating Developmental Networks at Work” (2012)

– Shift from
networks

orship to

THE TRANSFORMATION OF MENTORING		
	MENTORING	MODEL OF MENTORING
Individuals	Mentor as expert	Mentor as co-learner
Relationships	One-to-one Hierarchical, stable Within the organization	Developmental Network Hierarchical, Peer, Group, changing Inside and Outside the Or- ganization
Individual Outcomes	Enhanced performance, career accomplishments, satisfaction Career advancement	Enhanced Performance, learning, self-awareness, social skills and leadership capability

Focusing on Mentees

- Reddick, “Mentorability: Navigating Developmental Relationships” (2014)
 - Thank you Oscar and Mary!
 - How do we teach young people to benefit the most from mentoring?
 - Being responsive and engaged
 - Seeing the mentor’s perspective
 - Understanding reciprocity (two-way street)
 - Open to constructive feedback
 - Employing a constellation of mentors

References

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Thank You

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