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Introduction & Program Guidelines

Thank you for your commitment to mentoring an Ohio University Voinovich School student. This program was established to add value to the academic experience of Ohio University students enrolled at the Voinovich School. They are learning by doing as they prepare for careers serving the public interest in Ohio University’s rural region and beyond. Your mentorship of these students can help them to reflect on their vision and to plan and achieve their goals as they grow as leaders and professionals and make positive contributions to our society.

ABOUT THE VOINOVICH SCHOOL
The Voinovich School of Leadership and Public Affairs is a catalyst for regional, state and national collective impact in a broad range of public and social engagement policy areas in health and wellness, education and the environment, and entrepreneurship and economic development. Ranked as 39th Most Innovative Public Service Schools in the country, the Voinovich School was also recently elevated to the top 100 U.S. News and World Report Best Public Affairs Grad Schools. Partnerships with nonprofit organizations, government and the private sector create public value by leveraging the expertise of 14 faculty members and 72 professional staff. Home to the Master of Public Administration (MPA), the Master of Science in Environmental Studies (MSES) degree programs and the Voinovich Undergraduate Honors Scholars program, the Voinovich School utilizes a hands-on, applied learning approach to prepare nearly 250 students for success in diverse public and private sectors settings.

ABOUT THE MENTORSHIP PROGRAM
Students enrolled in an on-campus graduate degree program with the Voinovich School are eligible for the mentorship program. It is not required of those students. The mentorship program is offered in addition to professional practicums, applied learning, colloquiums and networking opportunities. Mentorships are designed to support students with individualized leadership development, which will provide opportunities for professional guidance and growth to help them expand their networks and achieve their goals. Mentorships last for an initial period of two semesters and are evaluated bi-annually.

PROGRAM GUIDELINES
Mentorship is not something to be taken lightly, as a mentoring relationship can have a powerful impact on a young person. Developing a successful mentoring relationship requires commitment, open communication, and a dynamic and flexible attitude. When starting a mentorship relationship, it is important that you and your mentee understand your roles and expectations so that your mentee can achieve their professional development needs, and so that both parties can benefit and grow from the relationship.

With that in mind, the Voinovich School asks that you and your mentee complete and sign a Mentorship Agreement and Action Plan (found at the end of this document) prior to the start of the mentorship program. Included in this agreement is a confidentiality clause that you and your mentee must also sign and abide by to ensure that you are comfortable being open and honest with each other. The action plan will allow for full understanding between the two parties on expectations and responsibilities, goals, and meeting schedule.

While you and your mentee will decide when you will meet, how often, and across what medium (virtually or in person), the Voinovich School asks that both parties commit to meeting a minimum of once a month.
over the course of the first two semesters, and more often if your schedules allow. You and your mentee can
determine after two semesters if you would like to continue the relationship. It is important for both
parties to fulfill their commitments to meet or to give advance notice if they will need to reschedule a
meeting.

After the first two months of mentorship, a Voinovich School professional staff member will contact both
you and your mentee to discuss successes, concerns, or challenges and ensure that the remainder of the
mentorship is a success. Please feel free to contact the Voinovich School at any time with questions or
concerns. The School’s contact information is at the end of this toolkit. Please review the mentorship
timeline below for a summary of key milestones and steps during the mentoring program.

**TIMELINE AND KEY MILESTONES DURING THE MENTORSHIP**

<table>
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<tr>
<th>Before Meeting 1</th>
<th>Complete and Sign Mentoring Agreement (at the bottom of this toolkit)</th>
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<tbody>
<tr>
<td>Meeting 1</td>
<td>Fill out Action Plan with mentee and discuss activities you will focus on during the mentorship (at the bottom of this toolkit)</td>
</tr>
<tr>
<td>After month 2</td>
<td>Voinovich School will check in with mentor and mentee</td>
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<tr>
<td>After 1st</td>
<td>Review goals with mentee and assess progress of the mentorship. The Voinovich semester</td>
</tr>
<tr>
<td>After 2nd</td>
<td>Mentor and mentee complete exit surveys to provide feedback on the mentorship semester</td>
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Getting Started & Tools to Guide the Mentorship

HOW DO I GET STARTED?
A Voinovich School member will introduce you to your mentee via email. Once this introduction is made, you and your mentee should schedule your first meeting, either by phone/Skype or in person. You should also each complete the Mentoring Agreement and if possible, finalize and sign it prior to your first meeting so that you both have clear expectations about the mentorship.

Before meeting with your mentee for the first time, think about what you would like to achieve through the mentoring relationship and what goals you would like to establish for both yourself and your mentee. These goals could include developing your leadership skills, providing the mentee with advice you wish you had had at their professional level, or learning more about the mentee’s country, to name a few. By thinking about your goals prior to meeting, you will be ready to discuss and complete or update the Mentorship Agreement and assist your mentee with articulating their own goals.

During your first meeting you should discuss the Mentorship Action Plan and how you and your mentee will communicate moving forward (frequency, communication tools, etc.)

MENTORING AGREEMENT AND ACTION PLAN
The Mentoring Agreement and Action Plan is a tool that you and your mentee should complete at the start of the mentorship to guide your time together and establish clear expectations. The tool guides you and your mentee to discuss and put in writing your expectations and responsibilities, your goals, and a notional meeting schedule during the mentorship. Though these elements could change as your relationship evolves, the tool will provide you and your mentee with a framework for the mentorship experience.

The Action Plan will guide you and your mentee to reflect upon and write down the activities and goals you would like to complete during each meeting. You can revisit and modify this Action Plan as needed throughout the mentorship.

EXPECTATIONS AND ROLE OF A MENTOR
During the Voinovich School mentorship program, mentors are expected to commit to meeting with the mentee at least once a month for nine months, either virtually or in person. While students are expected to respect the time and boundaries of mentors, the Voinovich School also asks mentors to respond to your mentee’s emails or calls in a timely manner. If you are unable to fulfill your obligations as a mentor, please let both your mentee and the Voinovich School know, so that the School can identify another mentor for the student if possible.

There are many different roles that you might find yourself playing as a mentor over the course of the mentoring relationship. Prior to meeting with your mentee for the first time, it might be helpful to think about what roles you are best suited for. In general, characteristics of successful mentors often include:

- Acceptance
- Empathy
- Openness
- Enthusiasm
- Patience
- Embracing humor
- Trustworthiness
- Inspiring confidence
Developing a successful mentor-mentee relationship is based on balancing a less formal tone that is open and encouraging with a more formal professional relationship. When you understand your mentee’s professional goals, you can look for and offer your mentee opportunities to develop professionally and academically. These activities can range from career development to training activities, to networking events, etc. You can also use the mentee’s current projects as the basis of your discussions. The Action Plan is another opportunity to brainstorm a schedule for activities early on in the relationship so that your meetings can be as productive as possible.

EXCEPTIATIONS AND ROLE OF MENTEES

The Voinovich School expects that your mentee will take full advantage of opportunities provided to them during the mentorship. Some students might be uncomfortable at the start of the mentorship because the relationship is new or they have perhaps never been mentored before, so it is helpful to encourage them to be open about their expectations and the guidance they hope you will provide during the experience.

Your mentee should be clear with you about the best way to communicate on a regular basis. Your mentee should also take the lead on scheduling regular meetings with you, allowing flexibility depending on your schedule, and should be proactive about discussing their expectations and goals for the mentorship. The Voinovich School encourages mentees to be proactive and persistent in solving any challenges that might arise during the mentorship, but also encourages mentors and mentees to reach out to the Voinovich School should questions or concerns arise.

The Voinovich School also asks that all mentees be prepared for each scheduled meeting with a discussion topic and their goals for the meeting. Unless there is an emergency, your mentee should provide at least 24 hours' notice if they are unable to meet at the scheduled time. Please give your mentee the same respect and courtesy.

The Voinovich School is available throughout the mentorship to address any concerns or questions any participants might have, and will check in with you and your mentee periodically.

Please note that it is the mentees responsibility to make connection with their mentor and initiate contact, meetings, etc. If these events fail to occur re-examine as to if you have done your part in reaching out appropriately

MATCHING MENTORS AND MENTEES

The Voinovich School Office of Student Success, Director of External Relations, as well as the academic program directors will work together to match mentors with mentees. By considering student's interests areas, capabilities and goals the School will consider appropriate mentors that will maximize the experience. This process will take place on a continuous basis should students determine at any time to self-select into the mentorship program.
Tips for Communicating with your Mentee

PROVIDING FEEDBACK
Giving and receiving feedback are important parts of the Voinovich School mentorship experience. While you will provide feedback during the mentorship, you may also want to encourage your mentee to provide you with feedback at critical points in the mentorship so that you can have the opportunity to learn and improve your mentorship skills as well.

SCHEDULING MEETINGS WITH YOUR MENTEE
Working to schedule meetings, whether virtual or in person, between two busy individuals can be challenging at times. Remember it is expected that at least one meeting a month occur between the mentor and mentee. During your initial meeting with your mentee, discuss the best and most reliable ways for both of you to communicate with each other. Be sure to discuss potential busy times over the course of the mentorship. In some cases, it might be best to schedule all of your meetings up front, knowing you may need to allow for flexibility.

NEGOTIATING VIRTUAL MENTORSHIPS
Virtual mentorships can take place in several mediums: email, phone, video, Skype. Mentors working virtually with their mentees will have to discuss which medium the mentee has available to them and would work best for them. Below are some additional suggestions for managing virtual mentorships:

- Work diligently to build trust with your mentee
- Be aware of cross-cultural awareness
- Be cognoscente of your telephone manner
- Pay close attention to your written communication
- Always be an active listener

A virtual mentorship experience can be just as rewarding as an in person one. It is up to the mentor, however, to guide the mentee in establishing protocols for managing the virtual relationship and ensuring that both parties feel comfortable using the medium of their choice.
Negotiating Differences and Other Sensitivities During the Mentorship

When beginning a mentorship, it is important to be aware of the similarities and differences between you and your mentee. These could be location, age, culture, gender or any number of other items. Considering potential sensitive pitfalls and miscommunications can be avoided later.

CONFIDENTIALITY
When you sign the Mentorship Agreement, you and your mentee are agreeing to keep each other’s complete confidence. You will not disclose conversations you have together with outside parties unless you mutually agree to do so. You must reinforce this trust with your mentee by asking their permission when you, for example, wish to discuss the mentee’s current project, initiative, or research with a contact who might be of use to them. This act will reassure your mentee that you only want to help them. The Voinovich School recommends that you discuss the importance of confidentiality with your mentee at the beginning of the mentorship.
Effective Closure of the Mentorship

On the end date set out in the Mentoring Agreement, you should meet with your mentee to discuss the mentorship and decide whether or not to continue even after the formal mentorship has ended. The closure date should be a celebration of your time together and an opportunity to discuss the mentorship in a positive, fun way. Please think about ways you can honor the progress your mentee has made, such as creating a certificate or taking them out to dinner.

At the closure of the mentorship, the Voinovich School will send you an exit survey in order to get your feedback about the program and for the Voinovich School to learn how to improve the program moving forward.
MENTOR INFORMATION

Name: __________________________________________________________________________________________________________________

Title: ___________________________________________________________________________________________________________________

Organization: _________________________________________________________________________________________________________

Business Address: ____________________________________________________________________________________________________

Phone Number: _______________________________________ Email address: ______________________________________________

MENTEE INFORMATION

Name: ________________________________________________________________________________________________________________

Home Country: ______________________________________________________________________________________________________

Voinovich School Academic Program: ___________________________________________________________________________________

Phone Number: ___________________________ Email Address: _______________________________________________________________
EXPECTATIONS AND RESPONSIBILITIES

Both the mentor and mentee should outline their expectations for the mentorship and outline any additional responsibilities he/she will be personally accountable for. Examples are provided below.

The mentor expects his/her mentee to (examples include be on time, be open to trying new things, provide regular feedback about the relationship):

•
•
•
•

The mentor additionally takes responsibility for (examples include training his/her mentee in job negotiation skills, improving his/her mentee's elevator pitch):

•
•
•
•

The mentee expects his/her mentor to (examples include introduce him/her to three new contacts, work with him/her on his/her public speaking skills, take him/her to a networking event)

•
•
•
•

The mentee additionally takes responsibility for (examples include networking with one new person every week, working on his/her resume to reflect discussions with the mentor):

•
•
•
•
GOALS

Both the mentor and mentee should commit to at least three goals to be accomplished by the end of the mentorship period. Examples are provided.

The mentor’s goals include (examples include successfully coaching his/her mentee on how to conduct a job interview, refining his/her personal leadership style):

•
•
•
•

The mentee’s goals include (examples include applying to three jobs, make fifteen new professional contacts):

•
•
•
•

MEETING SCHEDULE

The mentor and mentee should agree to a standard meeting schedule, a start date for the mentorship, and a date on which the mentor and mentee will evaluate whether to continue the relationship. While the meeting does not have to occur at the same time/day on each occurrence, it should be on a particular frequency (i.e. bi-weekly, phone calls weekly and in person monthly). The Voinovich School asks that both commit to meeting for a minimum of one time a month during the course of the mentorship. Each meeting should last no less than one hour. It is highly encouraged that you meet more often if your schedules allow.

Mentor and Mentee will meet: ______________________________ Starting ___/___/____
ACTION PLAN

The Voinovich School will check in with both mentor and mentee after two months to address any initial concerns and ensure that the rest of the mentorship is a success, at the closure of the mentorship, the mentor and mentee will be asked to complete an exit survey in order to get your feedback about the program and for the Voinovich School to learn ways to improve the mentorship program for future participants.

CONFIDENTIALITY

All information between the mentee and the mentor shall be confidential and only shared with outside parties if both agree.

________________________________________________________________________  ________________
Mentor Signature             Date

________________________________________________________________________  ________________
Mentee Signature             Date

*Mentee needs to return the completed Mentoring Agreement and Action Plan to the Voinovich School Director of External Relations.
### Meeting Example

<table>
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<tr>
<th>ACTIVITY</th>
<th>GOAL</th>
<th>ASSIGNMENT FOR NEXT MEETING</th>
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<tr>
<td>Resume Workshop</td>
<td>The mentee has a sector-specific resume that highlights his/her experience and expertise</td>
<td>The mentee will develop a 2-minute elevator pitch</td>
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<th>Meeting 1</th>
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<td>Meeting 3</td>
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<td>Meeting 4</td>
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<td>Meeting 5</td>
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<td>Meeting 6</td>
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