Sponsorship and Mentorship in Academia: A Toolkit for Faculty, Staff and Campus Leaders

Laura Mydlarz, Professor Biology
Sponsorship provides opportunities and acts to further careers

“While a mentor is someone who has knowledge and will share it with you, a sponsor is a person who has power and will use it for you” Harvard Business Review, 2019
Sponsors
ACT
- More senior level invested in a protégé’s career success.
- Drive their protégé’s career vision.
- Connect proteges to career opportunities
- Support risk-taking
- Publicly endorse protégé

Mentors
ADVISE
- Anyone in a position with experience desired by a mentee who can offer advice and support.
- Help mentee craft a career vision.
- Support mentees through formal or informal discussions about how to build skills, qualities for career advancement.
- Navigate unwritten rules

Enable the Dream

Define the Dream
Sponsorship vs. Mentorship

Sponsor:
- Directs the relationship
- Open doors for next move
- Senior colleagues, chairs, deans, provosts, presidents
- Supervisors, boss
- Public advocate
- Expect loyalty and performance

Mentor:
- Driven by mentee
- Help envision next move
- Any rank or position
- Behind the scenes
- Expect little in return

Advice
Guidance
Make introductions
Give feedback
Protégé vs. Mentee

Protégé: Proven Performer

Mentee: Learner
Sponsorship is EARNED!

High performer

Respected colleague

Effective communicator

Ability to execute
Protégé Toolkit

WHY??

- Career advancement
  - Realize your dream and expand your vision
- Build lasting relationships
- Increase diversity in leadership
  - Access to opportunities

Do a career diagnostic

Women and under-represented minority groups are over mentored and under sponsored!
Protégé Toolkit
Finding a Sponsor

- **Identify** leaders a few levels above you
  - Even if leadership style is different from yours
- **Look** for individuals who are advocates for diversity
- **Look** for existing supporters
  - Who has been nominating you for strategic committees or awards?
- **Distribute risk** and identify sponsors within and outside of the institution
Protégé Toolkit
Identified a sponsor, now what?

- **Network** and attend conferences, events and other gatherings to approach a sponsor
- **Request** a meeting for career advice
- **Recognize** that the sponsor relationship can develop organically and can happen without labels
  - **Convert** mentors into sponsors
Protégé Toolkit

Acknowledging your own value

• **Advocate** your accomplishments
• **Don’t wait** for someone to notice what you are doing
  • Ask to be nominated for awards, or press releases written
  • Work with peers to develop materials

• **Challenge for women and under-represented minority groups**
Protégé Toolkit
Bringing value to a potential sponsor

- **Amplify** your work/passions
- **Develop and deploy** your ‘currency’
- **Volunteer** for assignments that in target sponsors line of sight
- **Suggest collaboration** on a project with a potential sponsor

Network, network, network

Amplify your work
• Supporters, Mentors, Role Models and Sponsors – There is no Yoda
• Knowing who is who will help you build those relationships.
• Ask for what you need.
• Recognize “one size does NOT fit all” and will change with career stage

Protégé Toolkit
Build and curate your team

MENTOR MAPPING - UTA

© 2013, National Center for Faculty Development and Diversity
www.FacultyFocus.org

Curate your team
Sponsor Toolkit

WHY??

- The Sponsorship Imperative: An Essential Leadership Activity
- Impact on careers
  - Diversify the workforce
- Leading by investing in others
  - Eye for talent
- Assistance with projects
Sponsor Toolkit

Individual Action Items as a Colleague, Chair, Dean, etc.

Identifying Protégés

- **Start** early
- **Acknowledge and address** protégé career goals
- **Assess** your gaps and needs
  - **Deliberately** seek out diversity
  - **Avoid** mini-me
- **Invite** protégés into your networks (especially women and under-represented minority groups)
- **Expect loyalty**
Sponsor Toolkit

Individual Action Items as a Colleague, Chair, Dean, etc.

Specific Activities in Academia

- **Send as replacement** important meetings, speaking appearances and events
- **Appoint** to internal/external high-level committees or task force
- **Provide** opportunities to present to executive groups
Sponsor Toolkit

Individual Action Items as a Colleague, Chair, Dean, etc.

Specific activities to promote equality and diversity

• **Publicly** acknowledge talents/achievements
• **Nominate** for advancement, awards, prestigious positions
• **Reward** a protégé who delivers
• **Recognize and value** untraditional and unconventional roles in SERVICE, TEACHING and RESEARCH
  - amplified in women and under-represented minority groups
Sponsor Toolkit

Institutional Action Items

- **Identify protégé** = future leaders
- **Increase visibility** of protégés
- **Build** a sponsorship culture
- **Educate** on importance/power of sponsorship
- **Include** as part of leadership development program
- **Reward** senior leaders who are examples
Sponsor Toolkit

Institutional activities to promote equality and diversity

- **Recognize** biases and institutional and structural obstacles that affect women and under-represented minority groups
- **Be intentional** set targets, track outcomes
“Talent is universal; opportunity is not.”

– Nicholas Kristof
Additional Resources

- Byyny, R. L., Mentoring and Coaching in Medicine, The Pharos, Winter 2012
- The Relationship You Need to Get Right, HBR, October 2011
- Sponsors Are The New Mentors - And They Really Need You, Sylvia Hewlett, Fast Company, September 2013
- Elizabeth Travis, MD Anderson.
- Sylvia Hewlett
LEADERSHIP ACADEMY

- The UTA Leadership Academy is designed as a broad leadership development program that includes the essential characteristics and skills needed to be an effective leader in a higher education environment.

- APPLICATION DUE 5 PM ON FRIDAY, November 1, 2019.
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>10:00 – 10:05 AM</td>
<td>Welcome from President Karbhari</td>
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<tr>
<td>10:05 – 10:25 AM</td>
<td>Presentation by Laura Mydlarz</td>
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<tr>
<td>10:30 – 11:00 AM</td>
<td>Mentor-sponsor map activity</td>
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<tr>
<td>11:00 – 11:30 AM</td>
<td>Discussion – Sponsorship at UTA</td>
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<tr>
<td>11:30 – 11:50 AM</td>
<td>Report out from discussions</td>
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<tr>
<td>11:50 – 12:00 PM</td>
<td>Closing remarks</td>
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Sponsor/mentor mapping

What spots were easy to fill out?

What roles were difficult to fill out?

Where are the obvious holes in your mentoring/sponsorship needs?

How do you fix it? What strategies can you use to filling the gaps?

Reflect on how this map has changed throughout your career.

What are the obstacles to sponsorship/mentorship in your department or unit?
Examples of successful protégé-sponsor relationships at UTA and tactics to building the relationship.

- What are examples of some successful protégé-sponsor relationships?
  - What were the challenges?
  - What was the outcome?
  - What did you learn?
  - Anything you would have done differently

- How do we increase sponsorship of women and minorities at the university or in your unit?
  - Women are over-mentored and under-sponsored
  - Increase visibility (specially in fields with less women)

- What is one thing you think would have a large effect on increasing sponsorship at UTA?