

# Mentoring Programs

Mentoring Programs:  
A tool to develop gender equality, diversity,  
internationalism and interdisciplinarity  
in research and academia

eument-net Workshop  
General Assembly Meeting 2017

23-24 November 2017, Prague

## Programs for women in all disciplines

### SelmaMeyerMentoring

Heinrich-Heine-University Dusseldorf

#### Goals of the program:

- to increase the number of women in the leading positions (female professors and female researchers outside of the academia)
- to help qualified and dedicated young female researchers to identify and develop their skills and abilities and integrate them systematically into their career plans

**Mentees:** Ph.D. students, postdocs, researchers at an advanced stage of obtaining their post-doctoral lecturer qualification (Habilitation)

**Mentors:** university professors and researchers, experienced management personnel from the private sector

**Discipline:** all disciplines

**Format:** 3 modules: 1) one-to-one or peer-group-mentoring; 2) professional and personnel development workshops with external trainer; 3) networking events

**Timetable:** 18 months, not related to the school year schedule

**Successes and good practice:** increased number of female professors (12,6% in 2006, 22,7% in 2016); strong influence on individual success of the mentees; the program is well-known at the university and highly recognized among researchers and management

**Obstacles, challenges, questions and plans:** multidimensional goal – difficult to measure

**Institutional position of coordinators:** Equal Opportunities Office

**Institutional embedding of the program:** part of gender action plan

**Funding:** institutional, project funding, partners co-funding (Bergisch University Wuppertal)

#### Website:

<http://www.uniduesseldorf.de/home/universitaet/strukturen/beauftragte/gleichstellungsbeauftragte/selmameyermentoring.html>

**Contact person:** Ekaterina Masetkina, [masetkina@hhu.de](mailto:masetkina@hhu.de)



## Programs for women in all disciplines

### Mentoring Program GENOVATE@UNINA

University of Naples Federico II (UNINA)

#### Goals of the program:

- to support young women researchers in identifying their own career goals and in focusing on their accomplishments
- to act as a transformational process, promoting diversity in academic contexts and contrasting academic practices that may cling to gender-neutral assumptions

**Mentees:** Ph.D. students, postdocs, researches

**Mentors:** associate professors, full professors

**Discipline:** all disciplines

**Format:** one-to-one mentoring

**Timetable:** 12-18 months

**Obstacles, challenges, questions and plans:** The final aim of the study based on the program evaluation is to design a model of mentoring able to de-construct gendering processes acting in science and to work as a transformative tool towards gender equality in academia. Coordinators are working to enhance the mentoring networking and provide to mentors and mentees more tools in order to achieve the mentoring aims and address gender equality in academia.

**Institutional position of coordinators:**

**Institutional embedding of the program:** part of the Gender Equality Action Plan

**Funding:** project funding

**Website:** <http://www.genovate.unina.it/>

**Contact person:** Ilenia Picardi, [ilenia.picardi@unina.it](mailto:ilenia.picardi@unina.it)



## Programs for women in all disciplines

### **Mentorat relève - Subside tremplin - Mentoring for International Companies**

University of Geneva

**Goals of the program:** increase number of female researchers on the top management

**Mentees:** Ph.D. students, postdocs, researches

**Mentors:** full professors, group leaders, deans, rectorate of the university

**Discipline:** all disciplines

**Format:** one-to-one mentoring, professional and personnel development courses

**Timetable:**

**Institutional position of coordinators:** project officer, Equal Opportunities Office

**Institutional embedding of the program:** part of the Gender Action Plan

**Funding:** institutional

**Website:** <https://www.unige.ch/rectorat/egalite/programmes/mentorat-releve/>

<https://www.unige.ch/rectorat/egalite/programmes/subside-tremplin/>

**Contact person:** Olivia Och, [Olivia.Och@unige.ch](mailto:Olivia.Och@unige.ch)



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DE GENÈVE**

## Programs for women in all disciplines

### Career-Mentoring III

Danube University Krems (joint program - universities from Krems, Linz and Salzburg)

#### Goals of the program:

- to support the careers of less experienced female academics
- to create, exemplify and utilize synergies between the three universities
- to contribute to the superior goal of raising the percentage of women in leading positions and among professors at the participating universities

**Mentees:** PhD students, postdocs

**Mentors:** academics/researchers from universities (professors) or other research institutions

**Discipline:** all disciplines

**Format:** one-to-one mentoring, individual coaching and career development training

**Timetable:** 1.5 year (current cycle started on Sept. 2017)

**Successes and good practice:** mentees improved their knowledge in how to pursue their individual academic career, how to improve their self-representation and how to understand the “rules of the game” in academia better

**Obstacles, challenges, questions and plans:** recruiting a sufficient number of suitable mentees and ensuring their commitment throughout the entire program duration; warranting their commitment throughout the duration of the program (demanding working conditions, “gender fatigue”)

**Institutional position of coordinators:** Gender Equity Office

**Institutional embedding of the program:** part of University Development Plan

**Funding:** institutional

**Website:** [www.donau-uni.ac.at/gender/mentoring](http://www.donau-uni.ac.at/gender/mentoring)

**Contact persons:** Doris Czepa and Michaela Gindl, [michaela.gindl@donau-uni.ac.at](mailto:michaela.gindl@donau-uni.ac.at)



## Programs for women in all disciplines

### Réseau romand de mentoring pour femmes

University of Fribourg

**Goals of the program:** support junior women scientists who aim at a career in academia

**Mentees:** advanced PhD students, postdocs on the way of professorship

**Mentors:** women and men professors in Swiss universities and abroad

**Discipline:** all disciplines

**Format:** one-to-one mentoring, soft skills workshops, peer groups

**Timetable:** 2 years (about 1.5 year for the mentoring relationship)

**Successes and good practice:** Mentees received the support they were expecting. They expanded their national and international networks and were encouraged to continue their academic career. The statistics for all program editions 1-8 show that 14% of the former Réseau romand mentees now have a position as a full, associate or assistant professor at university or EPFL/ETH level, at a university of applied sciences or a school of education.

**Institutional position of coordinators:** 1) coordinator: scientific collaborator, part of administrative and technical staff of the University of Fribourg; 2) head: head of gender equality office, University of Fribourg

**Institutional embedding of the program:** part of gender action plan 2017-20 of all partners institutions (part of SNSF-Swiss National Science Foundation gender strategy)

**Funding:** project funding

**Website:** <http://www.unifr.ch/f-mentoring/en/welcome/reseauromand>

**Contact person:** Muriel Besson, [muriel.besson@unifr.ch](mailto:muriel.besson@unifr.ch)



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**Programs**

## Programs for women in STEM disciplines

### dynaMENT Mentoring for Women in Natural Sciences

University of Hamburg (MIN Faculty Cluster of Excellence CUI, Collaborative Research Center SFB 676 und SFB 925), DESY, MPSD and PIER Helmholtz Graduate School

#### Goals of the program:

- to increase female participation on all levels in Natural Sciences (equality)
- to support and encourage women to pursue a career in science

**Mentees:** PhD students, postdocs (members of the project partners)

**Mentors:** female professors and leading scientists

**Discipline:** natural sciences

**Format:** one-to-one mentoring, networking events and workshops

**Timetable:** 1 year (starts in July)

**Successes and good practice:** Both mentees and mentors were satisfied with the organization and topics of the workshops/events. The mentees saw it as a great opportunity because they could benefit from the experience of a successful female researcher. With the support of their mentor they gained deeper insight into the scientific career landscape. They described that the mentors provided not merely a second opinion, but rather wise guidance based on rich professional experience. The mentors stated that they enjoyed seeing mentees grow and become more aware of their possibilities and options, and trusting their own plans and ideas.

**Obstacles, challenges, questions and plans:** At the moment we work on a questionnaire for the former mentees (2015/2016) to figure out which career paths they took and where they are today. For the future development of the program we are constantly working on new ideas for training formats, training topics and networking events as well as cooperation.

**Institutional position of coordinators:** project management and coordination (office?)

**Institutional embedding of the program:** The project is a joint venture of CUI, DESY, Max Planck Institute for the Structure and Dynamics of Matter, MIN Faculty Universität Hamburg, PIER Helmholtz Graduate School, SFB 676 and SFB 925.

**Funding:** joint venture of 7 different partners

**Website:** <https://www.dynament.de/>

**dynaMENT**  
MENTORING FOR WOMEN IN NATURAL SCIENCES

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## Programs for women in STEM disciplines

### kite-mentoring

University of Freiburg

**Goals of the program:** to support female PhD candidates and postdocs regarding: career planning, job search and application, developing personal skills, work-life balance, leadership and communication, networking, career days, contact to different companies

**Mentees:** PhD candidates and postdocs

**Mentors:** mentors are man and women from academia (not only from UF) and industry

**Discipline:** natural sciences (physics, chemistry, pharmacy, mathematics, computer sciences, engineering, biology, medicine)

**Format:** one-to-one mentoring, peer group mentoring (organized by the mentees themselves), courses and trainings (all events are voluntary)

**Timetable:** 1 – 1.5 years (starting point is according to the request), the program is open and flexible (registration is possible in any stage of the career - PhD and postdoc position)

**Successes and good practice:** mentees can register any time during a year and be part of the group (better than to have a "waiting list"); peer group is running all the time, organized by the mentees and in concordance with the methods of peer mentoring they have learned during the trainings

**Obstacles, challenges, questions and plans:** difficulty to find the mentors (we do not have our own mentor database yet); cooperation with other mentoring programs of the University Freiburg, the city of Freiburg and the network of the mentoring programs of Baden-Württemberg (LaKOG); extension of the mentoring program for men is being considered (What is the experience from other programs? Do we still need mentoring?)

**Institutional position of coordinators:** Coordinator of the "kite-mentoring" program, Faculty of Engineering, Cluster of excellence "BrainLinks-BrainTools"

**Institutional embedding of the program:** coordinators are in contact with the Gender and Diversity Office and the Gender Equality Office of the University Freiburg

**Funding:** institutional, project funding - pooled gender money from different research programs (gender allowances from programs of the DFG) and contribution of some faculties (consequently, all junior female scientists of the contributing partners can participate in the kite-mentoring program)

**Website:** <https://www.brainlinks-braintools.uni-freiburg.de/gender-equality/kite-mentoring/>

**Contact person:** Evelyn Rusdea, [kite-mentoring@mail.uni-freiburg.de](mailto:kite-mentoring@mail.uni-freiburg.de)



## Programs for women in STEM disciplines

### Mentoring Hessen (ProCareer.MINT, ProCareer.Doc, ProAcademia, ProProfessor)

Mentoring Hessen, Goethe University Frankfurt and 10 other Hessian Universities

#### Goals of the program:

- to increase the percentage of women occupying attractive specialist and executive positions in business and science
- to provide preparation for professional life and encouraging women for their career steps (empowerment)
- to give orientation and help to make reflected decisions when confronted with multiple career path choices
- to improve the accessibility and transition between careers paths in science and business
- to promote equality-oriented cultures in science and business

**Mentees:** 1) *ProCareer.MINT*: students; 2) *ProCareer.Doc*: PhD students and postdocs; 3) *ProAcademia*: postdocs and advanced PhD students aiming at a career in Science; 4) *ProProfessor*: professorship candidates

**Mentors:** 1) + 2) *ProCareer.MINT* and *ProCareer.Doc*: Successful women in business, research, administration and science management; 3) + 4) *ProAcademia* and *ProProfessor*: Professors in science and Research (female and male)

**Discipline:** 1) *ProCareer.MINT*: STEM; 2) *ProCareer.Doc*: all disciplines; 3) *ProAcademia*: all disciplines; 4) *ProProfessor*: all disciplines

**Format:** one-to-one mentoring, peer groups, professional and personnel development and qualification courses, networking, field excursions to enterprises and research institutes

**Timetable:** 1) *ProCareer.MINT*: 12 month, starting in June each year; 2) *ProCareer.Doc*: 15 month, starting in June each year; 3) *ProAcademia*: 15 month, starting, in May each year; 4) *ProProfessor*: 18 months, starting in May, every two years

**Successes and good practice:** a lot of alumni are in leadership positions and professorships; evaluation confirms the benefit for both mentees and mentors

**Obstacles, challenges, questions and plans:** we are looking for cooperation with other mentoring programs in Europe for exchange and networking between coordinators but also between mentees and mentors for their need of international networking

**Institutional position of coordinators:** the office of Mentoring Hessen is part of the Goethe University Frankfurt, attached to the Equal Opportunity Office

**Institutional embedding of the program:** part of Gender Action Plans of the 11 Hessian Universities

**Funding:** institutional, cooperation with 11 enterprises and 3 research institutes

**Website:** <http://mentoringhessen.de/>

**Contact person:** Ulrike Kéré, [kere@mentoringhessen.de](mailto:kere@mentoringhessen.de)

## Programs for women in STEM disciplines

### via:mento\_ocean

Kiel University

**Goals of the program:** to support female scientists in non-permanent positions in developing their academic careers

**Mentees:** PhD students, postdocs (who are continuing their academic career, aiming for a professorship or a permanent senior research scientist position)

**Mentors:** experienced professors and senior scientists in permanent positions, who are members of any (German) university or non-university research institute

**Discipline:** all areas of Kiel Marine Sciences

**Format:** one-to-one mentoring, networking activities, workshops on different topics of general relevance for a successful career development in academia; the whole program is in English

**Timetable:** Normally 21 months (this year just 16 months - 4 months to prepare the mentoring relationship, 12 months mentoring)

**Successes and good practice:** via:mento\_ocean is the only German mentoring program in academia for a specific field and conducted in English in order to give female postdocs the opportunity to build up a network within a very internationally oriented community

**Obstacles, challenges, questions and plans:** this year we will have also doctoral researchers in the program - we do not know, if it will be a success or not; plan - cooperation with other cluster of excellence or with other international programs in the field Marine Sciences

**Institutional position of coordinators:** coordinator for gender measures Cluster of Excellence 'The Future Ocean' and coordination via:mento\_ocean; working for the project "Future Ocean" but collocated in the "Central Office for Gender Equality, Diversity & Family" of the whole university

**Institutional embedding of the program:** Central Office for Gender Equality, Diversity & Family; via:mento\_ocean is a branch of via:mento for (post)docs of the Kiel Marine Sciences

**Funding:** project funding

**Website:** <https://www.mentoringocean.uni-kiel.de/en>

**Contact person:** Marta Chiarinotti, [mchiarinotti@gb.uni-kiel.de](mailto:mchiarinotti@gb.uni-kiel.de)



Christian-Albrechts-Universität zu Kiel

# Programs for both women and men in all disciplines

## Cross Cultural Mentoring Program

University of Stuttgart

### Goals of the program:

- Creating a culture of diversity on the campus of the University. The "learning from each other" is a key aspect of the program.
- Strengthening the social integration of international students and their participation in the academic and student life at the university.
- Supporting and advising the international students in the initial study phase in order to improve their technical and linguistic skills.

**Mentees:** international full-time students in their 1st and 2nd semester (BA and MA)

**Mentors:** students of all study-fields (from the 3rd semester on)

**Discipline:** all disciplines

**Format:** one-to-one mentoring, courses, networking etc.

**Timetable:** every semester (April-September; October-March)

**Successes and good practice:** easy to find committed mentors; extra care to the matching process; the offer of interesting program of leisure activities and networking possibilities; we would like to serve as best practice to other universities who want to establish programs with international aspects - we offer support and advice in every step of the process of building up such a program

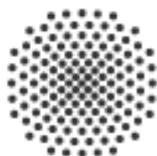
**Institutional position of coordinators:** Project Manager in the International Office of the University

**Institutional embedding of the program:** part of the internationalization strategy

**Funding:** project funding

**Website:** [www.ia.uni-stuttgart.de/ikmentoring](http://www.ia.uni-stuttgart.de/ikmentoring)

**Contact persons:** Maja Heidenreich, [heidenreich@ia.uni-stuttgart.de](mailto:heidenreich@ia.uni-stuttgart.de)



**Universität Stuttgart**

## Programs for both women and men in all disciplines

### MenTa – Talent Also Needs Mentoring

Ghent University

**Goals of the program:** Career mentoring for postdocs wishing to pursue a non-academic career

**Mentees:** postdocs (Belgian and international)

**Mentors:** former doctoral candidates or postdocs pursuing a non-academic career (either within our outside academia) or other people with great affinity with the target group

**Discipline:** all disciplines

**Format:** one-to-one mentoring, networking events, professional/personal development workshops and activities

**Timetable:** 1 calendar year (every two years a new edition is launched)

**Successes and good practice:** contribution to self-awareness of postdocs regarding career opportunities outside academe; increase of the visibility of postdoctoral researchers within and outside the institution; help to establish sustainable network with stakeholders outside academia

**Obstacles, challenges, questions and plans:** difficulties to measure/monitor real impact; how to coach/mentor mentors?; timetable - only repeated every two years → some postdocs will miss out on the opportunity; maybe interest in cooperation in the field of international non-academic careers; collaboration with non-academic partners

**Institutional position of coordinators:** HR & Doctoral Schools officers

**Institutional embedding of the program:** part of a postdoc talent management program

**Funding:** institutional, government subsidy

**Website:** [www.ugent.be/doctoralschools/en/menta.htm](http://www.ugent.be/doctoralschools/en/menta.htm)

**Contact persons:** Dieter De Bruyn, [dieter.debruyne@ugent.be](mailto:dieter.debruyne@ugent.be)

# Programs for both women and men in all disciplines

## Mentoring for Scholars at Risk (SAR Mentoring)

University of Cologne

### Goals of the program:

- effective support for SAR scholars' integration into German academia and culture;
- strong focus on career planning and implementation;
- to take global responsibility and actively protect the freedom of education and science

**Mentees:** international postdocs and professors with refugee status or being at risk

**Mentors:** academics and researcher at University of Cologne or other institutions as well as people outside university

**Discipline:** all disciplines

**Format:** one-to-one mentoring, peer groups, workshops, networking, coaching

**Timetable:** 1 year (January - December)

**Obstacles, challenges, questions and plans:** the program will hopefully be continued after the evaluation of a pilot run in 2018

**Institutional position of coordinators:** Management position in the Department for academic staff development

**Institutional embedding of the program:** Project of the Department for academic staff development in cooperation with International office

**Funding:** project funding

**Website:** [https://verwaltung.uni-koeln.de/abteilung43/content/mentoring\\_amp\\_coaching/sar\\_mentoring/index\\_ger.html](https://verwaltung.uni-koeln.de/abteilung43/content/mentoring_amp_coaching/sar_mentoring/index_ger.html)

**Contact Persons:** Katrin Pieper, [k.pieper@verw.uni-koeln.de](mailto:k.pieper@verw.uni-koeln.de)



# Programs for both women and men in all disciplines

## Mentoring for Early Career Researchers

Institute of Sociology, Czech Academy of Sciences

### Goals of the program:

- to support the professional development of doctoral students and postdoctoral researchers
- to facilitate the launch of their academic career
- to help them make future plans

**Mentees:** Ph.D. candidates and postdocs

**Mentors:** academics and researchers from institutions in the Czech Republic and abroad

**Discipline:** all disciplines

**Format:** one-to-one mentoring, professional and personnel development workshops with external trainer

**Timetable:** 1 year (March - December)

### Obstacles, challenges, questions and plans:

- low priority for mentees (lack of motivation to attend workshops, no apologies from registered attendees etc.)
- how to make mentees more disciplined (e.g. registration fees?)
- we plan to transform the national program to international one

**Institutional position of coordinator:** Ph.D. candidate in the Centre for Gender & Science

**Institutional embedding of the program:** Project of the Centre for Gender & Science, Institute of Sociology, Czech Academy of Sciences

**Funding:** project funding

**Website:** <http://genderaveda.cz/en/mentoring-en/>

**Contact Persons:** Kateřina Cidlinská, [katerina.cidlinska@soc.cas.cz](mailto:katerina.cidlinska@soc.cas.cz)

## Programs for both women and men in STEM disciplines

### Mentoring Program for Early Stage Researchers at UCT Prague

University of Chemistry and Technology, Prague

**Goals of the program:** to help to start up scientific career for early stage researchers (PhD students and post-docs), particularly female researchers

**Mentees:** PhD students, post-docs (preferably women but also men and foreigners)

**Mentors:** people outside UCT or from another faculty than a mentee, from both academic and private sectors according preferences of mentees

**Discipline:** chemistry - all branches as are the study programs of UCT Prague

**Format:** one-to-one mentoring (we have also a group of 1 mentee and 2 mentors)

**Timetable:** 10 months (March-December)

**Obstacles, challenges, questions and plans:** some senior researchers of UCT Prague do not understand the importance of mentoring and consider it worthless

**Institutional position of coordinators:** Advisory and Career Centre

**Institutional embedding of the program:** The 1st edition was financed under the FP7 project TRIGGER, currently the program is financed from the internal funding under the Institutional plan of development of UCT Prague 2016-2018

**Funding:** institutional, project funding

**Website:** <http://kariera.vscht.cz/mentoring>

**Contact person:** Anna Mittnerová, [Anna.Mittnerova@vscht.cz](mailto:Anna.Mittnerova@vscht.cz)



**UNIVERSITY OF  
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## Programs for both women and men in STEM disciplines

### Mentoring, Coaching and Training for scientists at EPFL

Ecole polytechnique fédérale de Lausanne (EPFL)

#### Goals of the Programs:

- support for progress in Ph.D. thesis writing process
- career development
- advice during tenure track

#### Mentees:

- Ph.D. candidates
- female PhDs and postdocs
- tenure track professors

#### Mentors:

- EPFL faculty (co-supervisors of Ph.D. candidates)
- mentors from academic and non-academic institutions
- EPFL faculty

**Discipline:** all EPFL disciplines

#### Format:

- one-to-one mentoring
- one-to-one and peer mentoring
- one-to-one mentoring



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#### Timetable:

- the whole PhD training (from enrolling to PhD training to gaining Ph.D. degree)
- 1 year
- during Tenure Track period

#### Institutional Position of Coordinators:

- PhD program coordinator
- specific mentoring program coordinator
- head of school or institute

**Institutional embedding of the program:** a) EPFL; b) ETH Domain; c) EPFL

**Funding:** a) EPFL; b) ETH Domain; c) EPFL

**Website:** a) - ; b) <http://www.fix-the-leaky-pipeline.ch/>; c) -

**Contact person for equal opportunities:** Helene Füger, [helene.fueger@epfl.ch](mailto:helene.fueger@epfl.ch)