My responsibilities as your mentor, boss, and colleague
Beyond the Myth of the Perfect Mentor:¹
Building a Network of Developmental Relationships

The popular press emphasizes satisfaction and success. Do we guide and support them only in the context of a perfect mentor, a benevolent colleague who navigates through the complexities of the nobleman or the goddess to accompany us on our journey? Are professional balances often acquired by personal and moral literature, they rarely exist to be established and maintained; we are omnipotent. Mentorship is the focal point of both partners.

Instead of embarking on the “perfect” protege relationship, the roles and responsibilities are dynamic, and the career development by which developmental relationships are established is not clear. What are the potential outcomes of this support? (2) How are these relationships established? What minority face in building the constellation of development?

### Developmental Functions

#### Career Functions

- **Sponsorship** (opening doors)
- **Coaching** (teaching and providing feedback)
- **Protection** (providing support and/or acting as a buffer)
- **Exposure** (creating opportunities for visibility)
- **Challenge** (providing “stretch” assignments)

#### Psychosocial Functions

- **Role modeling** (demonstrating appropriate behaviors, attitudes, and values)
- **Counseling** (providing a forum for exploring personal and professional dilemmas)
- **Acceptance and Confirmation** (offering support and respect)
- **Friendship** (caring and sharing in ways that go beyond work requirements)
Things I commit to provide that require my scientific expertise and my standing within the profession

- Ideas for, and access to, interesting research projects leading to quality theses.
- Access to expertise (scientific and technical) -- me, other team members, external collaborators.
- Exposure to, and entry into, broader network of mentors and opportunities (internships, collaborations with top people in the field, opportunities to attend conferences).
- Advocacy to, and promotion within, the astronomical community, and positioning for bigger opportunities (help with fellowships, help with postdoc applications, letters of recommendation, "behind the scenes" advocacy).
Things I commit to provide that require care, concern, and time

- Responsiveness (willingness to schedule appointments as needed, rapid turn-around on emails, pointers to resources, immediately address pleas for help).

- Leadership and professional development experiences (i.e. opportunities to begin experiencing and preparing for life as a faculty member or full-fledged professional) -- teaching, mentoring junior students, grant writing, observing proposals, learning to manage time and projects, etc.

- Constructive criticism, challenges for growth, regular prods and provision of "stretch" assignments.

- Being paid attention to. Unsolicited communication with advice, thoughts, concerns, action items, ideas to tuck away, etc.
Things I commit to provide that require "working the system" and high-level strategy

• Development of the larger program in which we all live and work -- this department; your graduate curriculum; memberships in major collaborations such as SDSS; international partnerships; etc.
Things I commit to provide that require $$$

- Access to resources for research (computing, software, etc).
- Paycheck, tuition, insurance, etc.
What I expect from you individually

• Effort: Your time + commitment + perseverance.
• Communication:
  - Be responsive = respond quickly, never ignore.
  - Let me know what you need to make progress and to be successful.
  - Use the cc line.
• Follow through: Set and stick to deadlines.
• Be loyal: Include me and others as appropriate for contributions to your work (direct and/or indirect).
• Respect your time and mine: Use calendars.
What I expect from you collectively

In sort-of priority order:
1. Be professional
2. Be respectful
3. Be collaborative
4. Be helpful
5. Be generous
6. Be nice
7. Be a friend
Time Management:
There is enough time, but barely

There are $7 \times 24 = 168$ hours in a week.

1. **Sleep**: 50-60 hours/week.
2. **Eat**: 30 hours/week.
3. **Work**: 50-60 hours/week
   (this is a standard expectation for any professional)
   - Research
   - Courses
   - Other school related activities
4. **Personal time**: 10 hours/week.
5. **Exercise/recreation**: 7 hours/week.
6. **Miscellaneous**: 7 hours/week.
   - Grocery shopping, etc.