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Mentoring in English Canadian Academic Libraries

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English Mentoring in Canadian Academic Libraries

Marni Harrington & Elizabeth Marshall



FACULTY OF INFORMATION & MEDIA STUDIES at The University of Western Ontario



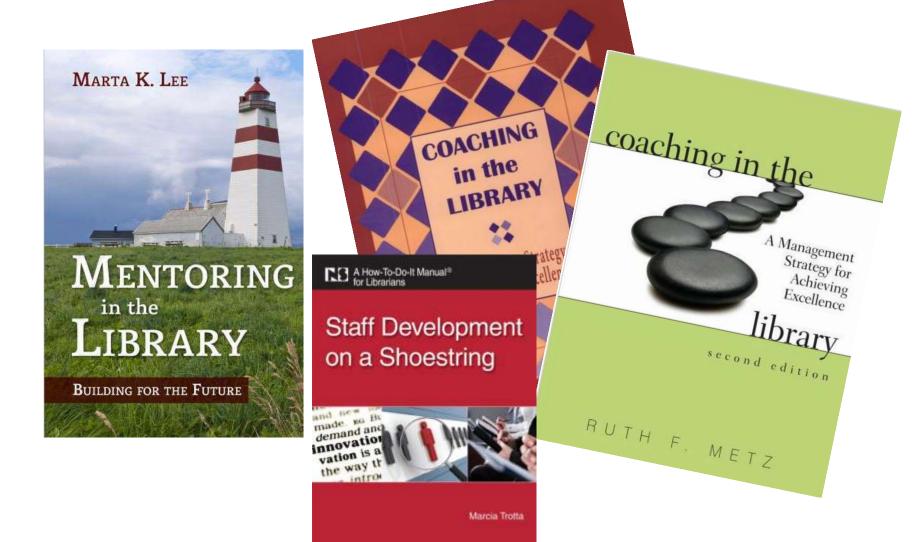


Roadmap

- 1. Mentoring background, briefly
- 2. Some other research
- 3. Overview of our research
- 4. Some results
- 5. Conclusions
- 6. Feedback, discussion, questions



Mentoring & Libraries



Recent Research

- Case reviews
- Minority groups
- Retention / promotion / advancement







The Australian Library Journal

The Future of Human Resources in Canadian Libraries (2005)

8 Rs Study:



RecruitmentRetentionRemunerationReaccreditationRepatriationRejuvenationRetirementRestructuringComparison

Formal role for mentoring

- New librarians recruitment
- Current librarians retention, restructuring
- Administration retirement, restructuring

Other Canadian Content



Mentoring Programs: In Search of the Perfect Model (Law, 2001)

McMaster University pilot project (2007-08, unpublished)

The Practice of Mentoring: reflecting on the critical aspects for leadership development (Hicks, 2011)

Mentoring in Canadian Academic Libraries

- Explore mentoring programs, opportunities and expectations
- New MLIS grads, practicing librarians, library administration
- College and university libraries

Mentoring is when a *trusted* and experienced individual acts as a friend, advisor, coach, guide, teacher or role model to someone less experienced and in need of such a relationship.

More definitions (for the purposes of our research...)

- Mentor a person who acts as a guide, adviser and / or provides support to another person
- Mentee a person who receives guidance and / or support from another person
- Formal organized by administration, expected to participate
- Informal independently seek someone out with more experience (or new experience)

Survey methodology

- Collect email addresses:
 - MLIS Graduates
 - Librarians
 - Directors, deans or heads
- Distribute web survey
 Fluid Surveys



• Analyze data

Recent MLIS Graduates* (Grad)

- Seeking academic library position
- Mentoring expectations
- 23 completed responses

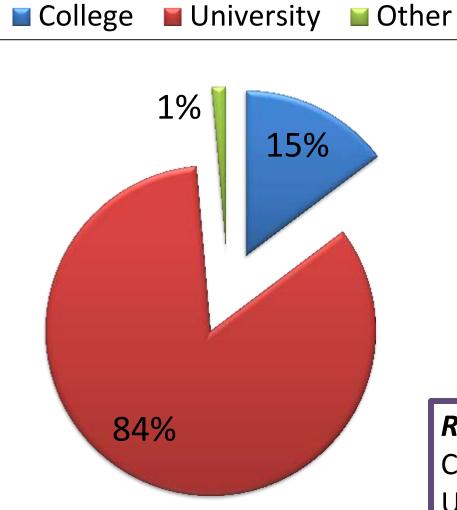


*in progress

Academic Librarians (Lib)

- College or university
- Mentoring experiences
- Mentoring expectations
- Demographic information

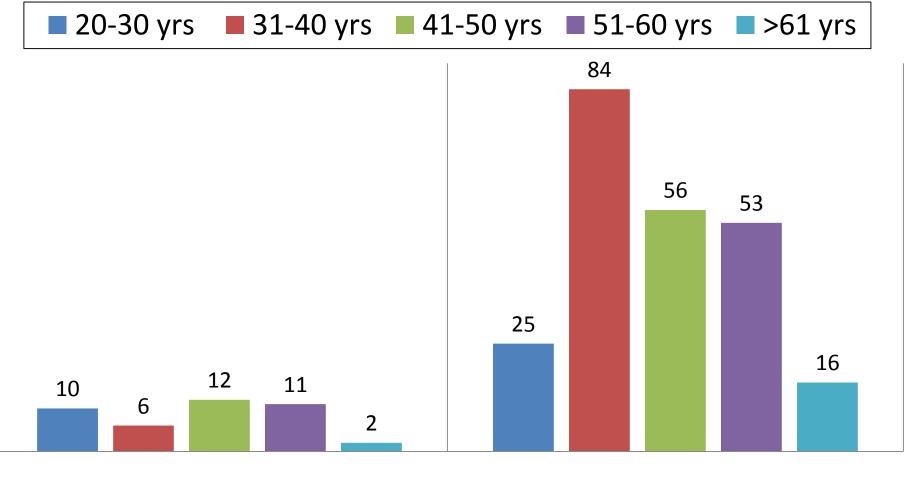
Academic Librarians N=292



Response Rates College: 17% University: 21%

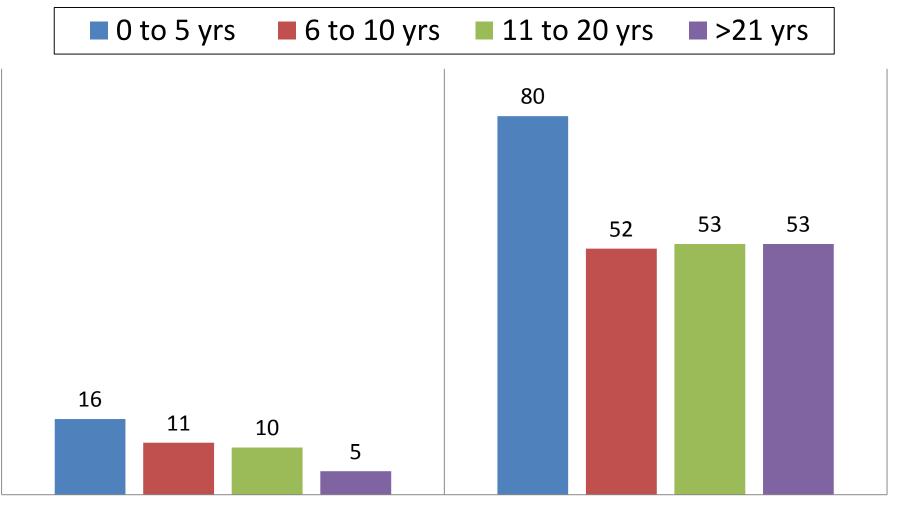
	Lib-College (43)	Lib-University (245)
Full-time professional librarian	77%	82%
Female to Male	3:1	6:1
ratio		

Librarians by Age



Lib-College

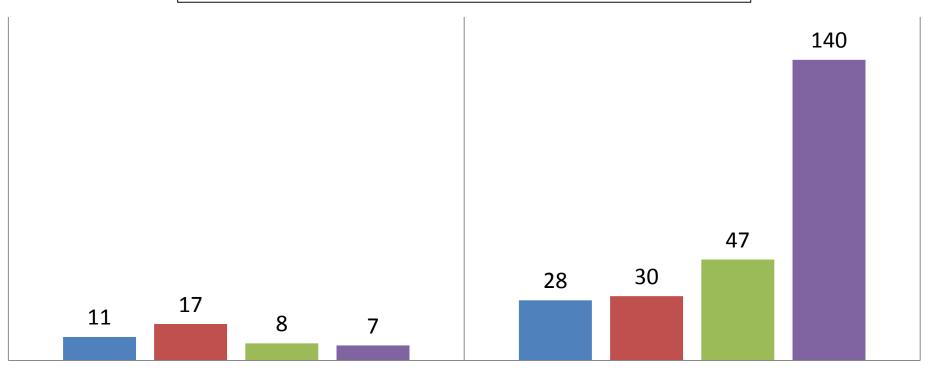
Number of years as academic librarian



Lib-College

Librarians by student population

<5,000 students</p>
5-10,000 students
10-20,000 students
>20,000 students



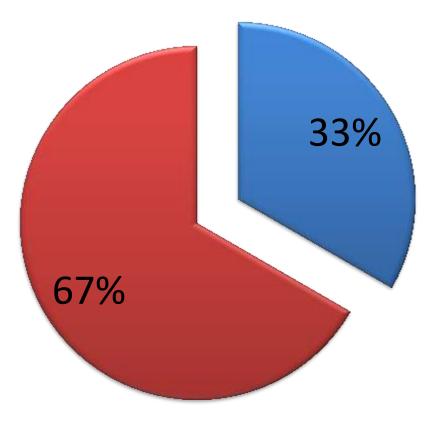
Lib-College

Library Administration (Adm)

- Director, dean or head of libraries (one per institution)
- Mentoring experiences and expectations
- Institutional support
- Success / Costs / Risks
- Demographic information

Academic Administration N=21

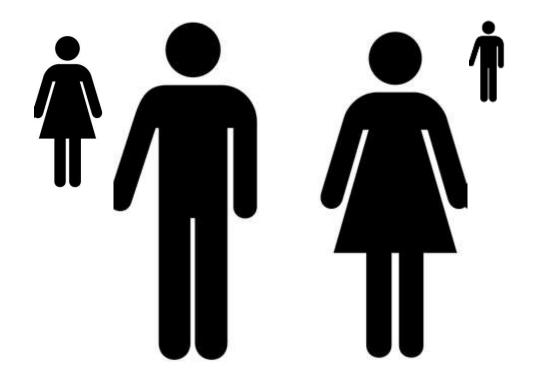
College Library



Response Rates

Adm-College: 13% Adm-University: 18%

	Adm-College (7)	Adm-University (14)
Female to Male ratio	1:2	6:1



A Canadian Perspective?



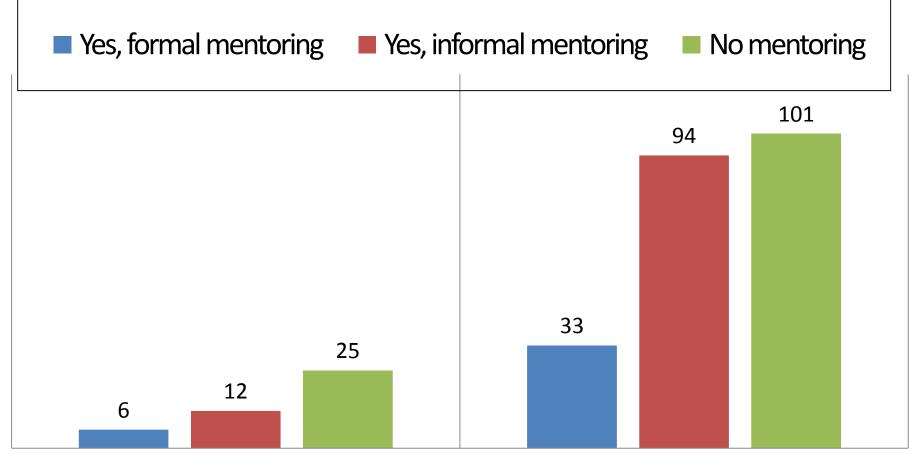
Province	Lib- College (n=43)	Lib- University (n=245)	Adm- College (n=7)	Adm- University (n=14)
British Columbia	11	37	4	1
Alberta	7	41	1	1
Manitoba	2	10		1
Saskatchewan		13		1
Ontario	15	97	1	6
Quebec	1	15		1
New Brunswick		5		
Nova Scotia	3	12		2
Newfoundland and Labrador	3	3		1
Prince Edward Island	1			
Yukon				
Nunavut				
Northwest Territories			1	

Research Questions

- 1: Who is mentoring?
- 2: What are mentoring expectations?
- 3: What are important mentoring activities?
- 4: Is mentoring supported by administration?

1. Who is mentoring?

Is there a mentoring program at your library?



Lib-College

Are you a mentor within your library?

Lib-College: ✓21% ✓89% formal Lib-University: ✓29% ✓22% formal

Adm-College: ✓29% ✓100% informal Adm-University: ✓50% ✓100% informal

Are you a mentor **outside** of your library?

Lib-College: √7% √67% formal Lib-University: √20% √23% formal

Adm-College: √0%

Adm-University: ✓ 50% ✓ 57% formal

Librarians: Is there a relationship b/w mentoring and student population?

Number of students	We have a prog	% Yes	
	YES	NO	
<5,000	12	27	31%
5-10,000	22	23	49%
10-20,000	32	20	62%
>20,000	86	56	61%

YES $\chi^2(3) = 12.58, p < .05$

Librarians: Is there a relationship between <u>being mentored</u> and <u>being a mentor</u>?

l was mentored as a new librarian	l am a mentor		% Yes	
	YES	NO		
YES	34	60	36%	
NO	42	145	22%	

YES $\chi^2(1) = 5.96, p < .02$

Librarians: Is number of years as librarian related to mentoring?

Number of years in academic lib	l am a	% Yes	
	YES	NO	
0 to 5	13	82	14%
6 to 10	12	52	19%
11 to 20	27	37	42%
>21	23	34	40%

YES $\chi^2(3) = 23.51, p < .001$

Librarians and Collective Agreements

(individual data NOT institutional numbers)

No relationship between having a collective agreement and a mentoring program.

✓ 88% Lib-College

(63% part of Faculty Association)

✓ 89% Lib-University

(97% part of Faculty Association)

2. What are mentoring expectations?

Potential mentors (choose all that apply)	Grad (n=23)	Lib- College (n=43)	Lib- University (n=245)	Adm- College (n=7)	Adm- University (n=14)
Library Colleague	96%	80%	84%	100%	43%
Supervisor	92%	57%	53%	86%	50%
Library Director or Head	50%	57%	53%	86%	50%
Faculty members	42%	25%	39%	43%	21%
University Librarian /Dean	33%	30%	39%	57%	57%

Looking back...

When began career, did you have a mentor?

If you did not have a mentor, did you expect to have one?

- ✓ Lib-College: 25%
- ✓ Lib-University:34%

- ✓ Lib-College:28%
- ✓ Lib-University:16%

Looking back...

When began career, did you have a mentor?

If you did not have a mentor, did you expect to have one?

- ✓ Adm-College:1/7
- ✓ Adm-University:5/14
- × Adm-College: 6/6
- × Adm-University: 9/9

Looking ahead...

Thinking about my future (or new) position as an academic librarian, I am expecting mentoring to be available:

✓ Grad: 83%50% formal / 33% informal

3. What are important mentoring activities?

How important are each of the following in a mentoring relationship?

- All groups surveyed
- Investigated 19 mentoring activities
- Importance ranking on 5-point scale

1=not important2=somewhat important3=neutral4=important5=very important

Activity Groupings

- 1. Career Assistance*
- 2. Academic Expertise
- 3. Psychosocial Support*
- 4. Role Model*
- 5. Evaluation

*Adapted from *Mentoring: A Learning Collaboration,* Goodyear (2006)

Career Assistance

"I would want my mentor to share professional experiences... and to help me reflect critically on my own goals, career choices, and practices."

Career Assistance

		Lib-	Lib-	Adm-	Adm-
Rated as important or	Grad	College	University	College	University
very important:	n=21	n=43	n=245	n=7	n=14
Career counselling	82%	79%	81%	47%	57%
Assist with networking	87%	90%	77%	86%	72%
Help with setting professional goals	83%	88%	78%	86%	57%
Open doors for opportunities	56%	81%	65%	43%	64%
Offer challenges	69%	75%	65%	86%	79%

Academic Expertise

"Academic librarianship is not straightforward and a lot is expected of you. Any time devoted to the explanation of publishing expectations, special projects, promotion and tenure, is very welcome. It's a complicated world and often new academic librarians are left to figure it out alone."

Academic Expertise

Rated as important or very important:	Grad n=21	Lib- College n=43	Lib- University n=245	Adm- College n=7	Adm- University n=14
Provide knowledge of subject or discipline	61%	82%	67%	57%	43%
Advise on preparation of promotion and tenure materials	83%	72%	80%	57%	72%
Act as a research resource	61%	65%	50%	58%	50%
Assist with grant writing	43%	42%	35%	14%	36%

Psychosocial Support

"... want feedback and advice about working as a librarian."

Psychosocial Support

		Lib-	Lib-	Adm-	Adm-
Rated as important or	Grad	College	University	College	University
very important:	n=21	n=43	n=245	n=7	n=14
Show interest and					
listen to my	100%	100%	98%	100%	86%
professional concerns					
Provide	92%	93%	96%	100%	93%
encouragement	92/0	33/0	3070	10070	33/0
Provide candid	96%	95%	90%	86%	64%
feedback	9070	3370	50%	0070	0470
Share library gossip	13%	5%	10%	0%	0%

Role Model

"... a mentor should provide real wisdom and insight regarding organizational or professional culture."

Role Model

		Lib-	Lib-	Adm-	Adm-
Rated as important or	Grad	College	University	College	University
very important:	n=21	n=43	n=245	n=7	n=14
Confidential	07 0/	98%	93%	86%	93%
communication	87%	98%	95%	0070	33%
Act as a professional	06%	100%	94%	86%	93%
role model	96%	100%	34%	0070	3370
Share own					
professional	92%	93%	95%	86%	86%
experiences					
Help with orientation	96%	93%	91%	72%	79%
to library culture	30%	3370	91%	1270	1970

Evaluation

"I do not view a mentor as an evaluator, but as a colleague who shares experiences and insight."

Evaluation

		Lib-	Lib-	Adm-	Adm-
Rated as important or	Grad	College	University	College	University
very important:	n=21	n=43	n=245	n=7	n=14
Evaluate	69%	61%	35%	43%	21%
performance	69%	01%	5570	4570	2170
Report to supervisor					
on progress of	43%	45%	15%	28%	7%
relationship					

	As a mentee, how important was	Grad (n=23)	Lib- College (n=11)	Lib- University (n=85)	Adm- University (n=5)
CA	Exposure to more service opportunities	74%	91%	57%	80%
CA	Support for job changes / promotions	78%	100%	68%	80%
AE	Collaboration on peer- review publication	31%	36%	39%	40%
AE	Collaboration on conference presentation	30%	55%	42%	40%
RM	Exposure to new teaching methods	78%	82%	54%	60%
PS	Reduction of professional isolation	96%	100%	94%	100%

4. Is mentoring supported by administration?

Do you have a mentoring program?

Adm-College

✓ 29%
100% informal
100% considered a success

Adm-University

- **√**31%
 - 50% formal
 - 33% considered a success

Do not have mentoring because...

- Lack of:
 - -interest
 - -time
 - -people
 - -turnover
- Other priorities take precedent
- Cannot agree on mentoring program details

Drawbacks or risks?

- May not be taken seriously
- Lack of appropriate mentors
- Problematic matching mentors with mentees
- Preferential treatment
- Remote locations
- Resource intensive

Would mentoring aid in succession planning?

Adm-College √100%

Adm-University

√50%

Unsure 36%

- Mentoring for managers does not translate
- Loss of pay and benefits
- Mentoring for new employees only

Cost of mentoring program?

- Unknown, not sure
- Just time involved
- Not costed
- \$0

Conclusions

1. Who is mentoring?

✓ Librarians who were mentored

✓ Experienced librarians

2. What are mentoring expectations?

New grads are expecting to be mentored
 Colleagues would be best mentors

Conclusions

3. What are some important mentoring activities?

- ✓ Psychosocial support
- ✓ Role modeling
- × Academic expertise

4. Does administration support mentoring?

- ✓ Less than 1/3 have programs
- ✓ *Mostly* agree would aid in succession planning
- ✓ Monetary cost low

Take Home Messages

- 1. New librarians expect to be mentored
- 2. Although costs of mentoring programs are negligible, programs are not available
- If mentored, more likely to be a mentor continuity of a program could have future benefit
- 4. Potential mentors are available

Final thoughts...

- New librarians ask about mentoring programs
- Seasoned librarians reach out to new colleagues (pay-it-forward)
- Administration support a program around Role Models / psychosocial support
- Library education programs:
 - promote mentoring
 - look at Academic Expertise where will it come from?

Feedback, discussion, questions

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