



Athene Mentoring

Handout for Mentors

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This handbook is intended to support mentors in the Athene Mentoring Program in establishing and maintaining their mentoring relationships. It serves as a source of inspiration but also as a reference and sees mentoring primarily as a concept for support, collegial guidance, and the transfer of organizational and experiential knowledge, without prescribing an ideal-typical concept of mentoring.

1. The Athene Mentoring Program

The Athene Mentoring Program supports women - and people who identify as women - in pursuing an academic qualification. The program focuses on the specific situation of women in the academic system and counteracting disadvantages. The program is designed as cascade mentoring in such a way that the participants are usually both mentees and mentors. This creates a network of mentees and mentors across all qualification levels - from BA students to professors. However, it is also possible to join the program only as a mentee or only as a mentor if desired.

In addition, male mentors - usually in tandem with a female mentor - can supervise female postdocs. Nevertheless, we only use the female form in this handout because - as grateful as we are to men for their support - Athene Mentoring is fundamentally intended to be a program by women* for women*. The program is designed differently for each faculty and deviates from the basic conditions described here if required by the subject.

1.1 Objectives and Target Group of the Program

The aim of the Athene Mentoring Program is to counteract the loss of women during academic qualification and to interest female students and academics in the next qualification levels at an early stage. Unlike many other gender equality programs, the program does not focus exclusively on female academics in the post-doc phase but is also aimed at female Bachelor and Master students, doctoral candidates, and professors.

The aim is also not exclusively to remain in the academic system in the long term. Even outside academia, a higher degree, a doctorate, or experience in the post-doc phase is valuable for professional development and helps to gain a foothold in professional life, earn a higher salary or advance to management positions. Women should benefit just as much as men from these better career prospects.

1.2 Duration of the Program

The duration of the program varies from faculty to faculty, but generally lasts one year - with different start dates - and it is possible to remain on the program for as long as desired. After one year, however, there is an evaluation in which, for example, the wish to rematch or leave the program is queried.

1.3 Program Modules

Training: At the beginning of the mentoring program, mentors undergo training in the form of a half-day workshop, if possible, which is intended to prepare them for their work as mentors. In advanced workshops for mentors, certain aspects of mentoring are dealt with in greater depth.

Matching: Matching takes place within the faculties based on the information provided in the registration or evaluation form. Rematching is not only possible one year after the evaluation but can also take place during the term of the program if required and possible. To ensure that all mentors and mentees can be matched appropriately, the matching process naturally depends on the participation of a sufficient number of students and academics at the various qualification levels.

Mentoring Agreement: The mentoring agreement is a kind of contract between the mentee and the mentor. It sets out the goals and possible topics of the mentoring program. A confidentiality agreement - for which a template is provided - concludes the agreement. It serves to discuss and clarify the expectations of both sides.

Mentoring Meetings: Mentor and mentee meet at individually agreed intervals. In individual discussions, the mentee receives support in planning her future career as well as in professional and personal decision-making processes and is introduced to informal knowledge. The mentoring meetings are at the heart of the program.

Workshops and Networking Opportunities: The mentoring program is accompanied by workshops and networking opportunities. Workshops offer the opportunity to expand career-relevant (key) competences on the academic path. Networking opportunities offer mentors and mentees the opportunity to expand their professional network in a targeted manner and to exchange ideas with each other.

2 The Role of the Mentor in Athene Mentoring

A mentor does not need to have extensive knowledge of the University of Tübingen, the academic system or her own subject. Rather, a mentor is an advisory companion and like-minded person who is already one step further in her career and has mastered the problems and challenges that the mentee is currently facing.

A mentor therefore does not have to be able to answer all questions herself, her task is rather to take up questions and problems that arise so that solutions can be sought together in the mentoring network. Questions can therefore be passed on to the Gender Equality Office at any time. In addition, the organisational team in the faculties and the Gender Equality Office are always available, if problems or uncertainties arise. The same applies to mentees.

The following requirements apply to mentors for participation in the program:

- Interest in the topic of women in studies and academia/science
- Willingness to build and develop the mentoring relationship

- Willingness to pass on your own experience and (informal) knowledge to a mentee
- Willingness to participate in a workshop for mentors
- Interest in networking and exchange within the program
- Willingness to participate in the evaluation of the program

2.1 Reasons to become a Mentor

While it makes sense for many to apply as a mentee in a mentoring program, quite a few people think of taking on a mentoring role as an additional burden. However, experienced mentors report that being a mentor is very rewarding.

By no means is networking and exchange not beneficial when it occurs between individuals of similar or higher qualifications. Mentors, especially those from higher qualification levels, have told us they find the private exchange with their mentees valuable and helpful for their own situation within their faculty.

In addition, many mentors find it beneficial to pass on the experience they have gained during their studies and during their academic qualification and to reflect on it once again - in connection with the feedback from the mentees. This reflection can be helpful regarding further career decisions and strengthen the position achieved. At the same time, the mentee's own leadership and counselling skills are further developed.

Integration into the mentoring network also helps to raise the issue of discrimination experienced by women in everyday life at university and to act against it.

In practical terms, a certificate can also be issued for the activity as a mentor in Athene Mentoring, which can be attached to job applications. Mentors who would like to receive such a certificate should contact the Gender Equality Office. This certificate not only lists the mentoring activity, but also the training events attended.

2.2 Communication in the Mentoring Process

To establish an open, considerate, and productive mentoring relationship, it is considered particularly important for mentors to reflect on their own gender-related experiences and to address existing discriminatory structures from a gender perspective.

It also makes sense for the mentor to communicate her own role transparently to the mentee. To clarify mutual expectations and the role of the mentor, the mentor and mentee should therefore come to an agreement.

The following points should be clarified:

- What can the mentee expect?
- What can the mentor help with/provide?
- What can't the mentor do?

In the mentoring relationship, the mentor should:

- Give critical and constructive feedback
- Provide advice and support
- Support you in achieving your goals
- Support them in further developing their own competences

What doesn't a mentor have to do?

- Content counselling and review of qualification papers
- (psychological) therapy
- Career counselling

What can the mentor do?

- Knowledge transfer through exchange of experience
- Imparting informal and implicit knowledge about science as a field of work
- Imparting knowledge from experience on typical processes, paths, and roadblocks in qualification
- Exchange of experiences on work-life balance and, if applicable, on questions of reconciling studies and science with family responsibilities
- Provide food for thought on self-perception and the perception of others
- Provide motivation and empowerment on the career path

To create a basis for successful mentoring, it is important to adhere to certain rules of behaviour.

These "rules of the game" include:

- Mutual trust
- Confidentiality (secrecy, 'safe space')
- Voluntariness
- Liability
- Compliance with (target) agreements
- Establishing equal co-operation
- Openness

- Tolerance
- Open-mindedness for new ideas
- Appreciative feedback

3 Mentoring Meeting

3.1 Preparation and Organisation of the First Meeting

Before the first meeting, mentors can ask their mentees to think about the following questions:

- What do I hope to gain from mentoring?
- What inspires me and motivates me to pursue a career in science?
- What are my wishes for my career (inside or outside academia)?
- What fears and uncertainties do I have about my (future) career/study program?
- Are there any topics that particularly interest me?

It is helpful for the mentors themselves to be clear about the following questions:

- What do I hope to gain from my role as a mentor?
- What have been particularly nice/positive/motivating experiences on my path in science so far?
- Why did I choose my current career?
- What challenges and problems have I encountered in my career up until now?
- Are there any areas in which I have had particularly formative experiences on my career path?

These questions can, but do not have to, be addressed at the first meeting. However, it is recommended that you go through the mentoring agreement together at this meeting and discuss and answer the questions it raises. These concern the topics of the mentoring meetings, the desired working methods, and the clarification of confidentiality. Of course, these agreements are not binding, but can be adapted to new conditions at any time in a joint discussion. It is also helpful to record these changes in writing to avoid any ambiguities.

3.2 Further Meetings

The frequency of meetings between mentees and mentors is determined on an individual basis. A meeting every four to eight weeks is recommended. These meetings can also take place via video call and be supplemented with telephone calls and e-mail exchanges.

Mentors should consider in advance how much time they are willing to invest and to what extent they want to be available to their mentees for contact via email or similar. It is legitimate to set and clarify your own boundaries here and you can also sharpen them at any time!

The place where you meet is individual, some meet exclusively online, others only in person and for some a good mix of both works.

If the meeting takes place in person, you can also choose the location yourself, whether in a café, in the office or on a walk. The location is often chosen according to the topic. The mentor should bear in mind that the choice of location will influence the nature of the conversation. A meeting in the mentor's office or in a meeting room at the university can ensure a higher level of commitment from the mentees and strengthens the working nature of a meeting. A meeting in an informal setting such as a café or on a walk, on the other hand, can encourage a more confidential exchange.

The content of the mentoring meetings can be determined individually and can cover the following topics:

- Shaping your career
- Further development of personal skills
- Transfer of experience and 'rules of the game'
- Networking: Academia and Business
- Financing and funding opportunities, project resources
- Work-life balance
- Balancing family and career/care responsibilities, family planning...
- Sexual harassment, discrimination

The preparation of the meetings can also vary. Some mentors prepare the meetings by thinking about questions for individual meetings as part of the agreements made other do not. They also consider whether the form of the meeting should include a discussion or whether it should include presentations. In mentoring groups with several mentees, for example, it is also possible to alternate between having just one mentee talk about their situation while the others give structured feedback. Methods that can be used in such mentoring discussions are taught in advanced workshops for mentors or in training events such as "individual case counselling".

In addition to the mentor preparing and structuring the meetings, there are also mentors who leave this task to the mentees. In this case, it is the mentee's responsibility to determine the content of the meeting and prepare questions to be discussed.

It makes sense to reflect together at regular intervals on whether the agreements made in the mentoring agreement are still being fulfilled or should be adjusted if necessary. It is also helpful if the mentor and mentee give each other feedback in this context. In mentoring groups, it can be useful to choose a conversation in private for feedback, rather than a discussion with the whole group.

4 Contacts

In some cases, mentees need support that the mentor cannot provide. This may involve financial support via scholarships, for example, or counselling on sexual harassment, studying with a child or psychological counselling. For this purpose, we have compiled a list of possible points of contact that mentors can use to refer their mentees to.

4.1 Offices of the Gender Equality Office at the University of Tübingen

However, mentors and mentees can contact the **Gender Equality Office** first at any time:

- gleichstellungsbuero@uni-tuebingen.de
- Website of the Gender Equality Office: <https://uni-tuebingen.de/en/45197>
- The contact persons for Athene Mentoring within the Gender Equality Office are Aileen Priester and Melanie Stelly. Further contacts are Anke Wenta and Susanne Weitbrecht.

Of course, the colleagues in the **family office** are also available for counselling:

- familienbuero@uni-tuebingen.de
- Website of the family office: <https://uni-tuebingen.de/en/39962>
- Your contacts are Gabi Efferenn (general counselling) and Melanie Stelly (childcare)

and the colleagues in the **Diversity Office**:

- diversitaetsbuero@uni-tuebingen.de
- Website of the Diversity Office: <https://uni-tuebingen.de/en/158484>
- Contact persons are Inken Köhler and Ulrike Thrien

4.2 Contacts for Mentees in the Study Phase

General

- Financial support from the emergency fund of the StuRA: <https://www.stura-tuebingen.de/foerderung/notlagenhilfe/>

Counselling

- Student counselling (general)
<https://uni-tuebingen.de/en/study/advice-and-info/general-study-counseling-service/>
- Advice & information at university level
<https://uni-tuebingen.de/en/study/advice-and-info/>
Legal advice: Students of the Faculty of Law
<https://lawandlegal.de/standorte/tuebingen>
- Psychological counselling (Studierendenwerk)
<https://www.my-stuwe.de/en/advice/psychotherapeutic-counselling/>
- Teacher counselling (TÜSE)
<https://uni-tuebingen.de/einrichtungen/zentrale-einrichtungen/tuebingen-school-of-education-tuese/studium/studienberatung-lehramt/>

Study Abroad

- Erasmus
<https://uni-tuebingen.de/en/international/studieren-im-ausland/wege-ins-ausland/erasmus/>
- "Studying abroad" - *International Office*
<https://uni-tuebingen.de/en/international/studying-abroad/>
- "Pathways abroad" (studies, summer school, internships)
<https://uni-tuebingen.de/en/international/studying-abroad/ways-to-go-abroad/>
- Funding opportunities (study & research - abroad and in Germany)
<https://www.uni-tuebingen.de/international/studieren-im-ausland/finanzierung-und-foerderung.html>
- DAAD
<https://www.daad.de/de/>
- Bafög abroad
<http://www.studentenwerke.de/de/node/1047>

Financing & Job Opportunities

- Funding opportunities (study & research - abroad and in Germany)
<https://www.uni-tuebingen.de/international/studieren-im-ausland/finanzierung-und-foerderung.html>
- International research funding
<https://www.uni-tuebingen.de/international/forschung/foerderung.html>
- Student financing
<https://www.uni-tuebingen.de/studium/rund-ums-studium/studienfinanzierung.html>

- Bafög
<https://www.uni-tuebingen.de/studium/rund-ums-studium/studienfinanzierung/bafoeg.html>
- Education loan
http://www.bva.bund.de/DE/Organisation/Abteilungen/Abteilung_BT/Bildungskredit/bildungskredit_node.html
- BMBF / organisations for the promotion of gifted students
<https://www.bmbf.de/de/die-begabtenfoerderungswerke-884.html>
- Scholarships (Find scholarships)
<https://www.uni-tuebingen.de/studium/rund-ums-studium/studienfinanzierung/stipendien.html>
- Scholarship database
<https://www.stipendienlotse.de/>
- Housing benefit
<https://www.uni-tuebingen.de/einrichtungen/gleichstellung/gleichstellungsbeauftragte/familienbuero/studieren-mit-kind-in-tuebingen/finanzierung/wohngeld.html>
- Job exchanges
<https://uni-tuebingen.de/universitaet/karriere/freie-stellen/>
- <https://de.indeed.com/Werkstudent-Jobs-in-Stuttgart>

General "All about student life"

- "All about studying" in Tü (housing, food, financing, culture, commitment,...)
<https://www.uni-tuebingen.de/studium/rund-ums-studium.html>
- "Study organisation" in Tü (starting your studies, fees, studying successfully, administration, semester and study planning, reorientation)
<https://www.uni-tuebingen.de/studium/studienorganisation.html>
- "Counselling and information" at the university
<https://uni-tuebingen.de/studium/beratung-und-info/>
- "Career guidance"
<https://www.uni-tuebingen.de/studium/berufsorientierung.html>

Leisure, Culture, further Education

- Interdisciplinary skills (course program for "key qualifications")
<https://uni-tuebingen.de/studium/studienangebot/schluesselqualifikationen-das-studium-professionale/>
- Further "key qualification offers"
<https://www.uni-tuebingen.de/studium/studienangebot/schluesselqualifikationen-das->

studium-professionale/weitere-schlueselqualifikations-angebote.html

- Commitment: 20 student initiatives
<https://weltethos-institut.org/en/>
<http://worldcitizen.school/>
- Commitment: Groups and initiatives
<https://www.uni-tuebingen.de/studium/rund-ums-studium/studentisches-engagement/gruppen-und-initiativen.html>
- Forum Scientiarium
<http://www.forum-scientiarum.uni-tuebingen.de/>
- Cultural programs at the University of Tübingen
<https://www.uni-tuebingen.de/studium/rund-ums-studium/kulturangebote.html>
- University sports (registration always 1 week before the start of the course)
<http://www.hsp.uni-tuebingen.de/>

4.3 Contacts for Doctoral Students, Postdocs, and other Early Career Researchers

General Information

- "FAQ - by PhDs and Postdocs": Department of Geosciences Eberhard Karls University of Tübingen, organised by PhD/Postdoc Representatives (Department of Geosciences), October 2020

Foreign Mentors

- Welcome Centre for international researchers
<https://uni-tuebingen.de/international/welcome-center/anmeldung-1/>
- DAAD
<https://www.daad.de/de/>

Promotional Offers

- Humboldt Foundation
<https://www.humboldt-foundation.de/bewerben/foerderprogramme/humboldt-forschungsstipendium>
- Research funding at the University of Tübingen
<https://uni-tuebingen.de/einrichtungen/verwaltung/ii-forschung/forschungsfoerderung/>
- Research in Germany
<https://www.research-in-germany.org/en.html>

- Graduate Academy
<https://uni-tuebingen.de/forschung/nachwuchsfoerderung/graduiertenakademie/>

Further Training Programms

- Centre for University Didactics Baden-Württemberg
<https://www.hdz-bawue.de/> (English programme items also available)

4.4 Other Contacts

Health Offers, Cultural Offers

- Mental health services at the University of Tübingen
<https://uni-tuebingen.de/einrichtungen/personalvertretungen-beratung-beauftragte/psychosoziale-beratungsstelle/>
Physical health programs at the University of Tübingen
<https://uni-tuebingen.de/einrichtungen/personalvertretungen-beratung-beauftragte/betriebliches-gesundheitsmanagement/>
- University sports
<http://www.hsp.uni-tuebingen.de/>
- Cultural programs at the University of Tübingen
<https://www.uni-tuebingen.de/studium/rund-ums-studium/kulturangebote.html>

Extra for women

- Gender Equality Office University of Tübingen
<https://uni-tuebingen.de/einrichtungen/gleichstellung/gleichstellungsbeauftragte/gleichstellungsbuero/>

For young Families

- Family Office
<https://uni-tuebingen.de/de/39962>
- Family Room
<https://uni-tuebingen.de/de/65729>

Possible Organizations for Financial Support for Women

- Brigitte-Schlieben-Lange Program

- <http://mwk.baden-wuerttemberg.de/de/service/presse/pressemitteilung/pid/brigitte-schlieben-lange-programm-ausgeschrieben-1/>
- Christiane Nüsslein-Volhard Foundation
<http://www.cnv-stiftung.de/index.php?id=2>
- Woman & Money
<http://www.frau-und-geld.com/>
- Frankfurt Maecenia Foundation for Women in Science and Art <http://www.maecenia-frankfurt.de/>
- Margarete von Wrangell Habilitation Program
<http://margarete-von-wrangell.de/>
- Mathilde Planck Teaching Assignment Program
<https://www.lakof-bw.de/fuer-akademikerinnen/foerderprogramme/mathilde-planck-lehrauftragsprogramm/>

Support in Cases of Sexual Harassment and Violence

- Gender Equality Office University of Tübingen
gleichstellungsbuero@uni-tuebingen.de
- Counsel of confidence for sexual harassment, Baden-Württemberg
<https://mwk.baden-wuerttemberg.de/de/service/anwaltliche-beratung/vertrauensanwaeltin-fuer-sexuelle-belaestigung/>
- Autonomous women's refuge Tübingen Women help women
<https://www.frauen-helfen-frauen-tuebingen.de/autonomes-frauenhaus>
- AGIT Contact point for sexualised violence in Tübingen for women* Counselling for women
<https://www.frauen-helfen-frauen-tuebingen.de/anlaufstelle-sexualisierte-gewalt-agit>
- Domestic violence intervention centre
<https://www.frauen-helfen-frauen-tuebingen.de/>
- Clarification and conflict support - help for self-help
<https://hilfezurselbsthilfe.org/>
- TIMA e.V. - Specialist centre for girl-empowering prevention and against sexualised violence against girls
<https://tima-ev.de/>
- The violence against women helpline: Phone: 08000116016
<https://www.bafza.de/rat-und-hilfe/hilfetelefon-gewalt-gegen-frauen>

Support with Childcare

- Studying with a child

- <https://kids.my-stuwe.de/>
- Parents' Initiative Tübingen e.V.
- <http://www.kita-tuebingen.de/>
- KITA - University Hospital
<https://www.medizin.uni-tuebingen.de/de/das-klinikum/einrichtungen/zentrale-einrichtungen/kita>
- Research and family
<http://www.medizin.uni-tuebingen.de/Forschung/Gleichstellung/Forschung+and+family.html>
- Search and find daycare centres
<http://www.tuebingen.de/kitas>
- Holiday care offers
<https://uni-tuebingen.de/einrichtungen/gleichstellung/gleichstellungsbeauftragte/familienbuero/kinderbetreuung/ferienbetreuungsangebote/>
- Childcare at conferences
<https://uni-tuebingen.de/einrichtungen/gleichstellung/gleichstellungsbeauftragte/familienbuero/kinderbetreuung/kinderbetreuung-bei-tagungen/>
- "When my child is ill"
<https://unituebingen.de/einrichtungen/gleichstellung/gleichstellungsbeauftragte/familienbuero/arbeiten-mit-kind/wenn-das-kind-krank-ist/>