Bridging the Student-to-
Professional Gap: What
Institutions Can Do

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Learning a culture from the other side...
Mastering ‘rules for success’...
Achieving work–life balance...
Requires…

Energy

Navigational Direction

Support
Mentoring is a key strategy...

Employee Success

Am I On the Right track?

Who Will Help?
Mentoring…

- Is crucial to thriving in the hypercompetitive world of academia and to producing the best possible academic work.

- Helps prioritize among multiple, often competing, commitments…science & scholarship, teaching, patient care, service… while learning & mastering the politics of the academic culture.
Mentoring has been shown to:

- Increase career satisfaction
- Improve career advancement
- Increase recruitment and retention
Penn’s mentoring program

- **GOAL:** Career and Professional Development
- **Individual Components:**
  - Formal Mentor
  - Mentoring Committee
  - Department Chair
  - Senior Mentoring Facilitator
- **School–Wide Components**
  - Training
  - Resources

- [http://www.nursing.upenn.edu/mentorship/Pages/default.aspx](http://www.nursing.upenn.edu/mentorship/Pages/default.aspx)
Individual Components

- **Mentor–Mentee:**
  - Match & appointment following dialogue
  - Orientation for mentors & mentees
  - Continuous minimally until promotion to Associate Professor or as long as desired
Individual Components

- **Collaborative Mentorship Team:**
  - Comprises Department Chair, 1+ senior faculty, mentee, primary mentor
  - Meets at least annually to review progress and establish action plan
  - Confirms record of meeting made by mentee and distributed to members
Individual Components

- **Department Chair Mentoring:**
  - Meets initially with faculty to establish teaching responsibilities and set goals for research, practice and service
  - Meets each semester to review progress, identify/resolve issues
  - Makes annual progress report to dean
Individual Components

- **Mentorship Facilitator:**
  - Works closely with Department Chairs
  - Fosters mentoring culture
  - Assists with mentor match & balance
  - Participates in orientation and training for mentors, meets with mentor/mentee groups
  - Makes recommendations re: program evaluation
School-Wide Group Components

- **Training**
  - Orientation for new faculty
  - Lectures and seminars
  - Annual Personnel Committee presentations re: APT
  - Excellence In Teaching seminars & workshops
  - Leadership opportunities

- **Resources**
  - Support for grant proposal & management processes
  - Networking opportunities
  - Visiting Scholars/consultants
  - Support with APT processes
  - Regular meetings with Dean and peer group
  - Faculty Retreats
Mentoring Career Advice

- How to navigate the University

- Priorities and commitments
  - **Research:**
    - Grants and collaborators
    - Manuscripts and journals
    - Other publications (books, chapters, etc.)
Mentoring Career Advice cont’d

- Priorities and commitments
  - Teaching:
    - Amount and type
    - Teaching evaluations
    - How to improve
Mentoring Career Advice

- Priorities and commitments
  - Patient care
  - University service
    - How much?
    - What to do and what not to do
# Multiple Mentors

<table>
<thead>
<tr>
<th>Area of Expertise</th>
<th>Where to Find Them</th>
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<tbody>
<tr>
<td>Subject area</td>
<td>Look for the best inside and outside of institution</td>
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<tr>
<td>Academic culture</td>
<td>Within division or department</td>
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<tr>
<td>Work-life balance</td>
<td>People with similar characteristics</td>
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Resource on Mentoring