Mentoring Relationships as a model for transforming Culture

Amy Clement, Professor of Atmospheric Sciences
Lisa Beal, Professor of Ocean Sciences
Associate Dean for Research

Rosenstiel School of Marine and Atmospheric Science
University of Miami
4600 Rickenbacker Causeway
Miami, FL 33149

aclement@rsmas.miami.edu
lbeal@rsmas.miami.edu
Abstract
One of the most important leadership roles for faculty at RSMAS is as good mentors to our graduate students. Mentoring is especially important to female and other minority students who lack role models and value psychosocial support (e.g. Johnson, 2007). It is also central to the culture of our institution. We propose a mentoring workshop designed to identify common issues from the perspective of both graduate students and faculty and then provide powerful strategies for improving mentor-mentee relationships. The workshop will also focus on how building robust mentoring relationships will advance the culture of the school. We have developed the goals and content of the workshop in collaboration with Merlin Walberg, a professional consultant in coaching and leadership training (Phoenix Consultancy). A skilled facilitator is crucial to the success of an event like this, where we have only a day to make a difference, yet it is a significant commitment for busy faculty.

Activity Goals
Graduate students at RSMAS have expressed a need for improved mentoring from their faculty advisors. They initiated an anonymous mentoring survey in 2014, 2015, and 2017 (ongoing). Results from the two initial surveys showed about one quarter of students are dissatisfied with the level of engagement they receive from their faculty advisors and many wished for faculty to have better communication skills. In response to this, we have held two workshops aimed at providing more robust mentor-mentee relationships. In 2016, our workshop on ‘Mentoring as a Two-way Street: A workshop for Advancing Mentor-Mentee Relationships’ was attended by 28 faculty and students, with excellent reviews. Results were presented at the RSMAS faculty retreat. Our 2017 workshop on ‘Building Meaningful Relationships, One Conversation at a Time’ focused on assertiveness, and we worked with Jennifer Burke to customize an interactive theater sketch on sexual harassment. Again, reviews were very positive, and results were shared at the faculty retreat. Together, these initiatives have generated much informal discussion, among students and faculty alike, on what are the common issues for the mentor-mentee relationship, and on strategies for improvement.

Now we propose a new workshop that will focus on how mentoring relationships can feed into the culture of our school. Our goal is to hold a workshop, led by a skilled and charismatic facilitator, which focuses on both the theory and practices of mentoring for both faculty and students and can take mentoring to the next level at RSMAS.

Goals of the workshop
1. To build relationships and understanding between faculty and students
2. To identify connections between mentoring relationships and the transformation of culture
3. To provide practical skills and tools for mentoring
4. To identify ways to continue the momentum for further improvement of RSMAS culture

**Workshop Outline**
The outline for the day is as follows and is subject to adaptation after further consultation with faculty and students at RSMAS

- 9:00 Introduction to the day, overview, goals, creating ground rules for engagement, introductions of delegates.
- 9:45 What is mentoring? (discussion of pre-reading and individual thoughts in mixed trios, plus debrief and facilitator input)
- 10:45 First skill: Listening on Three Levels – theory and practice
- 11:45 Group work: What is potentially tricky about mentoring relationships and how to address?
- 12:15 Report to full cohort of group work, debrief and comments
- 12:30 lunch
- 1:45 Second skill: Coaching and Mentoring Behaviors – theory and practice
- 3:00 Debrief and comments
- 3:15 Group work: What have you learned today and how can you use that to influence the wider RSMAS culture?
- 3:45 Report to full cohort
- 4:00 Review and final comments
- 4:30 Close

**Preparation**
A total of up to 40 participants will be able to attend the workshop. More than 50% will be advanced (third year and up) graduate students. Department Chairs will be strongly encouraged to participate, and will also be asked to reach out to specific faculty and students who may benefit from the workshop. Then the workshop will be open to the RSMAS community. We aim to have an equal number of students and faculty. We will also invite key faculty from other campuses (as we have done in past workshops) to ensure cross-fertilization of ideas on mentoring.

**Follow Up**
Results from previous workshops have been shared with the wider RSMAS community through faculty retreats, annual mentoring award events, the graduate studies office, and through interactions with the Student Lead Evaluations and Development committee. While this has been somewhat informal in the past, we plan to build on results of this and past workshops in order to develop a best practices guide to graduate student
mentoring. This will be done in collaboration with the graduate studies office, and will be shared with key faculty across UM campuses.

**Budget and Budget Justification**

The total fee from Pheonix Consultancy is $6,000. The right facilitator is crucial to the success of an event like this! Merlin Walberg has the facilitator skills we need to be able to extract information efficiently from the group and then follow up with effective skills training. She was the outstanding facilitator for the NSF ADVANCE program MPOWIR. Ultimately, we hope to gain faculty buy-in for the long-term and effect cultural transformation at RSMAS! We estimate we will need an additional $1500 to cover refreshments and lunch. We ask for $2,500 from SEEDS and the Dean of RSMAS has committed $5000 annually to this activity.

References:

AMY C. CLEMENT

Professional Preparation.

Columbia College, Columbia University  Physics  B.A. 1993
Columbia University  Physical Oceanography  M.A. 1995
Columbia University  Physical Oceanography  M. Phil. 1996
Columbia University  Climate Dynamics  Ph.D. 1999

Appointments.

Professor. Division of Meteorology and Physical Oceanography, Rosenstiel School of Marine and Atmospheric Science, University of Miami. June 2011 to present.

Associate Professor. Division of Meteorology and Physical Oceanography, Rosenstiel School of Marine and Atmospheric Science, University of Miami. June 2007 to 2011.

Assistant Professor. Division of Meteorology and Physical Oceanography, Rosenstiel School of Marine and Atmospheric Science, University of Miami. March 2001 to June 2007.

Adjunct Associate Research Scientist. Lamont-Doherty Earth Observatory, Columbia University. March 2001 to present.


Ten most relevant publications


**Synergistic activities (last 5 years):**

1. **Co-organizer**, SEEDS workshops on ‘Mentoring as a Two-way Street: A workshop on Advancing Mentor-Mentee Relationships’ (Feb 2016); and ‘Building Meaningful Relationships, One Conversation at a Time’ (Jan 2017), University of Miami.

2. **Member**, AGU Fellows selection committee (Jan 2015- present); **Chair**, American Geophysical Union Macelwane Medal Committee, 2008-2012;

3. **Member**, National Research Council Committee to Review the NSF AGS Draft Science Goals and Objectives (Jan 2014-present)

4. **Trustee**, Board of Trustees of University Corporation on Atmospheric Research, Oct 2010- 2013.

5. **Invited speaker**, Women’s History Month-sponsored discussion panel focused on “Women in Non-Traditional Careers.” RSMAS Sea Secrets ’Dust, Clouds, and Climate: What we can’t see can hurt us’; Miami Science Salon ‘Climate, Corals, and Clouds - Oh My!’ how climate systems are connected and affect corals, clouds, and everything in between.; Miami Science Museum FYI Lecture Series. Title: ‘Puzzles from the Earth’s Past: Ice Ages, Abrupt Warmings and other Climate Curiosities,”; Miami Science Museum, ‘Upward Bound’, and ‘Digital Wave Programs.’
Biographical Sketch - Lisa Beal

A: Professional Preparation

Postdoctoral, Scripps Institution of Oceanography, UC-San Diego 1999-2002
Postdoctoral, Lamont-Doherty Earth Observatory, Columbia University 1997-1999
Ph.D., Oceanography, National Oceanography Centre, Southampton, U.K. 1997
B.Sc. 1st Class Hons., Physics with Oceanography, U. of Southampton, U.K. 1993

B. Appointments

Associate Dean of Research, RSMAS, University of Miami 2016-present
Visiting Professor, University of Southampton 2016–2019.
Honorary Research Associate, University of Cape Town 2016-2020.
Professor of Ocean Sciences, RSMAS, University of Miami 2014-present
Associate Professor, RSMAS, University of Miami 2010-2014
Assistant Professor, RSMAS, University of Miami 2008-2010
Research Assistant Professor, RSMAS, University of Miami 2003-2008

C. Most Recent Products

i. Five Most Relevant


ii. Five Significant Other


Most Relevant Sea Experience

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<tr>
<th>Date</th>
<th>Position</th>
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<td>Chief Scientist</td>
<td>RV <em>Algoa</em>, Agulhas System Climate Array (ASCA)</td>
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<td>Mar 2005</td>
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<td>RRS <em>Discovery</em>, Agulhas Undercurrent Experiment II</td>
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<td>Feb 2003</td>
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<td>RV <em>Melville</em>, Agulhas Undercurrent Experiment</td>
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D. Recent Synergistic Activities

- **Member** MPOWIR (Mentoring Physical Oceanography Women to Increase Retention) Steering Committee, 2016-present
- **Member** US Steering Committee for IIOE-2 (Second International Indian Ocean Expedition), 2015-present
- **Co-Chair** International CLIVAR/IOC-GOOS Indian Ocean Regional Panel, 2014-present
- **Chair** SCOR/IAPSO/WCRP Working Group 136 on the Climatic Importance of the Greater Agulhas System, 2010-2013.