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European Network of Mentoring Programmes

Workshop:
Sustainability and advancement of mentoring-programmes in the context of structural change

Compilation of take-home messages
from each workshop day

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Take-home messages 8.10.2012
Organisational structures and mentoring

- Impressed with knowledge of supportive structures (rectorates, advisory boards) and concrete structural support
- Mentoring works better if you understand the organisational structure.
- Mentoring = staff development AND organisational development
- For permanent changes: *invest in* structure + process (relations) + attitudes.
- Structural change is not a fantasy!
- Policy notes as a direct feedback into the power structure

- Peer factor is stronger than the rectorate.
- Mentoring: excellent instrument to start HR activities at universities; good support of researchers should not only be limited to mentoring programmes (profs are also managers).

- Increase visibility of women in advanced positions
- Possible PR effect of mentoring programmes (-> "women-friendly institution")

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compiled by Pamela Alean-Kirkpatrick

8 - 9 October 2012 , LMU, Munich

Take-home messages 8.10.2012

Diversifying mentoring programmes

- Don't be fixed on a single model; increase diversity
  (female, male, international, undergraduate, postgraduate)
- Create awareness through "crossing"
- Family not only means having children -> what about ageing society, care?

- Interface between university – non-academic areas
- Empowerment of female academics – no matter where they want to go next

- More contacts and exchange; mobility between different programmes

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Take-home messages 8.10.2012

Mentoring programmes

- Matching criteria
- Recognition for mentors
- Selection of mentees: could have a strong bias related to personal motivation.
- Raise awareness for subtle discriminations that might happen later in life.
- Again shocked how few programmes have been **permanently** implemented.
- Inspiration for countries without long tradition of mentoring or other supportive measures

- Money, money, money

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Take-home messages 8.10.2012
Translational work

- Society is changing -> university systems need new links / ideas.
- To fulfill its social task, university needs to link its development with issues such as economic push, gender equity.

- Translation between mentoring and leading positions in HEIs is and will be necessary.
- We are "translators" and the institutions need self-monitoring or "peer review".

- Chances and challenges of third-space professionals: identify allies and work out communication strategies to achieve aims and get stronger.

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Take-home messages 9.10.2012
Mentoring programmes and cultural change

- Mentoring coordinators / evaluations should not only legitimate mentoring but work as eye-openers for the need of cultural change.
- Mentoring programmes shed light on what is going wrong in the interpersonal habits and the culture of academia / science.
- It's up to the institutions to implement mentoring programmes permanently, after more than 15 years of proving and developing the quality of mentoring as a comparatively cheap and also successful measure to develop **their** personnel and the organisation!
- The institution needs to invest in mentoring programmes to have good staff working under the coordination of an expert aware of the academic world, compared to a bottom-up process where PhD students or post-docs push for a mentoring programme.
- Structures – processes – attitudes SPA
- There are almost no limits to using a mentoring programme for transferring knowledge.

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Mentoring programmes and allies …

within the institution

- Male mentors have to get knowledge *how* to apply gender equality and support women's careers.
- Have male allies.
- Try to have male mentors.
- Don't forget the local leaders. Think of ways to win them as allies.
- Open Human Resource Management for mentoring.

beyond the institution

- I miss the link to regional and national politicians to work on better laws or policies for women in science and academia.
- External pressure is necessary. It needn't come from the experts, but from the government (e.g. national funding agencies etc.).

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Mentoring programmes

- Optimise the peer factor between the mentees in combination with the experience of mentors.
- Peer group as a factor of success
- I would like to discuss more about the meaning of group/peer aspects (mutual exchange, support, learning on a peer level) to support career opportunities and encouraging women to follow their career ambitions.

- Standard of role models close to / too far away from the career path of mentees

- We probably develop mentors and mentees, but it's difficult to prove it.

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Take-home messages 9.10.2012

Networking

- Networking is a key success factor:
  - Networks among mentees
  - Networks among different institutional structures
  - Networks among different universities
  - Networks with enterprises
  - Networks among different programmes going on the same university

Value of the eument-net workshop

- Very interesting workshop days. A lot of new ideas for my own work and how to coordinate the mentoring programme better.
- It became clear that a lot of people work on the same topics and work around the same problems. There's an obvious need for this type of meeting, to exchange best practice and become inspired by each other's programmes **eument-net second international workshop**