



National Center for Faculty Development & Diversity

RE-THINKING MENTORING: How to Build Communities of Inclusion, Support and Accountability

Mindi Thompson, PhD, HSP
National Center for Faculty Development & Diversity
www.FacultyDiversity.org



Today's Facilitator: Mindi Thompson



- Tenured professor at University of Wisconsin-Madison
- Registered Health Service Psychologist
- Faculty Success Program Head Coach



TODAY'S TALK

1. Challenges faculty members face
2. Re-thinking mentoring
3. The NCFDD Model

PART I:
CHALLENGES
FACULTY FACE

TENURE-TRACK CHALLENGES

The tenure-track is stressful for ALL faculty due to:

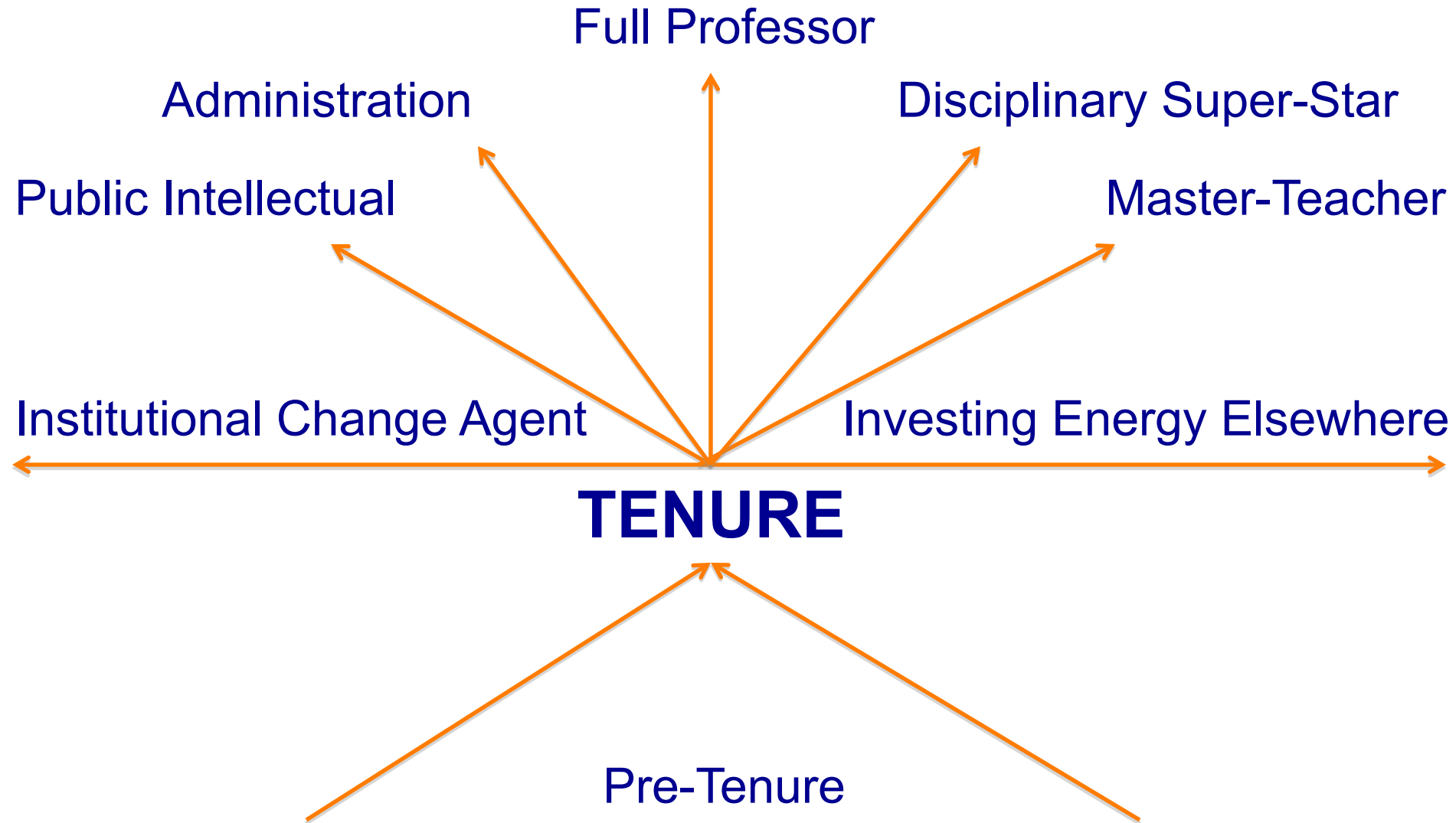
- ❑ Varying degrees of preparation for ALL aspects of the job
- ❑ Minimal feedback and support
- ❑ Unclear criteria for promotion & tenure
- ❑ Ever-escalating expectations for research and funding
- ❑ Need to front-load research portfolio
- ❑ Long probationary period (6 years) followed by a series of high-stakes, yet anonymous votes

“SOLO” CHALLENGES

Additionally, under-represented faculty commonly describe:

- ❑ Struggling to find time for research given diversity requests
- ❑ Experiencing emotional exhaustion from differential classroom dynamics
- ❑ Managing visibility, invisibility and belonging
- ❑ Lack of collegial acceptance (mentors but not sponsors)

POST-TENURE CHALLENGES



COMMON OUTCOMES

All of these challenges can lead to...

- ❑ A negative impact on productivity during the transitions
- ❑ Engaging in ***self-isolation*** as a protective defense mechanism
- ❑ Emotional exhaustion and anxiety
- ❑ Stress-related illness
- ❑ Strained relationships
- ❑ Thoughts of leaving the Academy

PART II: RE-THINKING MENTORING

RE-THINKING MENTORING

CONVENTIONAL WISDOM

Mentoring is
really important!

Mentoring = magical
relationship between faculty

Faculty have the time, energy,
and desire to serve as mentors

Once tenured, faculty no longer
need mentoring

What worked in the past,
should work today

WHAT'S MISSING

“Mentoring” means different
things to different people

Identifying faculty needs &
getting them met

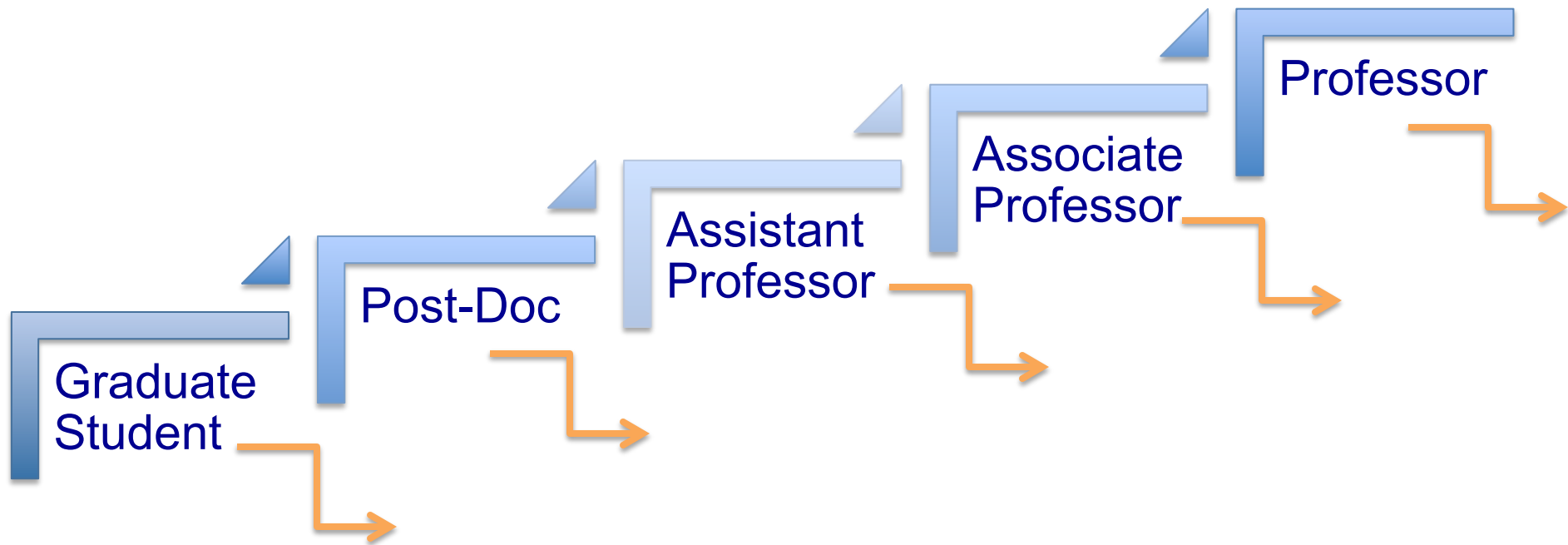
Mentoring is time-intensive,
invisible, & unrewarded labor

Every transition requires
new skills & support

Expectations today are far
greater than the past

RE-THINKING MENTORING

Each step on the academic ladder is a new game with new rules (written and unwritten), new questions, and new challenges ...

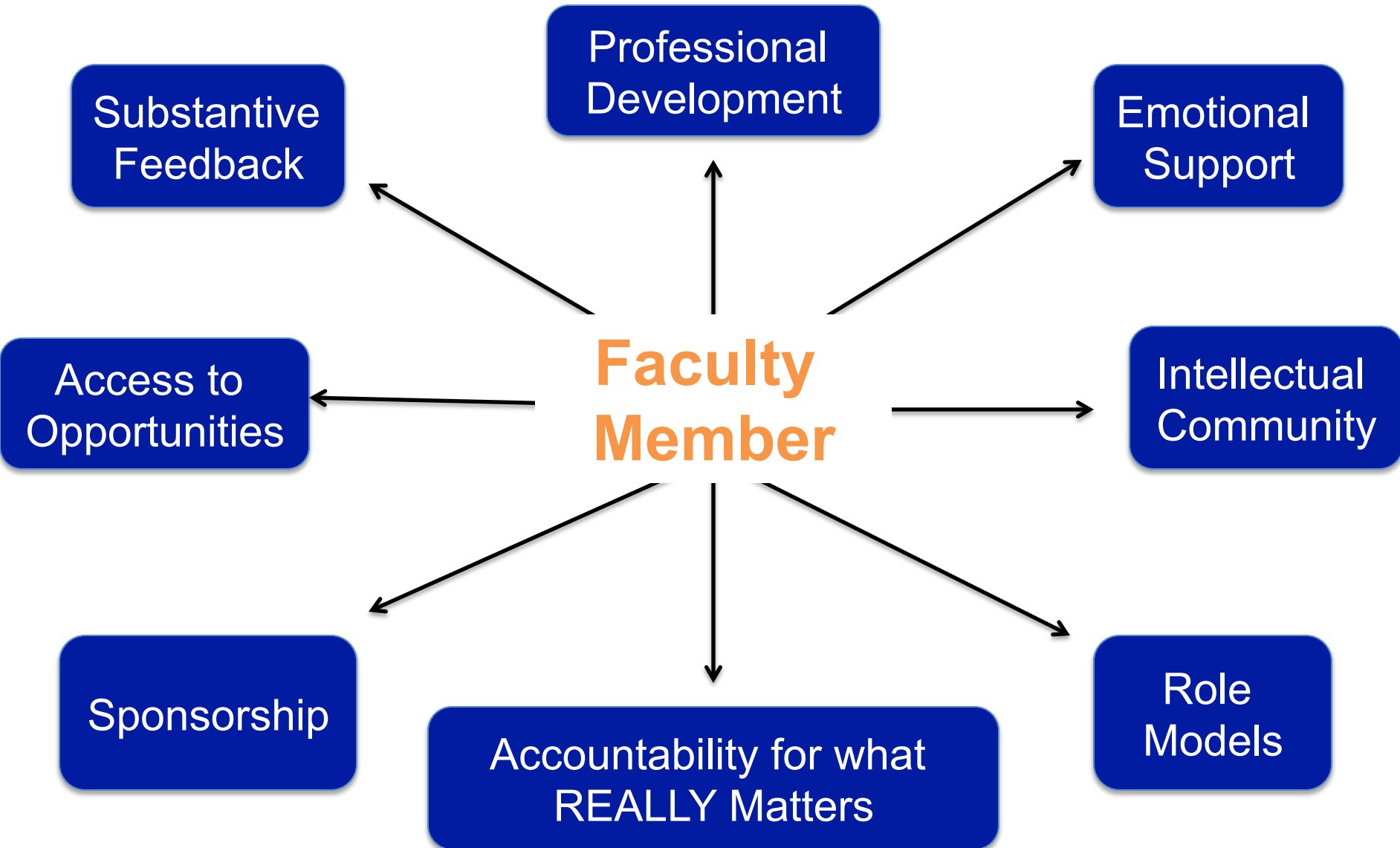


The most efficient way to make a transition is to build a network of mentors, sponsors, and collaborators that meet *new* rank-appropriate needs.

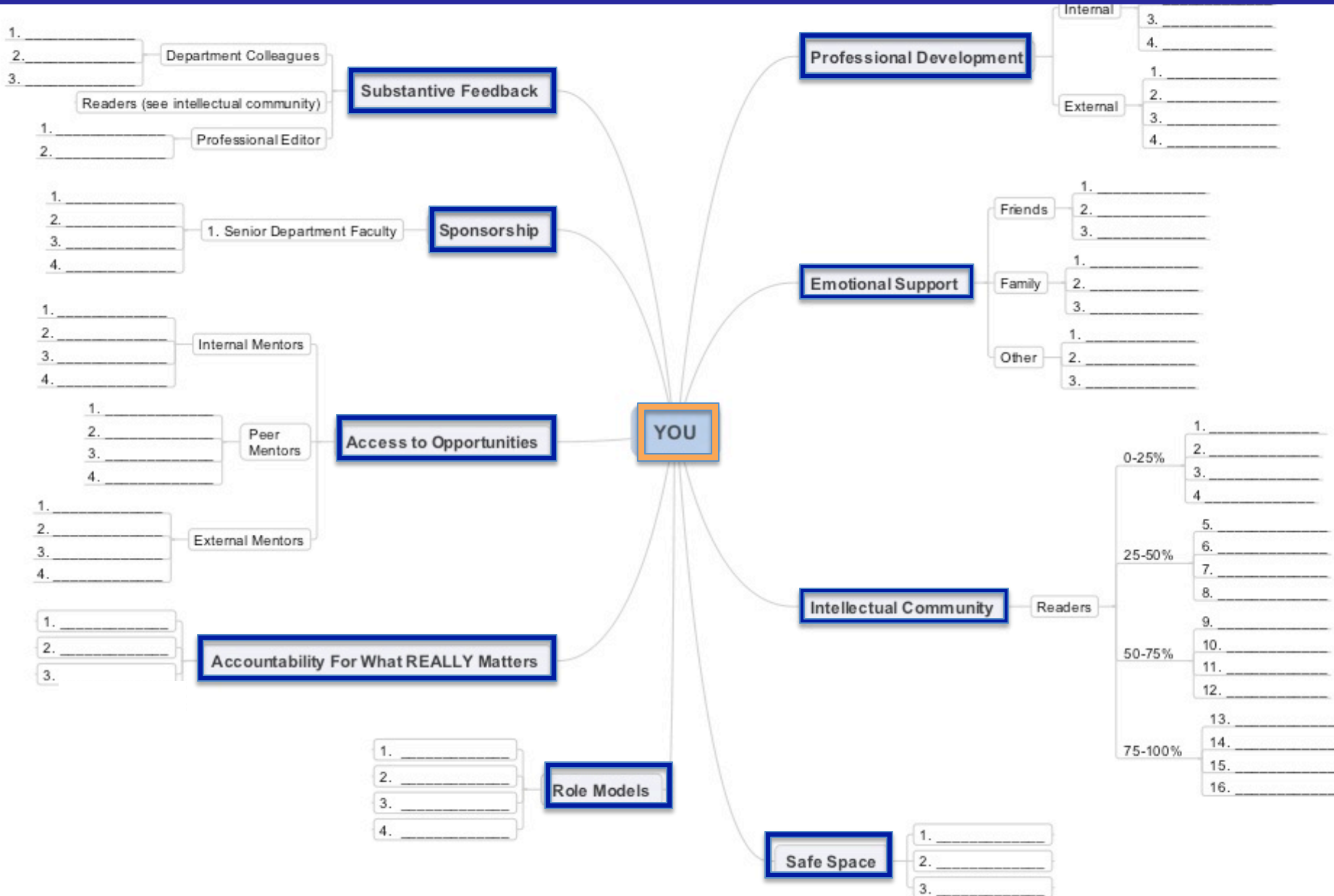
Re-Think Mentoring



Ask: What do I need? How can I get it?

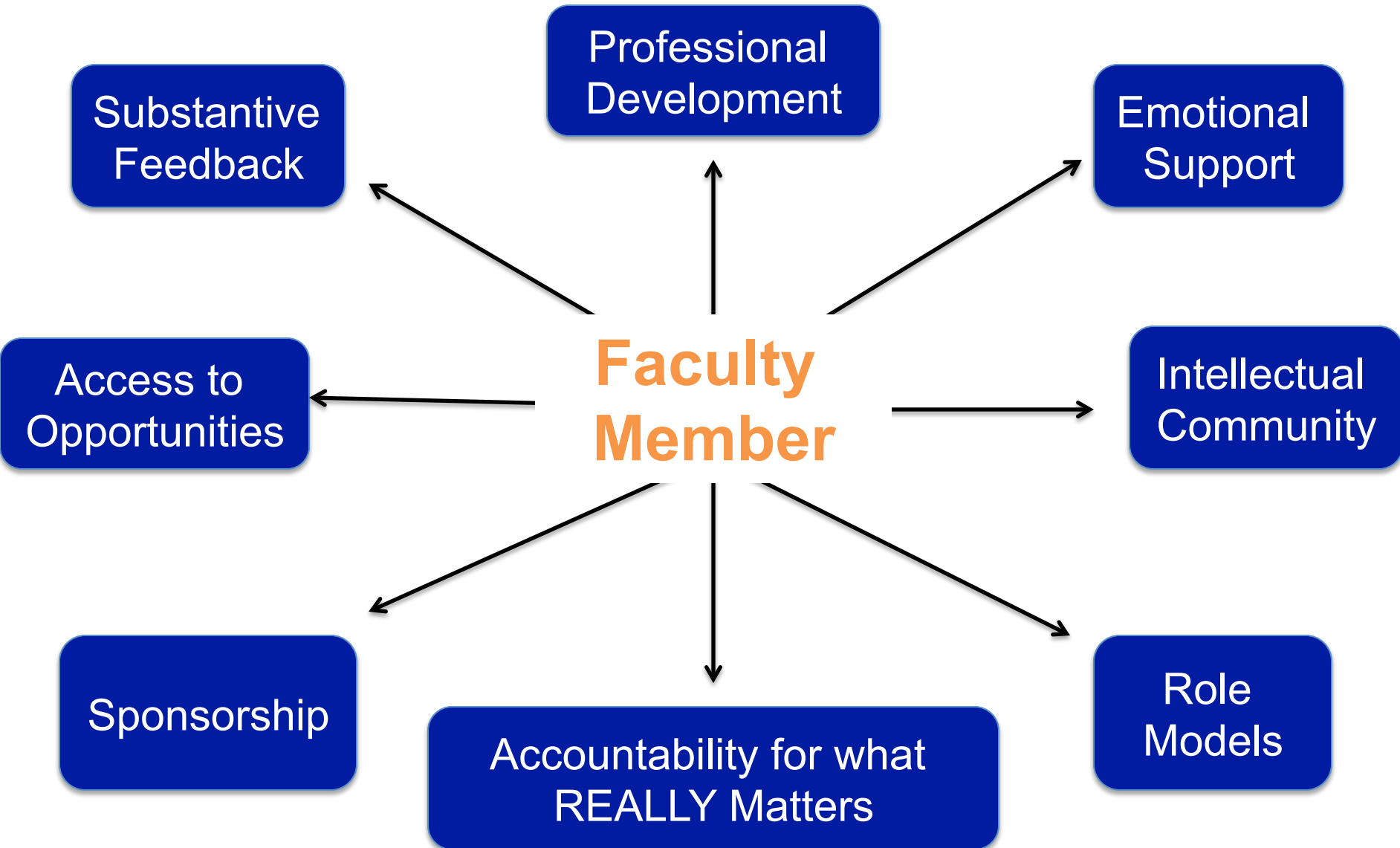


This is Mentoring

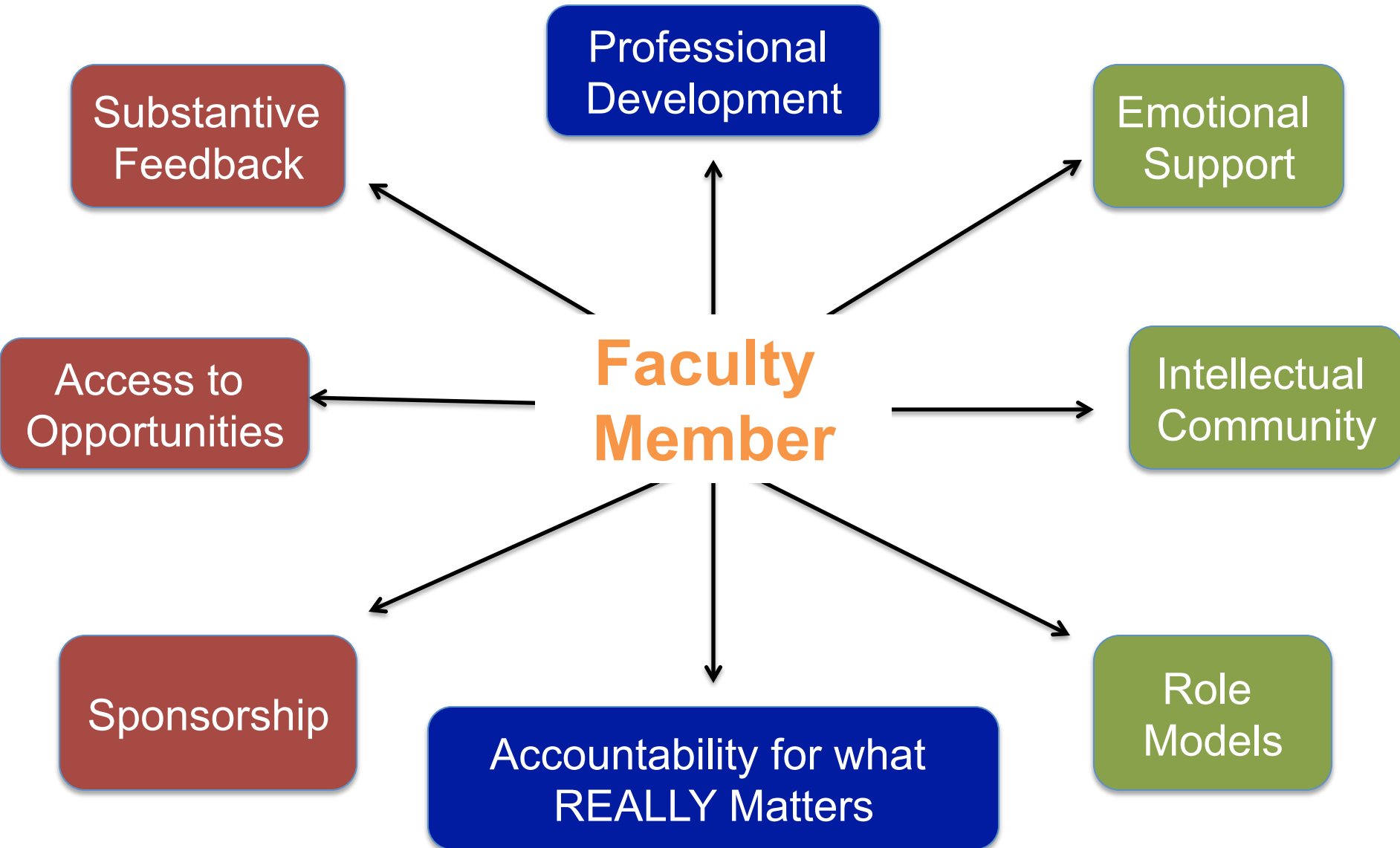


PART III: THE NCFDD MODEL

Ask: What do I need? How can I get it?



The NCFDD Mentoring Model



Biggest Mistakes Faculty Make

The Core Challenge:

The things that matter most
have the least built-in accountability

Most faculty prioritize based on accountability

This is why the NCFDD model is based on teaching

Concrete Skills & Strategies

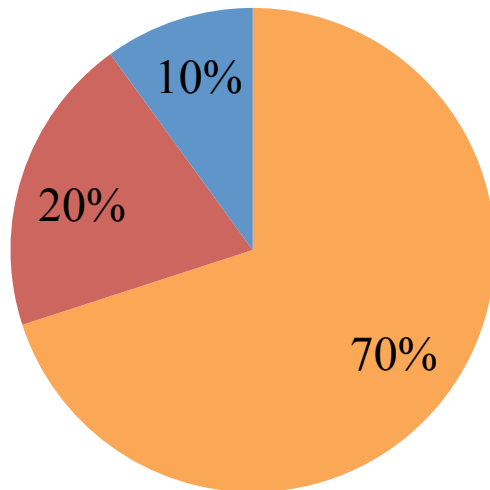
Creating Accountability Structures

for Research Productivity

Biggest Mistakes Faculty Make

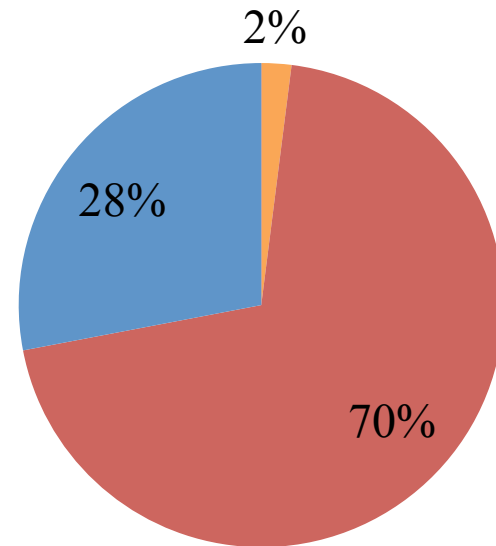
Pain Point: I'm working all the time but I'm not being productive

Criteria for Tenure & Promotion



■ Research ■ Teaching ■ Service

Typical New Faculty Member



■ Research ■ Teaching ■ Service

New Skill: Daily Writing

**Write Every
Day**

30-60
minutes

First thing in
the
morning

Academics often imagine they must have long unbroken stretches of time to write, but the demands of an academic career seldom allow this luxury.

Daily writing leads to steady productivity and fewer feelings of anxiety over failure to meet expectations for productivity.

Mental shift: writing is the most important part of my long term success, therefore it's my top priority.

Behavior shift: I write every day and create a way to be accountable that works for me.

NCFDD Core Curriculum



1) Campus Workshops

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Campus Workshops

For colleges, universities, foundations, and professional organizations that want to support the success of their pre-tenure faculty, we provide a series of on-campus workshops.

[See our Campus Workshops Schedule >](#)

GRADUATE STUDENTS



POST-DOCS



TENURE-TRACK



MID-CAREER



ADMINISTRATORS



2) Annual Membership

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Institutional Membership

For colleges and universities who want to offer the NCFDD's resources for an UNLIMITED number of graduate students, post-docs, and faculty members, we offer access to all the following benefits at one flat rate.

[Read more >](#)

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POST-DOCS



TENURE-TRACK



MID-CAREER



ADMINISTRATORS



2) Annual Membership

- ❑ Weekly productivity tips (*Monday Motivator*)
- ❑ Monthly core curriculum webinars
- ❑ Monthly guest expert webinars
 1. How to Negotiate Your First Book Contract
 2. Time Management for New Parents
 3. Teaching in Color
- ❑ Multi-week courses:
 1. Publishing
 2. Winning Grants
 3. Writing Science
- ❑ Community: online forums, buddies, challenges...

3) FACULTY BOOTCAMP

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Faculty Success Program

NCFDD's signature program, the Faculty Success Program is specifically designed to transform your personal and professional life. It's all about learning the secrets to increasing your research productivity, getting control of your time, and living a full and healthy life beyond your campus.

[Read more >](#)[GRADUATE STUDENTS](#)[POST-DOCS](#)[TENURE-TRACK](#)[MID-CAREER](#)[ADMINISTRATORS](#)

3) FACULTY BOOTCAMP

12-Week Mentoring Intensive:

- Faculty create semester work plans
- Weekly community training module
- Weekly accountability groups facilitated by tenured faculty coaches
- On-call mentoring
- Daily tracking via an online community

This is where we DISRUPT and RESTRUCTURE daily decision-making and time management

MENTORING PROCESS



```
graph LR; A[Plan the Path] --> B[Test Best Practices]; B --> C[Analyze Your Data]; C --> D[Challenge Limiting Beliefs]; D --> E[Establish A Mentor Network];
```

Plan
the
Path

Test Best
Practices

Analyze
Your Data

Challenge
Limiting
Beliefs

Establish
A Mentor
Network

This process is facilitated by *COACHES*



COACHES:

- Are performance-driven
- Ask powerful questions
- Facilitate a process



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