



Mentor Handbook

Center for Career and Professional Development
CLARION UNIVERSITY

Clarion University of Pennsylvania

Mission:

Clarion University provides transformative, lifelong learning opportunities through innovative, nationally recognized programs delivered in inclusive, student-centered environments.

Vision:

Clarion University will be a leader in high-impact educational practices that benefit students, employers, and community partners.

Center for Career and Professional Development

Mission:

Our mission is to inform and empower students and alumni by linking them with resources and opportunities so they can develop and achieve their career goals.

Our responsibility:

The CUmentor program will be primarily administrated by the Center for Career and Professional Development. The day-to-day operations of the program will be handled by this office, including activities such as accepting applications, planning events, recruiting mentors and mentees, publicizing the program, maintaining a database of participants, matching mentors and mentees, being available for conflicts and issues that arise, updating the CUmentor Handbook, requesting mentors and mentees fill out evaluations, collecting and analyzing the evaluations to monitor the program, offering suggestions for activities, and other duties as they arise.

Our students have access to career research, gaining experience, job search preparation and resources, live and virtual career and job fairs, transition from student to professional assistance, and graduate and pre-professional application information. These services may complement your own career development knowledge. To learn more, please visit www.clarion.edu/careers.

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GOALS

- Provide students with opportunities for professional development, networking, and information/idea exchange with professionals in their academic area
- Provide opportunities for alumni partners to connect with Clarion University and play a notable role in students' future endeavors
- Establish partnerships between alumni and students to facilitate career exploration and career coaching
- Increase student preparedness, confidence, and knowledge related to professional field(s) of interest

LEARNING OBJECTIVES

By participating in the CUmentor program, students will be able to:

1. Exercise sound judgment to analyze and execute decision-making related to career goals
2. Articulate thoughts and ideas clearly and effectively in written and oral forms
3. Receive and act appropriately on feedback from peers
4. Build collaborative relationships with peers representing diverse viewpoints
5. Demonstrate personal accountability and time management skills
6. Navigate and understand practical experiences relevant to career goals

MENTOR DEFINED

A mentor is a more experienced individual who helps and guides another individual's development. Mentoring is a developmental partnership through which the mentor shares knowledge, skills, information, and perspective to foster the personal and professional growth of the mentee.

ROLE OF THE MENTOR

The Center for Career and Professional Development defines the role of a mentor as a professional who either obtained a degree from Clarion University, is a registered employer partner with the Center for Career and Professional Development, or has a desire to serve as an educator, motivator, coach, and role model for current students.

A mentor should be willing to:

- Educate
- Guide
- Motivate
- Act as a role model
- Coach

Educating: The mentor should share with their mentee some of the specific skills and knowledge necessary for successful job performance. The instruction can be formal or informal.

Guiding: All professions have their “unwritten rules” and a mentor should relay these to their mentee.

Motivating: A mentor should challenge their mentee to think deeply about their own actions, desires, and needs. Motivate your mentee to seek new, educational, endeavors to gain more knowledge and differentiate themselves from their peers.

Acting as a Role Model: A mentor serves as an individual whom the mentee may wish to emulate. Remember that often actions speak louder than words.

Coaching: A mentor should evaluate, modify, and endorse the mentee’s goals and aspirations. A mentor should provide encouragement for the mentee to strive towards their goals and aspirations.

ROLE OF THE MENTEE

The Center for Career and Professional Development defines the role of a mentee as a student who has successfully completed at least 45 credit hours and is in good academic standing, having at least a cumulative GPA of 2.00, and has successfully earned mentee eligibility through *CUprofessional*. A mentee seeks out their mentor’s advice, knowledge, and experiences to further their own professional development.

A mentee should be willing to:

- Actively engage with their mentor;
- Accept advice and coaching from their mentor;
- Candidly discuss their career aspirations and goals;
- Discuss misconceptions about the field they intend to enter; and
- Discuss other personal questions related to profession

BENEFITS OF THE PROGRAM

The CUmentor program is a mutually benefiting professional partnership between a mentor and mentee(s).

The benefits of the **mentee** may include:

- Encouragement;
- Observation of the work place environment;
- Self-reflection;
- Self-development;
- Opportunities to explore career path(s); and
- Networking

The benefits to the **mentor** may include:

- Satisfaction of watching someone grow and succeed;
- Enjoyment in sharing knowledge, skills, and expertise;
- Strengthening relationships with Clarion University; and
- Giving back to Clarion University

CHOOSE HOW TO PARTICIPATE

The CUmentor program is open year round and participants have the opportunity to update their profile and preferences at any time.

Once students have obtained [mentee eligibility](#) by receiving a [CUprofessional badge](#), they are invited to the Golden Eagle Gateway. Here, they will create a profile and be instantly provided a list of alumni/mentors to connect with for mentorship.

Partnerships can last one week, one month, or one year. It is highly recommended that the student and mentor create a timeline for their partnership during the first meeting (see the recommended resources section).

Successful completion of the CUmentor program results in the CUmentor digital badge.

Individuals may apply anytime during the program, but please be aware all partnerships will officially end in May, regardless of when the match occurred.

PREPARE TO BE MENTORED

Students will prepare for the CUmentor program through interactions with the Center for Career and Professional Development, which are linked to multiple classes and/or various [CUprofessional platforms](#) that will provide intermediate and advanced programming to enhance participants' career development and job search skills.

Students will work to successfully complete the required sessions, resulting in a CUpro digital badge and mentee eligibility status.

- Prior to matching, mentees are required to meet with the program coordinator to discuss their roles and responsibilities as part of the program and begin brainstorming goals and topics for their first meeting with a mentor.

THE MATCHING PROCESS

Upon successful completion of CUpro, students will be invited to participate in the CUmentor program. Students will login, create a profile, and then meet with their career coach in the Center for Career and Professional Development. During this meeting students will discuss their roles and responsibilities as part of the program and begin brainstorming goals and topics for their first

meeting with a mentor. *The program coordinator will contact the mentee once a profile is completed to schedule the meeting.*

Alumni are encouraged to update their profile regularly to ensure accurate matching.

Students control the matching process and will send an invitation to the alumnus with whom they'd like to partner with. Simply approve and start connecting!

The maximum number of partnerships at one time is limited to 3.

EXPECTATIONS

The following are guidelines that will help you have a successful mentoring partnership.

Commitment

The commitment to the CUmentor program is decided upon between each partnership. It is recommended that partnerships discuss their expectation and timeline during the first meeting.

Maintain Regular Contact

Contact refers to communications via the following media; for example, in-person (recommended but not required), phone call, virtual conferencing, e-mail, and social media (i.e. Facebook or LinkedIn).

Contact Limitations

In contact with your partner, (1) offensive language and (2) transmission of offensive images are strictly prohibited. Offensive language includes, but is not limited to, (a) profanity or verbal abuse directed towards your partner, (b) sexually suggestive comments directed towards your partner, and (c) derogatory remarks directed towards any individual or group of individuals based on religion, race, color, ethnicity, country of origin, age, sex, sexual orientation, or sexual identity. Offensive images include, but are not limited to, (a) images that are sexually suggestive, lewd, or pornographic and (b) images that include offensive language, as described above.

Be Responsive

Both participants are expected to return contact in a timely manner, unless agreed upon otherwise (i.e. within two-three business days).

Provide Feedback

It is important that feedback is candid and delivered in a thoughtful and constructive way. Help your mentee learn how to receive and respond to feedback by modeling the behavior through open discussion.

Primary and Secondary Relationships

Mentor's primary relationship and responsibilities with their mentee are outlined under the expectations section of this handbook.

Secondary relationships are any relationships that form outside of the primary responsibilities. A secondary relationship is defined as a romantic or sexual relationship. It is discouraged to pursue a romantic or sexual relationship with a mentee, or similarly a mentee with the mentor.

If placed in a situation(s) where your primary relationship as a mentor comes into conflict with a secondary relationship you have or want to have, you are required to act in accordance with your primary relationship role.

Knowledgeable Advice

It is important to provide advice only on topics in which you have professional knowledge. Medical, mental-health, or legal advice should be provided by a qualified professional. Even if the mentor is coincidentally a qualified professional (for example, if the mentor is a physician, psychologist, or attorney), the mentor shall not provide medical, mental-health, or legal advice to the mentee within the program, the mentor provides guidance for the academic and professional development of the mentee. The mentor should advise the mentee to seek the assistance of another qualified professional.

Financial Assistance

In general, the mentor should avoid giving money to the mentee or vice versa. Under no circumstances, however, is it appropriate for the mentee to ask the mentor for money.

Facilitate Self-Reflection and Self-Development

Ask thought-provoking questions to help your mentee understand and articulate his or her motivations, accomplishments, weaknesses, etc. For a list of discussion topics, see *Preparing for the First Meeting* section.

Honor Commitments

If mentoring contacts must be cancelled, it is expected that participants will do their best to communicate in advance of the meeting and reschedule. If you decide to remove yourself from the program, it is expected that you will honor partnerships in progress. If circumstances prohibit you and your partner from participating in the program prior to the end of a term, each party must agree to notify their mentoring partner and the Center for Career and Professional Development.

Conflicts

If a conflict arises between a mentor and mentee, the pair may be split up and reassigned another mentor or mentee. If a conflict or situation arises between a mentor and mentee, the mentor or mentee should contact the Center for Career and Professional Development. All communications about conflicts will be kept confidential. Please contact us at 814-393-2323 or via email at cumentor@clarion.edu.

Evaluate

Throughout and at the end of each semester, both participants will be required to complete evaluation forms.

Note: Mentors are not expected to offer internships or jobs.

Mentors should be aware that students start at different points on the developmental spectrum. One partnership will be very different than the next, and it is important to understand these mentoring partnerships are an experience for the mentee to grow.

PREPARING FOR THE FIRST MEETING

The first conversation with your mentee will set the tone for the rest of your partnership. Ensure that you and your mentee become acquainted and establish communication expectations for the remainder of the partnership.

It is suggested that partnerships create an agreement outlining the goals, objectives, expectations, contact dates, etc., in order to strengthen the process.

A sample agreement and additional resources can be found at www.clarion.edu/cumentor.

The following are suggested topics of discussion:

- Your personal connection to Clarion University
- Clubs, organizations, or activities you were involved in as a student
- Your career path
- Your current job(s), responsibilities, or challenges faced
- Hard and soft skills necessary for your occupation
- Mentee major, clubs, organization, interests, etc.

Questions to ask your mentee:

- What are your expectations of the CUmentor program?
- What are you passionate about?
- Why have you chosen your major?
- What pressing career/academic needs can I help address as your mentor?
- What are you interested in doing after graduation?
- For what type of industry/company/organization are you hoping to work with?
- Tell me about your experiences with mock interviews, resume critiques, and networking?
- What concerns you most about applying for internships or jobs?
- Where would you like to live after graduation?

SUGGESTED ACTIVITIES

- Ask them to identify and research their favorite careers, using Focus 2
- Discuss what your mentee needs to be doing now to be marketable and employed at graduation
- Ask to see a copy of your mentee's professional resume, cover letter and/or elevator speech. Review and give feedback, or forward it to your hiring manager to do the same
- Encourage your mentee to join a professional organization as a student member
- Invite your mentee to shadow you, or an associate, for a few hours or an entire day

- Send your mentee current events or articles related to their field
- Give constant feedback on your mentee's professional attitude, presence and conduct
- Offer names of associates to your mentee for the purpose of meeting and furthering career discussions
- Discuss the difference between "business professional" dress and "business casual" dress

CAMPUS RESOURCES

Mentors are not expected to have all the answers; in fact, you are not to take the role of a counselor. If you find yourself fulfilling this role or become concerned about a mentee's well-being, believe he or she could benefit from some type of assistance or need immediate intervention, please contact the Center for Career and Professional Development. You may also refer the mentee to campus resources at www.clarion.edu/.

REFERENCES

Adapted from the following sources:

"Amherst College." *Pathways Mentoring Program*.

<https://www.amherst.edu/campuslife/careers/mentoring>

"The University of Kansas." *School of Business Mentoring Program*.

<https://business.ku.edu/mentorship-program>

"The University of Tulsa." *College of Law - Mentoring Program*.

<http://law.utulsa.edu/student-services/professional-development/mentoring-program/>

"Xavier University." *Career Development Office - Mentor Program*.

<http://www.xavier.edu/career/mentor/index.cfm>