Table of Contents

Introduction & Program Guidelines ........................................................................................................... 1
  About the Voinovich School .................................................................................................................. 1
  About the mentorship program .......................................................................................................... 1
  Program guidelines ............................................................................................................................... 1
  Timeline and key milestones during the mentorship ........................................................................... 2

Getting Started & Tools to Guide the Mentorship .................................................................................. 3
  How do I get started? ............................................................................................................................ 3
  Mentoring agreement and action plan ................................................................................................. 3
  Expectations and role of a mentee ...................................................................................................... 3
  Matching mentors and mentees ......................................................................................................... 4

Tips for Communicating with your Mentor .......................................................................................... 5
  Providing feedback ............................................................................................................................. 5
  Type of Feedback ............................................................................................................................... 5
  Tips for receiving feedback ............................................................................................................... 5
  Tips for Giving effective feedback .................................................................................................... 5
  Active listening ................................................................................................................................... 5
  Scheduling meetings with your mentor ............................................................................................... 6
  Negotiating virtual mentorships ........................................................................................................ 6

Negotiating Differences and Other Sensitivities During the Mentorship ........................................... 7
  Confidentiality ..................................................................................................................................... 7

Effective Closure of the Mentorship ................................................................................................... 8

Mentoring Agreement and Action Plan .................................................................................................. 9
Introduction & Program Guidelines

Thank you for your participation in the Voinovich School of Leadership and Public Affairs mentor program. This program was established to support Ohio University students enrolled at the Voinovich School in an on-campus program. You are learning by doing as you prepare for careers serving the public interest in Ohio University’s rural region and beyond. By participating in this program you will be on the receiving end of a beneficial relationship that will assist you in planning and achieving your goals as you grow as leaders and professionals and make a positive contribution to our society.

ABOUT THE VINOVINICH 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 a requirement for students to participate. 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. It is important that you and your mentor understand your roles and expectations so that you can achieve your 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 mentor complete and sign a Mentorship Agreement and Action Plan (attached at the end of this toolkit) 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.

While you and your mentor 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 mentor can determine at the end of the second semester 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 mentor 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>
<thead>
<tr>
<th>Time Period</th>
<th>Milestone Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before Meeting 1</td>
<td>Complete and Sign Mentoring Agreement with Mentor</td>
</tr>
<tr>
<td>Meeting 1</td>
<td>Fill out Action Plan with mentor and discuss activities you will focus on during the mentorship</td>
</tr>
<tr>
<td>After month 2</td>
<td>Voinovich School will check in with mentor and mentee</td>
</tr>
<tr>
<td>After 1st semester</td>
<td>Review goals with mentor and assess progress of the mentorship. The Voinovich School will check in with mentor and mentee at this time</td>
</tr>
<tr>
<td>After 2nd semester</td>
<td>Mentor and mentee complete exit surveys to provide feedback on the mentorship and determine if they would like to continue the relationship</td>
</tr>
</tbody>
</table>
Getting Started & Tools to Guide the Mentorship

HOW DO I GET STARTED?
A Voinovich School professional staff will introduce you to your mentor via email. Once this introduction is made, you and your mentor 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. It is the mentee’s responsibility to turn in the completed agreement with Voinovich School staff.

Before meeting with your mentor 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 mentor. These goals could include developing your leadership skills, learning more about a specific industry, or fine tuning your professional skills for example. By thinking about your goals prior to meeting, you will be ready to discuss and complete or update the Mentorship Agreement.

During your first meeting you should discuss the Mentorship Action Plan and how you and your mentor 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 mentor should complete at the start of the mentorship to guide your time together and establish clear expectations. The tool guides you and your mentor to discuss and put in writing your expectations and responsibilities, your goals, and a proposed meeting schedule during the mentorship. Though these elements could change as your relationship evolves, the tool will provide you and your mentor with a framework for the mentorship experience.

The Action Plan will guide you and your mentor 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 but it needs to be recorded with the Voinovich School staff.

EXPECTATIONS AND ROLE OF A MENTEE
It is the mentor’s responsibility to set the tone for the mentorship, but you should think about what kind of role you would like your mentor to fill or play. For example, are you looking for a motivator who will support you as you move forward in your career? Or are you looking more for an advisor who can help you think strategically about your career path? Prior to meeting with your mentor for the first time, think about what you want to get out of the mentorship and what roles you would like your mentor to play. Think about how you learn best, and what kind of role fits your learning style.

Please consider that just because your mentor may be more advanced in his/her profession than you are, that does not mean he/she is automatically an expert in all topics. While your mentor is receiving a similar toolkit such as this, this may be his/her first formal mentorship and so they will be learning how to make it successful right along with you. As a mentee, there are ways that you can help your mentor be effective and make the mentorship as beneficial as possible. In general, characteristics of successful mentees often include:
• Receptive to feedback
• Ownership of your own learning and an ability to take initiative
• Openness to new ideas
• Commitment to building a relationship with your mentor
• Patience when things do not go as planned
• Embrace humor
• Acceptance of differences

Your mentor will not be available to you 24/7 as he/she has his/her own career and family, and so it is important that you discuss with your mentor appropriate ways and times to be connected.

You should come prepared with ideas about activities or discussion you would like to engage in with your mentor to achieve your goals that were outlined in your Mentorship Agreement. These activities can range from career development seminars, to training activities, networking events, and so on.

Come prepared for each scheduled meeting with a discussion topic and your goals for the meeting. Unless there is an emergency, you should provide **at least 24 hours’ notice** if you are unable to meet during the scheduled time. We expect the same courtesy from your mentor.

The Voinovich School is available during the mentorship process to address any concerns or questions that you or your mentor might have, and will check in with you and your mentor two months after the mentorship starts. Please feel free to contact the School should you have questions or concerns during the process.

**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. Please contact the Director of External Relations should a student decide to advantage of the program after the kickoff.
Tips for Communicating with your Mentor

PROVIDING FEEDBACK
Giving and receiving feedback are important parts of the Voinovich School mentorship experience. While the mentor will be giving most of the feedback, it is also important for you as a mentee to provide your mentor with feedback at important junctures in the mentorship so that the mentor can have the opportunity to learn and improve as well.

TYPE OF FEEDBACK
Positive – When your mentor teaches you a new skill or advises you in a way that enables you to accomplish one of your goals, you should thank them and give them feedback on how what they did was helpful.

Constructive – Feedback should never be “negative.” Rather, if you see room for improvement in the way your mentor is working with you, you should give him/her feedback on what he/she could do better – not on what he/she did wrong. Remember that your mentor wants you to succeed!

TIPS FOR RECEIVING FEEDBACK
- Listen closely and quietly so the mentor can finish his/her thought.
- Paraphrase back to the mentor what you heard so you can be sure that you clearly understood.
- Ask questions if you need further clarification.
- Thank your mentor for the feedback – it is important that your mentor know you are open to feedback.

TIPS FOR GIVING EFFECTIVE FEEDBACK
- Trust – Having a trusting and open relationship with your mentor is necessary. As your relationship develops you will feel more comfortable with the feedback process.
- Participation – when giving advice, also make sure you ask the mentor how he/she thinks something could be improved.
- Goals – refer back to the goals in the mentorship agreement when giving feedback so that the mentor can understand how the work that they are doing contributes to your goals.
- Listen – if your mentor is not as available or responsive as you would like for him/her to be, lend a sympathetic ear and listen to their reasons.

ACTIVE LISTENING
- Face the speaker, even when sitting next to your mentor. Change your position in your seat so that you are actually facing him/her.
- Look at the speaker even if you are facing the speaker and even though you can often be distracted by other activities.
- Acknowledge what your mentor is saying by nodding, saying ‘yes,” so your mentor knows that you are engaged.
- Ask questions about what your mentor is saying in order to help clarify the conversation.
- Summarize the conversation once it is over to ensure both of you are on the same page.
SCHEDULING MEETINGS WITH YOUR MENTOR

Working to schedule meetings, whether virtual or in person, between two busy individuals can be challenging at times. During your initial meeting with your mentor, 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. It might also be best to schedule meetings several months in advance. Please remember that both of you should provide at least 24 hours’ notice if a meeting needs to be rescheduled. And keep in mind it relies solely with the mentee to initiate contact or reach out if meetings have not been established or scheduled.

NEGOTIATING VIRTUAL MENTORSHIPS

Virtual mentorships can take place in several mediums: email, phone, video, Skype. Mentees working virtually with their mentors will have to discuss which medium the mentor 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 mentor
- 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 both mentor and mentee, however, to establish 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 mentor. 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 mentor 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 should explicitly discuss confidentiality with your mentor at the beginning of the relationship, so that you can both speak openly and honestly.
Effective Closure of the Mentorship

On the end date set out in the Mentoring Agreement, you should meet with your mentor 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.

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.
Mentoring Agreement and Action Plan

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 (i.e. be on time, be open to trying new things, provide regular feedback about the relationship):

•
•
•
•

The mentor additionally takes responsibility for (e.g. training his/her mentee in job negotiation skills, improving his/her mentee’s elevator pitch):

•
•
•
•

The mentee expects his/her mentor to (e.g. 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 (e.g. 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 (i.e. successfully coaching his/her mentee on how to conduct a job interview, refining his/her personal leadership style):

•
•
•

The mentee’s goals include (i.e. 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.
<table>
<thead>
<tr>
<th>ACTION PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="#" alt="Table" /></td>
</tr>
</tbody>
</table>

### Meeting Example

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>GOAL</th>
<th>ASSIGNMENT FOR NEXT MEETING</th>
</tr>
</thead>
<tbody>
<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>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Meeting 1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Meeting 2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Meeting 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Meeting 4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Meeting 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Meeting 6</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>