**Characteristics of an effective mentor**

**Project development**
- Develops projects of appropriate scope and challenge for UW-Eau Claire students
- Defines project outcomes, both professional and personal
- Acquires resources to perform the project
- Is flexible to modify project as appropriate as it unfolds

**Recruitment**
- Recruits students intentionally to match project to student skills and abilities
- Recruits broadly

**Student development**
- **Initiation stage**
  - Helps student learn background information that represents the depth and breadth of knowledge in the discipline.
  - Communicates expectations and responsibilities (of student and mentor)
  - Creates work plans and division of labor
  - Prepares more senior students to mentor junior students, as appropriate
- **Cultivation stage**
  - Develops working relationship
  - Clarifies performance expectations
  - Teaches and/or trains students in needed skills
  - Challenges students (encourages risk taking and honors failure)
  - Helps students learn and practice characteristics of good scholars
  - Provides clear, constructive critique of student performance and behavior
  - Gathers evidence of quality of student performance in research activities
  - Is an intentional model of professional and personal behavior in scholarly endeavors
  - Provides exposure to the discipline and promotes student visibility/networking opportunities
  - Provides information about content and process: demystifies the system
- **Transformation**
  - Shifts from direction to coaching as appropriate
  - Enables mentor/student roles and relationship to grow and transform
  - Offers opportunities for student independence and agency
- **Completion and Closure – completion of project (product) and end of the formal relationship**
  - Guides creation of final product
  - Guides implementation of presentation, performance or publication of product
  - Encourages reflection on scholarly experience and professional relationship
  - Encourages celebration of accomplishments
  - Helps student envision future development

**Collaborative relationship and environment**
- Is accessible
- Provides regular encouragement, support and counsel
- Conveys passion for learning through the scholarly process
- Supports long-term goals: nurtures the student’s passion and growth
- Assists development of realistic expectations
- Shares power judiciously
- Fosters networks and other mentoring relationships (mentoring constellations)
- Fosters increasing mutuality and collegiality over time
- Protects and supports students when necessary
Evaluation Form: Based on the evidence provided in the applicant’s materials, how would you rate the mentor’s performance on each of the following elements?

<table>
<thead>
<tr>
<th>Element</th>
<th>Rating Options</th>
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</thead>
<tbody>
<tr>
<td>Project development</td>
<td>10</td>
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<tr>
<td>Recruitment</td>
<td>10</td>
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<tr>
<td>Student development - Initiation</td>
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<tr>
<td>Student development – Cultivation</td>
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<tr>
<td>Student development – Transformation</td>
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<td>Student development – Closure</td>
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<tr>
<td>Overall rating</td>
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