Breakout group discussion on expectations

Breakout group	How do I define expectations for my mentees?	How do I communicate with my mentees?	What opportunities do mentees have to communicate their expectations to me?	How can mentees learn what they don't know? (e.g. hidden curriculum)
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Ideas for a Welcome Letter:

- **General expectations:** goal of the mentoring relationship, role of the faculty member and/or other leading members of the team, expectations of research group members

- **Expectations for team interactions (if applicable):** team structure and reporting/supervisory roles, team meetings, journal clubs, sharing space and facilities, time and attendance, vacations and leave, networking and attending outside meetings, professional etiquette, expectations for collaboration with and training of other group members, expected work habits, faculty member's work habits

- **Expectations for collaboration:** description of external collaborations and expectations for the role of the mentee in the project(s)

- **Responsible conduct of research:** research integrity, required record keeping and data sharing practices, definition of reproducibility within the research environment, institutional guidelines and required trainings, resources to report research misconduct

- **Communication:** preferred modes of communications, preferred style of meetings (e.g. scheduled with agendas, informal), process to follow if there is a disagreement

- **Work style:** turnaround time for emails or items to review, best times of day to reach faculty member

- **Authorship and acknowledgements of scholarly contributions:** criteria for deciding order of authorship or credit for scholarship, process for manuscript preparation and submission, other ways credit will be acknowledged for work contributed (e.g. talks, posters), guidelines for seminars/talks

- **Proposal writing (if applicable):** expectations for individual fellowship applications, expectations for contributions to faculty member's proposals

- **Evaluation and feedback:** form of feedback (e.g. performance review, career plan, committee meetings) and frequency, process for obtaining reference letters

- **Mentoring:** expectations and style of faculty member, expectations for mentoring others, expectations for how/if mentoring contributions are acknowledged

- **Career and professional development:** time committed to professional development, opportunities for professional development within the institution and externally

- **Institutional and local resources:** contact information for Professional Development & Postdoctoral Affairs (gradpd@bu.edu for doctoral students, postdocs@bu.edu for postdocs), departmental administrators, human resources, international scholars' office, or other support structures within the University that assist postdocs and doctoral students

HOKANSON, S.C., GOLDBERG, B.B. 2018. Proactive Postdoc Mentoring, The Postdoc Landscape: The Invisible Scholars. Jaeger, A.J. and Dinin, A.J. editors. Academic Press. ISBN: 978-0-12-813169-5

MICHELLE BENNETT, L., MARAIA R, GADLIN H 2014. The 'Welcome Letter': A Useful Tool for Laboratories and Teams. *J Transl Med Epidemiol*.

OPTIMIZING THE MENTORING RELATIONSHIP
Boston University
March 2019

WORKSHEET #1: MENTOR-MENTEE DOMAIN MATCHING

DOMAIN (categories of mentoring needs)	NEED OF MENTEE	ABILITY TO OFFER AS MENTOR	NOTES
Scholarship: identifying funding sources			
Scholarship: grant writing			
Scholarship: project management			
Scholarship: Data Analysis			
Scholarship: Methods & Research Skills			
Scholarship: Frameworks/Models			
Scholarship: Writing for Community / Non Academic Stakeholders			
Scholarship: Research Integrity & Ethics			
General Domain: affective (motivation, self confidence, emotional support)			

DOMAIN	NEED OF MENTEE	ABILITY TO OFFER AS MENTOR	NOTES
General Domain: balancing work and life			
General Domain: time-management & work flow			
Navigating the Institution (resources, policies, people)			

OPTIMIZING THE MENTORING RELATIONSHIP
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DOMAIN (categories of mentoring needs)	NEED OF MENTEE	ABILITY TO OFFER AS MENTOR	NOTES
Navigation Relationships (e.g., difficult colleagues)			
Service: choice making (university service)			
Service: choice making (disciplinary/professional service)			
Teaching: Assessment			
Teaching: Managing Difficult Conversations			
Teaching: Digital Technology			

Teaching: Mentoring graduate students, undergraduate students and/or other colleagues			
Other: Leadership Skill Development			
Other: Industries Hiring Those with Graduate Degrees in Your Field			

OPTIMIZING THE MENTORING RELATIONSHIP
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March 2019

WORKSHEET #2: EXPECTATIONS ABOUT THE "HOW" OF MENTORING

EXPECTATIONS – GENERAL COMMUNICATION	NOTES
Through what channel? (e-mail, text, cell phone, other)	

What is expectation for a response (time)?	
Are there days-of-week, times-of-day that are best or "sacred" times where no communication should occur?	
To what degree is the content/context of our conversations confidential?	
What should we do if confidentiality is a concern?	
How should we handle conflict if it arises?	

OPTIMIZING THE MENTORING RELATIONSHIP
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EXPECTATIONS –MEETINGS	NOTES

How often should we meet and for how long?	
What channel should we use for these meetings (Skype, Zoom, other)?	
What should a mentor do in preparation for a project meeting?	
What should the mentee do in preparation for a project meeting?	
How goal oriented or free form should our meetings be?	
If one of us needs to cancel, what should we do?	
How should we follow-up on meetings? e.g., communicate advice taken, information promised, support offered	
EXPECTATIONS – FORMAL FEEDBACK	**NOTES**
In what form and how often will a mentor give the fellow feedback on project progress?	
How much time should be allowed to review short documents?	

How much time should be allowed to review longer documents (grants, manuscripts)?	

OPTIMIZING THE MENTORING RELATIONSHIP
Boston University
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EXPECTATIONS – WORK WITH OTHER MENTORS	**NOTES**
What other mentors will be involved in the mentee's professional development	
How will the faculty mentor interact with other mentors (if at all)?	
OTHER EXPECTATIONS	**NOTES**