



Minority Mentorship Program Proposal

Leadership & Mentoring Working Group (**Faculty Advisory Council**)

Dr. Alecia Anderson, Dr. Jonathan Benjamin-Alvarado, Dr. Lyn Holley, Herb Thompson III

1) Recommendation

[Click here to submit your feedback.](#)

We recommend implementing a Minority Mentoring Program (MMP) at UNO in order to support the career success, satisfaction, and retention of underrepresented minority (URM) faculty. Mentorship is defined as, “a developmental process existing in the relationship between a more-experienced individual & a less-experienced individual with the purpose of development in the mentee” (Bearman et al., 2007; Eby & Allen, 2008)

The mission of UNO is to transform and improve the quality of life locally, nationally, and globally. In order to deliver on this mission UNO must prioritize those in its community who exemplify the diverse life experiences of our local, national, and international student body. Research reveals the critical role that URM faculty play in advancing diversity and inclusion on college campuses, thereby improving quality of life for all students* (*see citation in margin). This MMP can better ensure meaningful life transformation for URM faculty at UNO through institutionally-supported mentoring partnerships. Table 1 provides the two aims of this proposal: the objectives developed from those aims and suggested metrics for each objective. These aims, objectives, and metrics demonstrate how this MMP can further our mission to improve life quality.

*LeBarrett & Smith, 2008; Hensimon, 2005; Moreno et al., 2006; Zambrana et al., 2015)

Table 1. Suggested Aims, Objectives, & Metrics

Aims	Obj#	Stated Objective	Objective Metric
This MMP aims to transform life quality for URM faculty by providing them with personal career support	1	Mentees will experience increased job satisfaction as a result of this MMP	This objective will be measured through a mentee-specific assessment that should be completed after every mentorship program semester. A survey template has been identified
	2	Mentors will experience increased job satisfaction as a result of this MMP	This objective will be measured through a survey identifying the mentor's level of satisfaction with the training and support they receive for their mentoring experience
This MMP aims to improve life quality by institutionally improving retention & promotion of URM faculty	3	Mentees will experience observable career success as a result of this MMP	It is proposed that statistics on promotions and reappointments be used as the metric of success in this proposal
	4	Retention of URM faculty will increase at UNO as a result of this MMP	The promotion/reappointment statistics can help indicate the impact of this program on the retention of URM faculty groups

(Hamawami & Drener, 2007; Sunderman, 2020)

This minority mentoring program should be designed to provide URM faculty with career coaching focused within three categories, 1) personalized support, 2) organizational networking, and 3) resource connections; research shows these three aspects to be important to mentees*. In a survey sent to 1st–3rd year faculty in one of UNO's colleges, there was strong interest in mentorship support, networking, and resources (Fac Adv Committee, 2020). In order to provide URM faculty with this career guidance it will require a dedicated and well-supported network of mentors. It is critical that the institution invest in the recruitment, training, support, and celebration of mentees AND mentors who participate in this program. An eight-step sequence is provided in figure 1 to explain how this process of mentor and mentee support should progress.

Figure 1. Suggested Mentorship Sequence





The suggested mentorship sequence will establish a structure for this program while also allowing flexibility for future program development. A strategic phase-by-phase plan is proposed to incorporate intervals of training, assessment, and program adjustments over a 2yr period. Table 2 outlines the first two phases of a recommended timeline for this MMP. This phase-by-phase approach ensures that the program prioritizes 1) mentor support and training, 2) careful assessment and adjustment, and 3) proof of concept for future mentorship program phases.

Table 2. Suggested Program Timeline (Phases 1-2)

Phase	Step	Step Description	Goal	Means	Est Time
1	1	Beta Test and focus groups with special faculty development program (SFD)	Understand experiences and expectations of minority mentors and mentees (to better provide resources)	Examination and analysis with mentors and mentees from SFD (Dr. Reiter-Palmon's team)	2 months
	2	Developing resources and training for mentors/mentees	Match resources and training to meet needs and expectations identified in focus group analysis	Collaboration with CFE/UNL/Fac Adv Council/Hub/SFD	3-4 months
2	1	MMP Implementation at College Level	Adapt the findings and structure of phase 1 to a college-wide format	Coordinated promotion & recruitment among interested colleges with 1) mentor support, 2) review, and 3) metric development	4 months (1 semester)
	2	Transition to all Campus MMP rollout	Introduce the MMP to all colleges for full participation in the program	Coordinated promotion & recruitment university-wide; repeat phase 1: steps 2 & 3 for all colleges	1 Academic year
	3	Program Evaluation and Review	Assess strengths and liabilities of MMP to inform future iterations	Repeat phase 1: step 1 for program members university-wide	4 months (1 semester)

(Blackwell, 1999; Moreno et al., 2006)

As a graduated goal, it is our hope that this proposal provides UNO with a working template of mentorship that can be applied to all corners of our campus and community. Ideally, the success of this MMP will lead to a mentorship structure that can be implemented in every college for all faculty and staff. This proposal prioritizes URM faculty, given the documented obstacles they are known to face in higher education *. This is consistent with the priority UNO places on improving the quality of life for our proudly inclusive community.

2) Rationale

In this section we explain how this MMP will ensure that our campus can 1) support URM faculty job satisfaction and success, 2) help improve student to staff diversity representation, 3) increase retention/promotion of URM faculty, and 4) develop a system wide mentorship model.

This proposal provides our campus with a means to better ensure URM faculty experience job satisfaction and success. Unfortunately, too many URM faculty experience exclusion here at UNO instead of the inclusive excellence we value. In higher education this takes the form of, “benign neglect, feeling uninformed and unsupported, experiencing a patchwork of mentors, and perceptions of limited understanding and limited acceptance of their research agenda” *. Is it any wonder that our faculty representation lags woefully behind the rich diversity within our student body? This program will help to ensure that our valued URM faculty experience inclusion in our UNO community, counteracting the isolation that is too often the reality of our URM colleagues *. Retention of URM faculty, or the lack thereof, is a critical issue that this program will address. Table 3 outlines how well this MMP meets the criteria for a successful URM faculty mentorship program *.

Table 3: Criteria for Success MMP

Criteria	#1: Mentorship training for URM needs	#2: Fosters a strong mentor network	#3: Ensures org commitment in policy.	#4: Defines mentee & mentor roles	#5: Provides needed resources
	<input checked="" type="checkbox"/> YES, criteria met <input type="checkbox"/> NO, criteria not met	<input checked="" type="checkbox"/> YES, criteria met <input type="checkbox"/> NO, criteria not met	<input checked="" type="checkbox"/> YES, criteria met <input type="checkbox"/> NO, criteria not met	<input checked="" type="checkbox"/> YES, criteria met <input type="checkbox"/> NO, criteria not met	<input checked="" type="checkbox"/> YES, criteria met <input type="checkbox"/> NO, criteria not met

By prioritizing the recruitment, retention, and promotion of URM faculty, this proposal exemplifies UNO's support of our diverse student body. It is well known that UNO's student population is underrepresented in the faculty ranks. Research demonstrates the critical role representation plays in the collegiate context *. Table 4 provides an index of how this MMP will address the common issues associated with tracking the retention and promotion of URM *.

Table 4:
Program
Priorities

Criteria	#1: System for tracking hires, promotion, and retention	#2: URM faculty success assessed	#3: Important Progress indicators provided	#4: Multidimensional benchmarks provided
	<input checked="" type="checkbox"/> YES, criteria met <input type="checkbox"/> NO, criteria not met	<input checked="" type="checkbox"/> YES, criteria met <input type="checkbox"/> NO, criteria not met	<input checked="" type="checkbox"/> YES, criteria met <input type="checkbox"/> NO, criteria not met	<input checked="" type="checkbox"/> YES, criteria met <input type="checkbox"/> NO, criteria not met

This proposal was developed with the hope that this MMP will serve as a model for an inclusive, system-wide mentorship program. The careful development, assessment, and adjustments of this model offers UNO proof of concept for a mentoring system suitable for all UNO staff and faculty. The structure of this program can be customized to meet the most urgent needs as expressed by mentees and mentors. This MMP is a strategic plan that addresses URM faculty needs for personal support, organizational networking, and resource connections. We are hopeful you will adopt this MMP, and we are confident that with this program UNO can better support the representation, career success, job satisfaction, and retention of underrepresented minority (URM) faculty.

3) Resources & Partnerships

Please see the attached MMP Seed Funding excel spreadsheet for estimated resources for this MMP

Partnerships	Partnership Purpose	Contact Person	Collab. Phase
Center for Faculty Excellence	It is recommended that this MMP be housed in CFE	Dr. Candice Batton	<input checked="" type="checkbox"/> Phase 1 <input checked="" type="checkbox"/> Phase 2
Special Faculty Development	It is recommended that this MMP begin with SFD	Dr. Theresa Barron-McKeagney	<input checked="" type="checkbox"/> Phase 1 <input checked="" type="checkbox"/> Phase 2
College of CFAM	Volunteered for 1 st college wide iteration of this MMP	Dr. Melissa Berke	<input type="checkbox"/> Phase 1 <input checked="" type="checkbox"/> Phase 2
NHRI at UNL	For mentorship expertise, training, and resources	Dr. Hannah Sunderman	<input checked="" type="checkbox"/> Phase 1 <input type="checkbox"/> Phase 2
Research Team	Connected with I/O Department for Focus Group analysis	Dr. Roni Reiter-Palmon	<input checked="" type="checkbox"/> Phase 1 <input checked="" type="checkbox"/> Phase 2

[Click here to submit your feedback.](#)

The deadline for feedback is the end of day on March 15, 2021.