

**Lamont-Doherty Earth Observatory**  
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**Mentoring Plan for Lamont Junior  
Research Faculty**

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**Office of the Director  
Lamont-Doherty Earth Observatory  
Columbia University**

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# **Mentoring Plan for Lamont Junior Research Faculty**

## **(Proposed implementation: 1 September 2014)**

### **LARP Mentoring Plan: Rationale and Goal**

The professional advancement of junior members of the research faculty at the Lamont-Doherty Earth Observatory – including Lamont Assistant Research Professors and Lamont Associate Research Professors, Junior Staff (hereafter collectively termed LARPs) – is of broad importance to everyone at the Observatory. Thoughtful mentoring by senior colleagues has been found to be a critical component of the success and subsequent advancement of junior faculty members. A 2008 NIH study<sup>1</sup> demonstrated that systematic mentoring yields positive behavioral, motivational, and career outcomes, and a 2004 meta-analysis<sup>2</sup> of mentoring outcomes showed that mentored individuals, compared with non-mentored individuals, achieved higher salaries, more promotions, greater career satisfaction, and enhanced confidence that they would advance in their careers. Moreover, a 2010 study<sup>3</sup> found that women who had participated in an institutional mentoring program had greater numbers of publications in top-tier journals, total publications, and successful proposals to federal funding agencies. These outcomes are ones that are valued at the Observatory.

The LARP Mentoring Plan has been designed to address this important contribution to the professional growth of our junior faculty. The goal of the plan is to advance the career of each LARP and assist him or her in preparing for a timely promotion to the Lamont Senior Staff through scientific scholarship, success in external fund raising, teaching, and service.

### **LARP Mentoring Plan: Outline**

The LARP Mentoring Plan involves the following steps:

#### **Step 1**

Each LARP is assigned one primary mentor and one secondary mentor from the Senior Staff. The Director, in consultation with the LARP, the divisional Associate Director (AD), and the potential

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<sup>1</sup> Eby, L. T., Allen, T. D., Evans, S. C., Ng, T., & DuBois, D. (2008). Does mentoring matter? A multidisciplinary meta-analysis comparing mentored and non-mentored individuals. *Journal of Vocational Behavior* 72(2): 254–267.

<sup>2</sup> Allen, T. D., Eby, L. T., Poteet, M. L., Lentz, E., & Lima, L. (2004). Career benefits associated with mentoring for protégés: A meta-analysis. *Journal of Applied Psychology*, 89(1): 127-136.

<sup>3</sup> Blau F., Currie J., Croson R., & Ginther D. (2010). Can mentoring help female assistant professors? Interim results from a randomized trial. *NBER Working Paper No. 15707*. Cambridge, Mass.: National Bureau of Economic Research.

mentors, assigns the mentors to the LARP. The Director schedules an initial meeting with the LARP and the mentors to go over review processes and expectations from the LARP and the mentors. At this meeting, the LARP is also given a copy of the LRP Handbook.

A senior colleague who serves as a mentor to a LARP is expected to do the following:

- Act as an advisor and help the LARP set career goals;
- Integrate the LARP into the Lamont community;
- Nurture the LARP's professional growth and foster the development of professional skills in research, teaching, and oral and written presentation;
- Provide advice and input in the preparation of grant proposals, including offering to review proposals before submission;
- Act as an advocate and guide to help build a supportive environment for research and scholarship;
- Promote the LARP within the research community and help him or her develop a network of professional colleagues;
- Assist and guide the LARP toward a successful Major Review.

## **Step 2**

After the initial meeting with the Director, the LARP and the mentors meet at regular intervals until the LARP completes his or her Major Review. It is recommended that these meetings occur at least once every six months. However, the LARP and the mentors are free to set the duration and frequency of these meetings. The Office of Academic Affairs and Diversity will send out periodic reminders (2 per year) to the LARP and the mentors.

## **Step 3**

The AD solicits feedback on the mentoring process at the annual merit review. Mentors and LARPs are expected to include a paragraph (or more if necessary) in their annual activity reports on mentoring given and received during the year. The online form for the annual merit review will be modified to include both mentoring given and received. At the individual performance review meetings, the AD will query the LARP and the mentors as to how their mentor-mentee relationship is functioning and whether any changes would be appropriate. In the event that a DEES faculty member is a mentor, the AD will solicit feedback from the faculty member on the mentoring

relationship even though DEES faculty are not formally involved in the LDEO annual performance review process.

### **Guidelines for LARPs and Mentors**

1. Initiating meetings: After the initial meeting with the Director and mentors, the LARP should take the initiative to schedule meetings with the mentors.
2. Proposals and publications: If feedback is sought on proposals and publications, the LARP should provide the mentors with adequate time to review and offer suggestions.
3. Networking and visibility: The mentor should take the initiative to introduce the LARP to the research community on and off the campus. The mentor should also make suggestions to the LARP on how to increase his or her visibility within the research community.
4. In the event that the mentor or the LARP believes that the mentor-mentee relationship is not working effectively, either may contact the appropriate AD at any time. The AD will then work with the LARP and/or mentor to resolve the identified issues or assign a new mentor. If the decision is to change the mentor, then the Director's Office should be notified.

### **Resources for LARPs and Mentors**

LARPs and mentors are strongly encouraged to review the following documents:

- a. Giving and Getting Career Advice: A Guide for Junior and Senior Research Faculty, ADVANCE Program, University of Michigan  
<http://www.advance.rackham.umich.edu/career%20advising.pdf>
- b. One-on-One Faculty Mentoring Program Guide for Participants, ADVANCE Program, Brown University  
<http://www.brown.edu/Administration/Provost/Advance/2011%20Mentor%20Guide.pdf>

PDF versions of these documents will be included in the periodic reminders to LARPs and mentors from the Office of Academic Affairs and Diversity. Hard copies of these documents can be requested from this office at any time.