

THE LEADERSHIP ALLIANCE



THE LEADERSHIP
MENTORING
UNDERGRADUATES IN
SUMMER RESEARCH
PROGRAMS
ALLIANCE



A companion guide for the Leadership Alliance
Summer Research - Early Identification Program

The Leadership Alliance is an academic consortium of institutions of higher learning, including leading research and teaching colleges and universities. The mission of the Leadership Alliance is to develop underrepresented students into outstanding leaders and role models in academia, business and the public sector.

The Leadership Alliance programs encourage diversity to further its goal of preparing young scholars from underrepresented and underserved populations for graduate training and are not exclusionary on the basis of race, color, sex, age, religion, national and ethnic origin, disability, veteran status, socioeconomic background, sexual orientation, gender identity and gender expression.



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BACKGROUND AND PURPOSE

The Leadership Alliance is a national academic consortium of institutions of higher education dedicated to improving the participation of underrepresented students in graduate school. Our flagship program is the Summer Research-Early Identification Program (SR-EIP) in which undergraduates work for eight to ten weeks under the guidance of a faculty mentor at one of over twenty research sites.

The Leadership Alliance recognizes the importance of faculty who serve as mentors and the valuable contribution they make to support students during the summer.

The purpose of the SR-EIP is to foster and support students in scholarly and scientific research endeavors to help them view the academy as a positive environment in which they might pursue advanced academic training. SR-EIP participants attend the Leadership Alliance National Symposium, which brings together about 300 undergraduates to present the results of their summer research projects to a national audience of peers, faculty and members of the private and public sectors.

More than 2500 undergraduates have completed the SR-EIP since the program began in 1993. To date, more than 60% of the SR-EIP students who have completed their undergraduate studies have enrolled in graduate programs, and of that group, 25% have enrolled in PhD programs and 3% in MD-PhD programs.

The Leadership Alliance recognizes the importance of faculty who serve as mentors and the valuable contribution they make to support students during the summer. Students judge their summer research experiences primarily by their interaction with their mentors. Thus, the role of the faculty mentor in a short-term summer research program is crucial to the program's success.

Faculty members usually choose to mentor because of a commitment to the ideals and goals of scholarly research. They understand that a successful mentor-mentee relationship requires a significant investment of time and energy. Because it does not yield an immediate, tangible benefit, some faculty consider the role of a mentor an altruistic endeavor in a short-term summer research program. Although not every mentor-mentee relationship is successful, mentoring has the potential to be an extraordinarily rewarding experience for both parties.

This brochure is designed to assist the faculty mentor to understand the purpose of the SR-EIP and the expectations of their summer interns. We hope this guide will help faculty and students make the most of this opportunity to learn, share and teach one another.

The Leadership Alliance is a recipient of a Presidential Award for Excellence in Science, Mathematics and Engineering Mentoring, presented by the office of the President of the United States to individuals and organizations embodying excellence in mentoring underrepresented students and encouraging their significant achievement in science, mathematics and engineering.

In January, 2010, Executive Director Valerie Wilson accepted the award on behalf of all program staff, program directors, coordinators and faculty who have served as Leadership Alliance mentors since 1993.

ROLE OF A MENTOR

Although an eight- to ten-week research experience is brief, there is potential to have a considerable impact on your mentee. One of the key characteristics to a successful mentoring experience is the willingness to guide, instruct and assist students to reach their research objectives. Beyond serving as an advisor or supervisor on a research project, the mentor takes an active interest in the student's academic and professional development as a budding scholar. The ideal mentor seeks to quickly establish a positive working relationship with the student to promote confidence, student inquiry, focus and discipline. This is an opportune time for mentors to provide insight into both the specific discipline and the nature of academic careers. In the SR-EIP, the mentor's responsibilities can be divided into three parts: your role prior to the start of the program, your role upon the student's arrival and your role at the end of the summer.

Prior to Arrival of the Student

1. Assess your student's interests, knowledge and ability. The program administrator should provide you with a copy of your student's application so that you may familiarize yourself with the student's coursework, research experience and interests.
2. Develop a tentative project or proposal.
3. Contact your student via phone or e-mail to welcome them and discuss the proposed project.
4. Provide or suggest some preparatory reading material.
5. If your student will be working primarily with a graduate student or postdoc, explain this to the student.
6. Make sure there is adequate space for the student to work.

7. Designate a contact person to manage administrative details and emergencies.
8. Arrange training for the student in the health, safety and ethical requirements for working in your facility.
9. The summer program administrator on your campus should inform you of the program's requirements and expectations of the student. Share this information with the graduate students and postdocs who will be working with the student.
10. Within the SR-EIP, the Leadership Alliance has developed discipline-specific initiatives and partnerships to provide enrichment and a supportive network for students. The summer program administrator will inform you of additional commitments these might require of your student.

Recognize that your student may be nervous about meeting you. By contacting your student prior to the beginning of the program, you can begin to put them at ease while you learn more about their interests and background. Providing information in advance about your area of research will facilitate your student's initiation of a research project. Thorough preparation prior to the beginning of the program will convey a positive message to your new student.

Upon Arrival of the Student

- Meet with your student during the first week to discuss the project and expectations. Take the time at this initial meeting to clearly define your expectations and make sure the logic and rationale of the project is clear to your student. Develop and adhere to a schedule of regular meetings with your student (and co-mentors, if applicable). Ideally, meetings should occur at a fixed time at least once per week.
- If you are not on campus for a period of time, continue to keep in touch with your student via e-mail or phone.

Integrate your student into your daily activities whenever possible.

- Make an effort to get to know your student on an informal basis by sharing lunch at least once over the course of the summer. In addition to developing a more personal relationship, you can use this time to advise your student about graduate school, career options, course selections, etc.
- Talk about various issues associated with choosing and preparing for graduate school and what it means to be an academic. Discuss career options with your student and the importance of making the most of their remaining undergraduate studies.
- When possible, include your student in some of the day-to-day tasks of your professional responsibilities, i.e., grant writing, staff meetings, data analyses, editing journals, etc.
- Each Leadership Alliance student is expected to make either an oral or poster presentation at the Leadership Alliance National Symposium at the end of July. Review the presentation data the student will use, and, if possible, help your student prepare presentation materials. If your student elects to give a poster, try to set aside some time at least a week before the symposium to stage a mock poster presentation. If your student is planning an oral presentation, it would be helpful to assemble a small audience to critique it.

Regular communication with your student is a fundamental element of a successful summer research experience. Do not let a week pass without communicating with your student at least once; if you can't meet face-to-face, talk on the phone or send an e-mail. Do not underestimate the value of informal conversation – these can be productive and revealing exchanges. Involving your student in some of your professional activities is an excellent way to convey a sense of academic life.

Students appreciate honest criticism and helpful suggestions.

At the Conclusion of the Program

- Provide your student either a written or oral appraisal at the final meeting of the program and offer advice about course selection, career choices and graduate program options.
- Offer to write letters of recommendation for other research opportunities as well as graduate school applications. If your student worked primarily with a graduate student or postdoc, elicit their assistance in writing the letter.
- At the end of the program, you will receive an online link to an assessment form (see Appendix A) for providing feedback on the student's performance and any suggestions you have for improving the program overall. The program administrator may forward your comments to the student's advisor at the home institution.

It is very important for students to receive constructive criticism of their performance during the summer. The sample assessment provided in Appendix A can be used as a guide for providing feedback and comments in your appraisal meeting with the student. Be aware that your observations about the program and your experience as a mentor are highly valued by the program administrator and the Leadership Alliance.

COMMUNICATING EFFECTIVELY

Successful navigation of the mentor-mentee relationship requires the establishment of effective communication from the start. As a mentor, you must be sensitive to issues of race, ethnicity, culture, gender and academic preparation.

- Do not make assumptions about prior knowledge by under- or overestimating academic skills and abilities. Regularly encourage your student to speak up if something—or someone—is not understood.
- Your student may come from an environment that provides a “hands-on” style of mentoring with very specific direction. The student may be reluctant to admit that they are not accustomed to acting independently.
- Do not hesitate to give critical feedback when necessary.
- Be a good listener.
- Promptly communicate to program administrators any problem that may arise with your student so they may resolve the issue as quickly as possible.
- Get to know your student. Learning about your student’s origins and sharing information about your own will contribute to a mutual understanding.

Promptly communicate any problem to program administrators.

MENTORING STUDENTS IN THE SCIENCES

The culture that surrounds the student doing scientific research often involves working in a laboratory as part of a team. Assessing your student in advance and helping them to acclimate as quickly as possible to your laboratory environment will set the stage for a constructive summer.

Orientation

- Use the first week to explain the project, consider relevant background literature and review techniques, including computer software. Make sure your student receives any necessary formal training in laboratory safety, in accordance with your institution's requirements.
- Develop a tentative schedule for completion of various aspects of the project, and discuss the hours your student is expected to maintain.
- Clearly explain the rules for keeping a laboratory notebook and other lab records.
- Outline your student's role in lab meetings and any other required meetings or seminars.
- Explain the role of the graduate student or postdoc as mentor.

Hold your student to high standards but don't forget he/she is a novice.

If a postdoc or senior graduate student is assigned to co-mentor and supervise the student, explain this. Make sure the student clearly understands the role of other individuals in the lab. The student should know to whom various questions should be addressed and ought to feel comfortable relying on a lab colleague for certain types of assistance.

Selection of this individual is crucial to the overall experience of the summer intern. Be sensitive to cultural issues and misunderstandings that may occur between summer intern and the postdoc or graduate student. Have the postdoc or graduate student become familiar with the philosophy and goals of the SR-EIP by sharing this brochure and your views about mentoring undergraduates.

When selecting a graduate student or postdoc to directly supervise your student, carefully consider gender, culture and language differences.

Formulating a Research Project

- It is essential that students are supplied with some materials to familiarize them with your field of research as well as your lab's research goals and techniques prior to arrival. Continue to encourage them to read relevant materials during the course of the summer.
- Your student should conduct work that relates to a specific aim of the research goals of your lab. Identify a project with a clearly definable goal and scope that can be reasonably attained within the span of eight to ten weeks.
- Whenever possible, include your student in the formulation of the underlying hypotheses and expected outcomes of the experiments. Make sure students are thoroughly trained in the appropriate set of techniques and understand their relevance to the project.
- It is important that your student understands the project's relevance to the broader scientific goals of the lab, as well as the lab's overall contributions to its scientific field. This can be discussed in regular meetings with the student while reviewing their progress in the lab or the assigned literature.

- Do not assign a project that depends on a single technique, given the possibility that the technique may not work.
- You should anticipate alternate approaches or parts of the project to assign to your student in the event that he or she becomes stuck on the original assignment. Considering alternatives in advance will help ensure that the student has a meaningful lab experience and relatively little “downtime.”
- In selecting a project, remember that your student will be sharing their results at a national conference, and likely discussing the project in graduate school applications.

Asking Questions

It is essential that your student learns how to ask questions that will yield a greater understanding of the work conducted in your lab. Suggest that your student write down questions and bring them to share during regular meetings.

- Stress the importance of asking appropriate questions, particularly during critical periods, in order to move the research forward.
- Strive to create an atmosphere that makes a student feel empowered to ask questions, and reassure your student that it’s okay to ask all kinds of questions. Do not make them feel inferior while learning to formulate better questions. There is no such thing as a “bad” or “dumb” question, particularly in research!
- Do not hesitate to ask hard questions of your student but do not forget that they are still a novice in your discipline and may lack some basic academic preparation.
- Help the student to read literature critically, and to identify the strengths and weaknesses in a publication.

Methodologies

Discuss various methods of scientific investigation with your student. Keep in mind that students with limited research experience may not be familiar with diverse methods of inquiry.

- Ask students explicitly about research methods they may have used in the past and question them about their understanding of methods they will use in the summer program.
- Cite examples of the kinds of methods and techniques that can be used to address research questions.
- Instructing a student in laboratory techniques should include an explanation of the techniques, not simply a demonstration.

From a mentor:

"I think career counseling is the most important take-home lesson. Very few students have a realistic understanding of what a scientist does for a living as compared to other professions such as a doctor, dentist or shoe salesman. Within a short time after rotating in the lab, they will be making decisions about attending graduate school, or not. I hope they get a glimpse of this and other career paths that one can take with a Ph.D. I hope they see how the job changes over time and are somewhat better informed and therefore more confident that this is what they want to do for the next forty years of their lives. I do hope they see frustration and failure and learn whether they need instant gratification from their work to be satisfied."

MENTORING STUDENTS IN THE HUMANITIES AND SOCIAL SCIENCES

Summer research in the humanities and social sciences is distinctly different from laboratory-based research experiences. Because of the independent nature of the research, students need to clearly understand the expectations inherent in this environment. Some social science research environments (e.g., those that involve administering surveys or running subjects through research protocols) share some similarities with laboratory-based research environments, so you may find some helpful suggestions in the previous section.

Clearly articulate your expectations at the beginning of the program.

Orientation

Research in the humanities and social sciences is often conducted in libraries, going through primary and secondary sources and sorting through information that may yield potentially interesting data. It entails significant amounts of time spent on one's own, wrestling with the research question, writing and interpreting data. Keep in mind the following suggestions for preparing and supporting students as they work independently.

- At the initial meeting, work with your student to develop a research plan that includes short-term and long-term goals as well as a timeline for completion of the work.
- Inform your student realistically about how frequently you will be able to meet with them and when. If you have a heavy travel schedule or will be away for a significant length of time, make sure the student is aware of this. Provide ways to ensure the student can continue to receive feedback while you are away, e.g., via e-mail or phone calls.

- Tell students that it is their responsibility to contact you if they need anything. Remind them that independent, self-directed work often defines humanities and social sciences research but it does not mean that they should not seek help if they are confused or unsure about the direction of their research.
- Discuss the resources that are available to the student as they pursue independent research during the summer. Mention the services offered in university libraries and explain the roles of archivists, reference librarians, information technology experts, database managers and curators. The program coordinator will make arrangements for the student to meet with these professionals.
- Let your student know how often you will provide feedback and be explicit about the level of criticism to expect (detailed and extensive vs. sparse).
- Discuss the level and the amount of writing that is expected over the course of the summer, and let them know the number of drafts you expect.

Formulating a Research Project

Students may arrive with a specific research project in mind or they may simply have a broad interest in the field. You must help the student define a project that is realistic within the given time frame of the research program but will also allow the student to be introduced to the depth and breadth of the available literature.

- Listen carefully to the student's perspective about the kind of research they wish to pursue over the summer. Ask the student to share an article or essay as an example of the work they would like to do. Question your student about familiarity with the available literature to help you gauge their knowledge of the field.

- If appropriate, discuss ways in which race, gender, sexual orientation, ethnicity, socioeconomic status and other characteristics help to expand the types of questions asked in a particular discipline and the various methodologies used for answering them.
- Your student should have a clearly defined research project by the end of the second week of the program so they have adequate time to pursue the work in appropriate depth over the summer. It is critical that students come up with a few research questions they can realistically address within the timeline you've established together.
- Once the project has been defined, help your student assemble a reading list to provide some direction and guidance. Although you may have a particular bias about the research, you should provide competing hypotheses and divergent theories. Help your student understand how diverse perspectives have come about and provide examples of how their research can be placed in the context of these different perspectives.

Asking Questions

- Discuss with your student the importance of learning to ask appropriate questions, particularly during critical periods, in order to move the research forward.
- Do not hesitate to appropriately challenge assumptions held by your student about their research topic but remember that your student is still a novice in your discipline.
- Encourage your student to write down all of the questions they have and bring them to share during regular meetings. Be open to exchanging ideas with your student. Strive to create an atmosphere that makes a student feel empowered to ask questions. Help your student learn to formulate better questions but do not make them feel inferior while doing so.

- Model how to ask questions within the context of the discipline. Help the student clearly delineate the different levels of questions and the kinds of questions to ask during the research process. For instance, broad research questions need to be honed down to specific questions related to the data or information found, which may in turn lead to different levels of analyses and additional questions.
- Research in the humanities and social sciences relies on the ability of the investigator to pose insightful questions and then find the appropriate primary and secondary resources necessary to answer these questions. Students must recognize that their questions may require understanding of a wider variety of disciplines than they may have originally considered.

*See Appendix B
for a summary of
responsibilities
for mentors in the
humanities and
social sciences.*

Methodologies

Researchers in the humanities and social sciences utilize a wide variety of both qualitative and quantitative methods in their research. It is important for you to discuss the appropriate methodologies currently used in your discipline as well as the wide variety of qualitative and quantitative methods. Keep in mind that students with limited research experience may not be familiar with diverse methods of inquiry.

- Ask students explicitly about research methods they may have used in the past and question them about their understanding of methods they may use in the summer program.
- Provide a variety of examples of the kinds of methods that can be used to address research questions. You may also wish to provide readings that contain examples of how various research methods have been used by other researchers.
- If using survey instruments, archival materials or large databases, arrange for your student to meet with appropriate professional staff for training in the use of these resources.

SUMMARY OF LEADERSHIP ALLIANCE EXPECTATIONS

- Design a manageable project that can be accomplished over the course of the summer.
- Meet at least once a week with your student to monitor progress and provide guidance.
- Review the data your student will use in a presentation for the Leadership Alliance Symposium at the end of July, and if possible, help your student prepare the presentation.
- If you experience any difficulty with your student, bring it to the attention of the summer program administrators on your campus as soon as possible so they may help to resolve the issue.
- If satisfied with the student's performance, offer to provide letters of recommendation. If you are asked to write a recommendation, indicate to the student what you plan to write.
- Give your student a written or oral appraisal at the final meeting of the program and offer advice about course selection, career choices and graduate program options.
- Complete the online assessment form forwarded to you by the Leadership Alliance Executive Office (see Appendix A).

Review data used in your student's final presentation to ensure its accuracy.

CONCLUSION

The Leadership Alliance is deeply grateful for your contribution of time and effort expended to mentor our students. Mentors are the cornerstone of the Summer Research-Early Identification Program, and your hard work and dedication are sincerely appreciated.

APPENDIX A: MENTOR'S PERFORMANCE APPRAISAL OF STUDENT

Briefly describe

Research Performed by Student

Please rate the student from 5=Excellent to 1=Needs Improvement or N/A.

Knowledge Application

Ability to apply knowledge to project activities

Ability to use knowledge in solving problems

Ability to search independently for and apply knowledge from online, library sources or co-workers

Knowledge of literature and basic concepts of discipline

Knowledge of current issues in discipline

Problem-Solving Skills

Ability to identify a problem as a member of a certain class of problems

Ability to see underlying connections between concepts from different subject areas

Ability to generate possible options to resolve problem

Research Skills

Ability to design and conduct tests or analyses

Lab record keeping and data gathering

Use of quantitative/qualitative techniques and methods for data gathering

Use of laboratory equipment

Following laboratory safety procedures

Use of computer applications for data analyses

Ability to analyze results

Preparation of research reports/presentations

Teamwork Skills

Ability to give and receive constructive criticism

Ability to take charge of, and complete, assigned tasks

Active participation in research discussions

Ethics and Professionalism

Demonstrated understanding of ethical responsibilities

Demonstrated understanding of professional responsibilities

Briefly describe

Areas of Strength

Areas that Need Improvement and Suggestions on How to Improve

APPENDIX B: SUMMARY OF MENTOR RESPONSIBILITIES IN THE HUMANITIES AND SOCIAL SCIENCES

The faculty mentor is a central figure in Leadership Alliance summer programs. The mentor's responsibilities include:

1. Supervise and Guide the Student's Research Project

The mentor is responsible for overseeing the student's research project. The project should acquaint the student with the procedures that scholars follow in a selected discipline.

- Assist the student in conceiving a project, planning it, and seeing it through to completion.
- Schedule regular periods of contact for review of the project.
- Evaluate the project.
- Assist student with the development of a scholarly bibliography and reading list related to the selected topic.
- Assist the student in developing a presentation for The Leadership Alliance National Symposium.

2. Help the Student Prepare for Graduate School

The mentor is responsible for sharing their graduate school decision making process and sharing information about graduate study at their institution.

- Help the student to meet with department chairs and graduate school recruiters at their institution.
- Review the graduate school decision-making process.
- Advise the student on their academic plans for completion of the undergraduate degree and graduate school requirements
- Discuss with the student the nature of graduate study.
- Help the student understand the nature of a positive mentor/mentee relationship.

3. Serve as a Link between the Student, Program and Home Institution

- Participate in an orientation.
- Alert the program coordinator to any questions or problems that arise.
- Assist the coordinator in monitoring the progress of the student and in evaluating activities.
- Submit a final evaluation of the student's progress at the end of the summer.

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