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IMPORTANT
The Academic Year-Long Mentoring Program is a professional partnership and a time commitment, and both participants are expected to treat it as such. It is incumbent upon the Mentee to contact her/his Mentor on a regular basis, and it is the Mentor’s responsibility to respond to her/his Mentee in a timely manner.

If you contact your Mentor/Mentee and do not hear back in a reasonable amount of time, please contact the EOC office right away. We are here to ensure that you have the best possible experience, but if we do not hear from you, we are left to assume that the relationship is progressing well. Keeping the EOC office informed is crucial to the success of your mentorship.

EOC Office Contact Info:
General Inquiries: executivesoncampus@baruch.cuny.edu
Mentor contact: Kimberly Chu at kimberly.chu@baruch.cuny.edu
Mentees contact: Karolina Novak-Choinska at karolina.novak-choinska@baruch.cuny.edu

DISCLAIMER
This Guidebook is intended solely for the internal use of Executives on Campus Academic Year-Long Mentoring Program Mentors and Mentees, and may not be duplicated, borrowed or repurposed. All the content* in this Guidebook, is the property of Executives on Campus at Baruch College, all rights reserved. *How to be a Good Mentor, and How to be a Good Mentee are property of ASAE Center, http://www.asaecenter.org
Executives on Campus (EOC) is a program at Baruch College that provides undergraduate and graduate students in all three Baruch Schools (the Zicklin School of Business, the Weissman School of Arts and Sciences and the School of Public Affairs) with Mentors who help with networking, interviewing and other essential soft skills to make Baruch students competitive in today’s job market. EOC is a community and network of Mentors, Mentees and Mentee alumni.

EOC is unique to Baruch, no mentoring organization of this scope exists in other colleges.

Mentors say:
I have been involved as a mentor with Executives on Campus (EOC) for over 6 years. Relationships that develop between Mentor and Mentee last well beyond the span of the Academic Year-Long Program. How rewarding it is to know that you have made a difference.

Mentees say:
The Academic Year-Long Mentoring Program has met my expectations. I was paired with a wonderful mentor who helped me gain insight into the “real” business world. Due to his suggestions I was able to succeed in my internship search.
EOC Founders

Richard Merians
Richard S. Merians is the Chairman and CEO of Home Delivery America. Mr. Merians founded the company in 1965 as a delivery firm. It has become one of the largest furniture and appliance warehousing and home delivery companies in the country with more than two million pieces shipped annually. Mr. Merians launched Executives on Campus at Baruch in the fall of 2000 with the help of four classmates from the Class of 1955 with the goal of advancing student career opportunities. His area of expertise is logistics and entrepreneurship. Mr. Merians on the Board of the Baruch College Fund. On April 6, 2001, the Lawrence N. Field for Entrepreneurship & Small Business awarded the Entrepreneur of the Year Award to Mr. Merians.

Paul Koren
Mr. Koren is a retired partner of Goldstein Golub Kessler LLP, a large regional Certified Public Accounting firm and managing director of American Express Tax and Business Services. As the Senior Audit Partner at GGK, he managed the firm’s audit practice and provided audit services for a diverse clientele in both the public and private sectors. Mr. Koren developed the firm’s hedge fund practice which grew to become one of the largest in country. As an early leader in accounting for hedge funds, he developed many of the methods employed in accounting and auditing such funds. Mr. Koren is one of the founders of Baruch College’s Executives on Campus, and on the Baruch College Fund Board.

Norman Brust
Norman Brust received his BBA- advertising major from Baruch College in 1955. Since then his entire career has been spent in the fields of marketing, advertising and public relations. For most of that time he has focused on the telecommunications and information technology industries. He worked for WorldCom when it was a start-up division of ITT, for MCI when it first began operations in the early 70’s and, most recently, for Contel Corp. which merged with GTE in 1991 and then with Bell Atlantic to become Verizon. Mr. Brust founded Executives On Campus to encourage volunteerism and engagement in the Baruch community.
Program Overview

Thank you for participating in EOC’s Academic Year-Long Mentoring Program. This Program serves students from all three schools at Baruch: the School of Public Affairs, the Weissman School of Arts & Sciences and Zicklin School of Business. The Program assists Mentees in defining and achieving their career goals by providing Mentors to support, counsel and serve as role models for the Mentees. Not only does the Mentor assist and advise in the career development process but s/he can also serve as a friend and advocate. This program runs from September through May of the academic school year.

This document is a guidebook to help you with your Mentoring relationship. If at any time you have questions, you may contact the EOC staff, Kimberly Chu and Karolina Novak-Choinska at 646.660.6088/6127 or email them at kimberly.chu@baruch.cuny.edu or karolina.novak-choinska@baruch.cuny.edu. They are always available to offer guidance and answer questions.

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If you contact your Mentor/Mentee and do not hear back in a reasonable amount of time, please contact the EOC office right away. We are here to ensure that you have the best possible experience, but if we do not hear from you, we are left to assume that the relationship is progressing well. Keeping the EOC office informed is crucial to the success of your Mentorship.

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Mentors say:

It is very rewarding to work with these young, bright students, who are very smart and who seek advice on their future careers. I’d like to believe that my advice and encouragement will make a difference in their career development, and that I am able to help them focus and choose what’s right for them.
The Role of a Mentor and a Mentee

A Mentor serves far more than a resource for a job or as an introduction to key figures in an industry - Mentors are also an objective sounding board and experienced business person that the Mentee can look to as a role model and source of knowledge.

The role of the Mentor is to assist Mentees in professional and personal development, not to find them a job, but to prepare them for their job search, and guide them on their careerpath.

Mentors help Mentees:
- Set developmental goals in their field
- Have one-on-one open interaction with a senior executive
- Transfer technical as well as formal and informal industry related and career focused knowledge
- Increase the communication skills through career focused dialogue
- Promote personal enrichment
- Improve resume preparation
- Develop networking skills
- Improve interviewing skills
- Provide interview debriefings
- Identify resources to help Mentee enhance personal development and career growth

A Mentee plays an active role in the Mentoring relationships.
Mentees play many different roles during the course of the Mentoring relationship. The following are some important roles to keep in mind:

Role of Mentee:
- Identify the skills, knowledge, and/or goals that you want to achieve and communicate them to your Mentor
- Bring up new topics that are important to you at any point and give feedback for your Mentor
- Maintain a Mentoring plan and work with your Mentor to set up goals, developmental activities, and time frames
- Work with your Mentor to seek resources for learning; identify people and information that might be helpful
- Look for opportunities to give back to your Mentor; share any information that you think might be valuable
- Take full advantage of this opportunity to learn

Mentees say:
I’m so fortunate to have my Mentor; I can learn so much from her. She has invaluable knowledge and expertise, and expanded my business acumen. We’ve discussed my background, professional goals, and she shared her experience of making a transition into the finance world. I’m very enthusiastic about our Mentorship, and I let her know that I’m looking forward to our next meeting.
Program Requirements and Expectations

Mentor Requirements

- Meet with Mentee once/month in-person
- Respond to EOC outreach once/semester to ascertain that the Mentoring relationship is progressing
- Reach out to the EOC office if Mentee in unresponsive or in need of additional support
- Complete end of Program Exit Survey in May 2014

Mentee Requirements

- Meet with Mentor once/month in-person
- Attend once-a-semester walk-ins (check-ins) with the EOC office or Mentee Alumni Program (MAP)
- Reach out to the EOC office if Mentor in unresponsive
- Complete end of Program Exit Survey in May 2014

Expectations of Mentor

- Maintain contact with Mentee and accommodate once monthly in-person meetings along with email and phone communication
- Respond to Mentee outreach in a timely fashion
- Attend all scheduled Mentee meetings and provide Mentee with at least 24 hours’ notice if need to reschedule
- Behave in a professional manner, both through actions and communication when interacting with a Mentee
- Be prepared to answer Mentee’s questions and to address his/her interests and concerns at Mentee meetings
- Contact EOC office with questions or concerns about the program, Mentee or other aspects of the experience
- Notify EOC of any inappropriate behavior on the part of the Mentee

Expectations of the Mentee

- Do the work: Understand that this is a partnership and you will get out what you put in
- Take initiative and contact your Mentor to schedule monthly meetings
- Ensure that all Mentor correspondence, both written and verbal is of a professional nature
- Acknowledge all Mentor calls, emails and invites in a timely manner
- Will not ask or expect Mentor to secure a job or internship
- Will not share Mentor contact information with anyone unless given permission by Mentor to do so
- Attend all scheduled meetings on time, and provide Mentor with at least 24 hours’ notice if need to reschedule
- Come to Mentor meetings prepared with questions, interests and topics for discussion
- Contact the EOC staff if there are any questions or concerns about the Program, Mentor or other aspects of the experience
- Inform EOC of any unethical and/or inappropriate Mentor behavior

Mentees say:
This is a great opportunity for students to receive feedback and tips from experienced industry leaders. It’s amazing that we have access to so many talented and willing Mentors. I found that the opportunity to interact with a seasoned professional was highly beneficial. The Program met and exceeded my goals.
The First Meeting

After the Mentor/Mentee matches are made, the Mentee is responsible for setting up the first meeting with his/her Mentor. The initial meeting will set the tone and establish expectations and goals for the Mentorship. Mentors need to stress the importance to the Mentee of being prepared for all meetings. It is at this time that the pair should discuss the forms of communication that work best for each other. The Mentor and Mentees should meet at least once a month in person.

During the first meeting, both Mentors and Mentees should list their goals and expectations for the Mentoring partnership. The first meeting should be an opportunity for both the Mentor and Mentee to share his/her background. Mentees should NEVER ask for a job or internship from their Mentor. Depending on the chemistry between the Mentor and Mentee, future meetings may be more or less formal. However, structure is beneficial to many Mentees and receiving ‘assignments’ from their Mentors helps them achieve their goals.

Suggested Topics to Cover:

- Networking
- Communication
- How to market one’s self / personal elevator pitch
- Interviewing skills/tips
- Conduct mock interviews
- Business etiquette
- Resume / cover letter critique/areas of improvement
- Career guidance and direction
- Time management
- Targeted job search strategies
- International student issues*/ cultural adaptation to the US workplace (small talk, eye-contact, first name informality etc.)

*As a Mentor you are not expected to know about visas or sponsorship. If these questions arise, please refer them to International Student Service Center at 151 East 25th Street, 7th Floor, Room 730, 646.312.2050

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Mentees say:
I had my first meeting with my Mentor yesterday and it was great. He was very engaging and gave me a lot of useful tips on interview techniques. Next time we meet, he has assigned a task to me to practice few interview questions and do a mock interview with him. I’m privileged to have him as my Mentor and look forward to our future meetings.
Mentor Frequently Asked Questions

How often do I meet with my Mentee?
Mentors and Mentees must meet in-person at least once a month; it is a requirement of the Program. Face-to-face meetings are a vital part of the Academic Year-Long Mentoring Program; Mentors and Mentees are also required to keep regular contact via email.

What should I talk about with my Mentee?
The Academic Year-Long Mentoring Program is a partnership that requires work and commitment from both you and your Mentee. As a Mentor, you are a valuable resource for your Mentee and can greatly contribute to his/her professional development. Mentees should maximize meetings with their Mentor and come prepared with topics for discussion and goals they are working towards, along with any updates on their progress. Throughout the Mentorship, it is important that you follow-up and provide constructive feedback on any assignments you have given your Mentee and any progress s/he has made towards achieving her/his goals. In addition to working on concrete objectives, Mentees are encouraged to take the opportunity to discuss current trends in business, markets, culture, travel, as well as discuss upcoming lectures and events that both you and your Mentee could attend.

What can I help my Mentee with?
Your Mentee is focused on his/her professional development. To contribute to this, as a Mentor you can:

• Offer feedback on his/her current job search by reviewing resumes, cover letters, and job applications
• Conduct practice interviews
• Help develop communication and networking skills
• Provide a professional insight on careers, industries, business etiquette and corporate culture
• Encourage and support him/her in creating a personal brand

* Please note that Mentors are not expected to provide their Mentees with job or internship opportunities, and Mentees are not allowed to ask their Mentor for a job, internship or access to their Mentor’s contacts.

Where do I meet with my Mentee?
Mentors and Mentees understand that the Academic Year-Long Mentoring Program is a professional relationship. Mentors and Mentees may meet at the Mentor’s office, on campus or at a coffee shop. EOC offers a quiet room in the NVC on the 14th floor; that room can be booked through the EOC office by emailing executivesoncampus@baruch.cuny.edu.

What if I get matched with a Mentee outside my area/industry?
The objective of the Program is to connect Mentees with professionals from all areas, to network and build relationships that ultimately will help the Mentee develop professionally and personally. The Program offers Mentees the opportunity to get out of their comfort zone. Mentees are able to practice in a safe environment for later situations in the real world, learn about other perspectives and experiences, gain value in knowing people with more life/work experience that can be useful across industries, and have insight on corporate cultures and successful branding. Mentors are valuable to the growth and the development of the Mentee even if they do not share the same industry. The pure concept of networking is to be open and connect with as many different people as possible because a person’s career development is never a straight line.

My Mentee does not have a clear idea of what career path/profession they would like to pursue. How can I help them?
Not all Mentees have a clear vision/idea of what career path/profession they would like to pursue. The best way to help your Mentee is to first and foremost be a good listener and to ask your Mentee thought-provoking questions to start the conversation about career path options. Then, share your own experiences to illustrate your career development. As a Mentor it is very important to help the Mentee with this process of career development and personal discovery and to share your experiences with the Mentee, without imposing your opinions and your own career path on her/him.

What do I do if I am having a problem with my Mentee? What do I do if my Mentee does not respond to my emails/phone calls?
It is the Mentee’s responsibility to be proactive in maintaining contact with his/her Mentor. Both Mentors and Mentees are informed that they are required to keep regular contact with one another. If you are experiencing difficulties with your Mentee or are having trouble contacting your Mentee, do not hesitate to inform the EOC office at executivesoncampus@baruch.cuny.edu. We are here for you, to help you make the most out of the Program. We will gladly reach out to your Mentee and facilitate contact between you. Although it is up to the Mentee to be proactive and reach out, sometimes s/he may be shy or overwhelmed and need encouragement. It is helpful for the Mentor to check in with the Mentee if s/he has not been in touch recently.

What if my schedule or circumstances change and I can no longer honor my commitment to the Program and my Mentee?
We understand that circumstances can change and affect your availability. If you can no longer meet the requirements of the Program, please contact the EOC office at executivesoncampus@baruch.cuny.edu as soon as possible so that we can make other arrangements for your Mentee.
Mentee Frequently Asked Questions

Is it alright to email my Mentor first?
Yes! Mentees should be proactive in communicating with their Mentors. Remember: while your Mentor is a busy executive with a packed schedule, s/he has volunteered to be your dedicated Mentor for the academic year because s/he genuinely cares about your professional and personal development. Mentors want to hear from you! In addition, being proactive and tactful is good business etiquette. If you do not hear from your Mentor after a week, it is okay to follow up with another email. If you still do not hear from her/him, contact the EOC office at executivesoncampus@baruch.cuny.edu. We will follow up with your Mentor.

What should I write in my first email to my Mentor?
After the Mentor/Mentee matches are communicated, you should write to your Mentor within 24-48 hours. Remember that your Mentor has received your resume and application.

• Make sure to adhere to business email writing standards: proper grammar, correct spelling; remember this is not a text message to a friend. Treat communication with your Mentor as you would with a professor, job recruiter, or manager.
• Address your Mentor the way s/he introduced her/himself to you in person or in writing (for example your Mentor said “call me John”, or “I’m Mr. Smith” write Dear John or Dear Mr. Smith).
• Write that it was very nice/a pleasure to meet at the Launch event and that you are excited about the Mentoring program, about learning as much as you can from your Mentor.
• Summarize your goals and expectations for the Mentorship and list 2 or 3 topics that you would like to discuss at your first meeting such as relevant aspects of your background, your interests, career goals, and job search activity to date.
• Politely ask your Mentor for a meeting at her/his convenience. List some dates and times that work with your schedule but be flexible to working around your Mentor’s schedule as well.
• End the email saying that you look forward to your meeting and to the Mentorship.
• Make sure to sign the email with your full name, program, major and class year.

What do I do if my Mentor does not respond to my emails and/or phone calls?
As a Mentee in the program and a mature and serious adult you are expected to be proactive and respectful in communicating with your Mentor; it is your responsibility to maintain contact with your Mentor. Both Mentors and Mentees are informed that they are required to keep regular contact with one another, and remember that although your Mentor is a busy executive, s/he has volunteered her/his time out of a genuine concern for your professional and personal development. That being said and understood, if you have trouble contacting your Mentor, do not hesitate to inform the EOC office at executivesoncampus@baruch.cuny.edu. We are here for you, to help you make the most out of the program. We will gladly reach out to your Mentor and facilitate contact between you.

How often do I meet with my Mentor?
Mentors and Mentees must meet in-person at least once a month; it is a requirement of the Program. Face to face meetings are a vital part of the year-long Mentoring Program; Mentors and Mentees are also required to keep regular contact via email.

Do I have to prepare for our meetings?
Yes. Mentees must come prepared to meetings with their Mentors, and must arrive on time.
Mentees must be respectful of their Mentor’s time and take full advantage of the meetings to discuss issues that they would like to work on.

Where do I meet with my Mentor?
Mentors and Mentees may meet at the Mentor’s office, on campus or at a coffee shop. EOC offers a quiet room in the NVC on the 14th floor; that room can be booked by emailing the EOC office at: executivesoncampus@baruch.cuny.edu. Mentors and Mentees understand that the Academic Year-Long Mentoring Program is a professional relationship.

My Mentor wants to take me to lunch, should I pay?
If your Mentor invites you to lunch or coffee, proper etiquette dictates that you should offer to pay your portion; most likely, your Mentor will offer to pay because s/he invited you. It is absolutely okay to accept the offer.

Mentees say:
It’s very helpful to have someone coach you through decision-making and provide their former experiences as examples. The Program has been very beneficial to me, and I’ve been very grateful for the opportunity. I think it’s up to the person to take advantage of it.
What should I do at the first meeting with my Mentor?
The initial meeting with your Mentor will set the tone for subsequent meetings. Depending on the chemistry between you and your Mentor and your personalities, the future meetings may be more or less formal.

- Come to the meeting prepared and arrive on time, dress business or business casual depending on where you are meeting
- Make sure to adhere to business etiquette: shake hands, thank the Mentor for meeting with you
- Address the Mentor the way they have introduced themselves to you via email or at this meeting
- First ask the Mentor about their career path and interests, then talk about yourself
- Summarize goals and expectations and set the tone for the for the Mentoring partnership
- Come with 2 or 3 topics to discuss, such as relevant aspects of your background, career goals, and job search activity
- Be sure to send a follow-up/thank you note within 24 hours of your meeting

What should I talk about with my Mentor?
The Academic Year-Long Mentoring Program is a partnership and requires work and commitment from both you and your Mentor. Be sure to maximize meetings with your Mentor, come prepared with topics for discussion and goals you are working towards, along with any updates on your progress. Remember, your Mentor is a resource for you in your professional development and s/he wants to help you as much as possible. You may also bring up interesting articles you have read on business, markets, culture, travel, etc.; you may discuss an upcoming lecture or event of interest to you both and invite your Mentor. In addition to working with your Mentor on concrete goals you set for yourself, utilize these meetings as practice for the future; learn how to better communicate with another person in a professional setting. Below are some guidelines to remember:

- Be sure to meet at least once a month in-person
- Come to the meetings prepared and arrive on time
- Follow up on the goals you set with your Mentor in your initial and/or previous meeting(s)
- Practice interviewing skills and your pitch
- Ask your Mentor to review your resume
- Talk about academic goals
- Practice the “Three I’s”: inform, introduce, and invite your Mentor

My Mentor is not in my industry of interest, how can s/he help me?
There is great value in broadening your circle, getting out of your comfort zone: the Program offers excellent practice in a safe environment for later situations in the real world; additional perspectives, new experiences; value in knowing people with more life/work experience that can be useful across industries; knowledge about corporate culture, on successful self-branding. The objective of the Program is to connect Mentees with professionals from all areas, to network and build relationships that ultimately will help the Mentee develop professionally and personally. Mentors are valuable to your growth and development even if they are not in your industry - the pure concept of networking is to be open and connect with as many different people as possible because a person’s career development is never a straight line.

What can I do to help my Mentor? How can I ‘give back’?
One of the greatest ways you can ‘give back’ to your Mentor is to work hard on the goals you have set for yourself academically, professionally and personally, while keeping your Mentor posted on your progress and letting her/him know how/ how much s/he helped you reach those goals. Mentors get the most gratification from knowing that you are growing and progressing and that they’ve had a part in that.

- Practice the “Three I’s”: Inform, Introduce, and Invite your Mentor. Remember that as Mentee, a student, a younger colleague, you bring a lot to the Mentorship. Share information with your Mentor that may be of interest to you both such as industry, technology, culture or travel articles, business news, restaurant or entertainment reviews. Send your Mentor an interesting article to start a conversation. Introduce your Mentor to other students, to faculty members, to other professionals; help your Mentor grow her/his circle as s/he helps you. Invite your Mentor to networking, industry and on-campus events, club events, speaker series, etc.

How do I thank my Mentor?
Send a follow up email or handwritten note after each meeting to thank your Mentor for his/her time. You can recap briefly what you spoke about so the Mentor knows you listened and talk about what was helpful to you.
Tips for Mentors

1. **Be fully present.** Mentoring requires excellent listening and your full attention. Set aside your daily challenges and pressures during a Mentoring session so that you can devote your full attention to your Mentee. Whether the Mentoring session is in person, by telephone, or via email, this means making yourself unavailable to others during the Mentoring conversation. By not allowing interruptions, the quality of your Mentoring will be significantly more effective and productive for both of you.

2. **Take time to make a personal connection at the start of the session.** One of the pleasures of a Mentoring relationship is the sense of connection between two people. Before launching into the focus area for the day, spend a few minutes making a personal connection. “Small talk” often helps both people to relax and get ready for a deeper conversation.

3. **Ask open-ended questions.** In order to provide relevant perspective, the Mentor must understand the Mentee’s situation and concerns at a deep level. Rather than asking questions that can be answered with a simple “yes” or “no,” practice asking questions that call for a reflective response. Remember to ask early on why the Mentee has sought a Mentor and what she would like to gain from the experience. It is better to know some of the right questions than to have all of the answers. Questions that are open-ended start with “Who, What, When, How, Tell me more about that...Give me an example of...”

4. **Listen with curiosity, not judgment.** Be conscious of your own listening and strive for deep listening coming from your own curiosity rather than problem solving. You will find that your Mentee faces issues that you have also faced. However, each person is unique and comes to their present moment from a different path. Listen with the goal to learn more about the person. If you find yourself judging the Mentee, self-correct by reminding yourself to simply “follow your curiosity” to learn more.

5. **Try not to interrupt, unless there is a need to manage time or focus the dialogue.** Do paraphrase or “feed back” what the Mentee says to confirm that your understanding is accurate.

6. **Ask direct questions to focus the session.** Mentoring sessions often go all too quickly. To focus the session, ask simple and straightforward questions at the beginning of the session to ensure that the conversation is focused on the topics that are “top of mind” for the Mentee today. For example, you could ask, “What would you like to talk about today?” or “I’d love a quick update and then let’s choose a topic for today’s session.” Ask early on in the session: What help do you need from me?

7. **Notice what has “heart and meaning” for the Mentee.** A good Mentor conversation involves much more than trading information and knowledge. By paying attention to the emotion and energy of the Mentee, you will be able to observe what matters most to the Mentee, as well as where he or she may feel discouraged or overwhelmed. Notice your Mentee’s enthusiasms and areas of confidence and point them out to the Mentee to help build confidence and connection.

8. **Tell your story.** People often learn best through storytelling. If you have experiences related to the challenges faced by your Mentee, check with the Mentee to see if she or he would like you to share the story of your experience. Make sure to focus on the aspects of your experience that are most pertinent. Telling your story should take no more than 10 minutes of a Mentoring session, though it may lead to a rich discussion that links directly to the Mentee’s situation. Try not to preach.

9. **Share the conversation rather than doing all the talking.** Sometimes, Mentors mistakenly believe that their job is mainly to impart wisdom and expertise. If you find yourself talking at length, with little interruption or dialogue with your Mentee, stop yourself and reorganize the conversation by asking questions about the Mentee. Watch out for the tendency to “download” when someone asks the question you’ve been waiting all your life to answer!

10. **Set and honor boundaries.** Mentoring relationships work best when each person knows what to expect – and what not to expect. During the first session, establish the way in which the Mentoring relationship will be set up. How frequently will you meet? Decide on the best form of communication (email, phone, Instant Messenger, etc.). How long will the conversations last? May the Mentee contact you by email or telephone in between Mentoring sessions? Be clear about how you would like it to work. Attention here early on prevents misunderstandings later on.

11. **Follow through on your commitments.** Inevitably, you will find yourself volunteering the title of a book, a referral to one of your contacts, to review or pass on a resume or some other small service to your Mentee. Make note of your promise and make it a priority to follow through. Dropping the ball can lead to confusion and mistrust in the relationship. Do make commitments carefully, being realistic about what you can offer and by when you can deliver it. You may want to ask your Mentee to prompt your follow-up with an email to you after the session.

12. **Give helpful feedback.** Provide constructive feedback that is specific, descriptive and nonjudgmental.

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How to be a Good Mentor, ASAE Center: (http://www.asaecenter.org/files/How to be a Good Mentor.pdf)
Tips for Mentees

1. Be prepared for your Mentoring sessions. Model professionalism in your Mentor meetings by being prompt, prepared, and maintaining a professional attitude. Preparation means coming to the conversation with a good idea of what you would like to focus on during the time together. Be punctual, well organized, and ready to give a brief update on recent progress and developments. Consider proposing an agenda for the day’s conversation.

2. Establish a mutually agreeable plan for Mentoring sessions, including how much time each of you need if a session has to be postponed. Schedule the sessions on your calendar immediately and build in enough time around the sessions to prepare. Your Mentor is a volunteer whose extra time is scarce. By establishing a time commitment and ensuring that conversations start and end on time, you will demonstrate respect and responsibility to your Mentor.

3. Let your Mentor know who you are. Share your hopes, fears, ideas and goals openly, even if your Mentor has quite a different background or style. Do share your life situation as well as your professional goals. Your Mentor will then be able to put your situation in perspective.

4. Focus on the relationship, rather than outcomes. Your Mentor’s role is not to get another job for you. Be realistic in your expectations and focus on building a relationship, not obtaining a particular referral from the Mentor.

5. Ask direct questions about what you most want to know. Since the Mentee is the one who establishes the agenda for the conversation, you are in a position to set up the conversation in a way that provides the most relevance and value for you. Let your Mentor know what is most on your mind and what would be most helpful to talk about. If the conversation strays, just prompt the Mentor to return to the original topic. You are responsible for ensuring that the conversation meets your needs.

6. Practice learning from anyone. In the past, people believed that a strong personal connection was essential to a Mentoring relationship. However, Mentoring serves many purposes and most don’t require a deep personal connection. Mentoring may be short-term, specific to a situation, focused on a particular area of development, or Mentoring may turn out to be a life-long conversation. By recognizing that you can benefit from a variety of perspectives and styles – even those quite different from your own – you will open yourself up to new ideas, valuable information, and a wide range of perspectives. You and your Mentor don’t have to have everything in common to have a productive exchange.

7. Listen with an open mind. Often, we turn off our listening when we believe that the perspective being offered isn’t pertinent or that the person speaking is “different” from us. However, your Mentor’s experience – however distant in time or industry-specific it may be – will carry a nugget of learning for you. Challenge yourself to find the connection, rather than rule out the advice or perspective that you are hearing. Be ready to learn something new as a result of the conversation.

8. Ask curious questions. The most enjoyable Mentoring sessions flow with a natural back-and-forth dialogue. Relax and enjoy getting to know another person. Don’t be shy about asking curious questions, such as, “What was that like for you?” or “How did you feel at the time?” Ask a question or two at the start of each session to get to know your Mentor’s experiences, such as, “I’d love to learn about your career path...” or “What do you know in hindsight that you could share with me about how you achieved professional success?”

9. Take notes. It’s difficult to remember key points and commitments after the meeting. Keep a notebook and jot down ideas and insights during the session, and in between sessions. Do capture the commitments that you and your Mentor make to each other so that you are able to follow up appropriately.

10. Provide context and brief updates to help your Mentor to understand you. While the Mentor doesn’t need to know every single thing about you, it’s helpful to both of you if you use the first session to get to know each other. At the beginning of each session, provide a brief update on progress since the last conversation.

11. Follow up on agreements. If you’ve committed to take a step as a result of the Mentoring session, make sure you do so. It is discouraging for the Mentor if you have made commitments that you don’t act upon. You can also help the Mentor keep his commitments by sending a brief thank you note after a session that lists any agreed-upon actions from either of you.

12. Say “thank you!” Remember to say thank you after each session and give appreciation for specific insights or examples that helped you. This information will let your Mentor know more about what you value and how s/he is making a difference for you.

How to be a Good Mentee ASAE Center: (http://www.asaecenter.org/files/How to be a Good Mentee.pdf)
Suggested Mentor/Mentee Meeting Schedule

The Program requires that Mentors and Mentees meet monthly in person, and Mentors and Mentees should conduct their meetings in any way that they both feel is the most productive and beneficial. However, some Mentors and Mentees feel more comfortable with more structure from the EOC office. For any Mentor/Mentee pairs that feel like they would like more guidance in how to structure their meetings, we have created the following suggested Mentor/Mentee meeting schedule for the Academic Year-Long Mentoring Program. Please note that the activities in the schedule below are only suggestions to help with ideas for meetings, and as a Mentor or Mentee you are in no way required to follow these suggestions.

Please remember:
• Mentors and Mentees are required to meet once a month in-person, however they are are welcome to meet more often if both would like to do so
• Mentees are required to maintain regular communication via email or phone between each monthly meeting where they may update their Mentors on their progress, any assignments they may be working on together, and any other issues they may be having. Mentees should feel free to practice “the Three ‘I’s”: Invite, Inform, and Introduce (see Mentor Frequently Asked Questions on details about the Three ‘I’s on page 9)
• Maintaining any relationship takes effort. Mentees should take the opportunity this Program provides to polish their business etiquette: Mentees should email their Mentors on holidays, whenever they read something interesting they would like to share with their Mentors, or just to say hello and ask how they are doing.

October:
• Mentees must reach out to their Mentors and schedule the first meeting. The first meeting is critical to the success of the Mentorship, as it will establish goals and expectations for the Mentorship. For more tips on the first meeting, see page 6 of this guidebook.

November:
• Branding Yourself: Review resume, cover letter and personal pitch

December:
• Invite Mentor to the Cocktail Party in December
• Mentees should find out what holidays their Mentors may be celebrating and be sure to send them a note with holiday greetings!
• Discuss exams/academic progress

January:
• Happy New Year! Review how the Mentorship has progressed so far. Mentees may establish professional New Year’s resolutions and discuss with their Mentors how to reach them

February:
• Choose a topic or book to discuss together. See page 16 for our suggested websites and reading list

March:
• Update Mentor on job/internship search

April:
• Invite Mentor to an upcoming industry or networking event
• Mentees may ask their Mentors to do a mock interview with them

May:
• Invite mentor to the Mentor Appreciation Cocktail Party, (Mentees will receive an email from the EOC office with details about this event.)
• Schedule the last “official” meeting. Mentors and Mentees may recap what they have accomplished this past year and determine whether they would like to continue an informal Mentoring relationship

Mentees say:
Getting to know my Mentor through the Program was the highlight of my Baruch experience. She accelerated my career development and opened my eyes to opportunities that I would not otherwise have known existed. When prospective students ask me about Baruch, the first thing I tell them is how much they can benefit from this Program.
Resources for Mentors and Mentees

Mentors aren’t expected to know the answers to every question the Mentee asks. Please take advantage of the community of Mentors at Baruch and feel free to pass along questions or concerns to the EOC office. Please refer to the resources below that are available to you and your Mentee.

EOC Office
Please contact the EOC office if you have any questions or concerns about the Academic Year-Long Program.
We are located in the 17 Lexington Building (at 23rd street) on the 16th floor, suite 1608/10
- Mentors’ contact: Kimberly Chu at kimberly.chu@baruch.cuny.edu
- Mentees’ contact: Karolina Novak-Choinska at karolina.novak-choinska@baruch.cuny.edu
- General inquiries, EOC room reservation: executivesoncampus@baruch.cuny.edu

Meeting Room (For Mentor/Mentee meetings)
EOC offers a quiet room on campus for Mentor/Mentee meetings.
Please email the EOC office at executivesoncampus@baruch.cuny.edu to reserve the room.

Baruch ID for Mentors
All EOC Mentors are eligible to receive a Baruch ID card in order to access Baruch buildings for EOC and other on-campus events and facilities. To obtain a Baruch ID, go to the ID Center (located in the Library & Technology Building, 151 East 25th Street, ground floor) and let the ID Center staff know that you are an EOC Mentor. The ID Center hours are Monday-Thursday, 10:30am-6:30pm, and Friday 9:30am-4:30pm. Please note that being an EOC Baruch ID card holder is a privilege and a responsibility and obliges all card holders to treat Baruch staff with kindness and respect.

EOC Mentors LinkedIn Group
Please join EOC’s LinkedIn group to stay connected to other executives in our community. This group will link you to your peers and strengthen your network. http://www.linkedin.com/groups/Executives-on-Campus-Baruch-College-3761876

EOC Students LinkedIn Group
A LinkedIn group of Baruch students and alumni including EOC Mentees with a wide ranging network. http://www.linkedin.com/groups?gid=3839998&trk=hb_side_g

EOC Newsletter
The EOC Newsletter is a bi-monthly online publication available to current and former Mentors, Mentees, faculty and staff. It features information on upcoming events, advice from Mentors, and news from affiliated organizations. If you would like to contribute a news item or article, please contact the EOC office at executivesoncampus@baruch.cuny.edu.

Mentor Directory (For Mentors)
To stay connected and utilize the network of fellow EOC Mentors as a resource, the EOC has created the Mentor Directory; a password protected contact list available to Mentors only.

Baruch Employer Relations (For Mentors)
As an EOC Mentor, you know how terrific Baruch students are. That’s why it may be no surprise that employers in New York City and around the world consistently recognize Baruch students for their objective thinking and ability to deliver. If you would like your organization to hire Baruch students as interns, full-time or part-time staff, or if your organization would like to make a connection with our campus, please contact Justyn Makarewycz on Baruch’s Employer Relations Team at 646.312.1346 or by email at justyn.makarewycz@baruch.cuny.edu

STARR Career Development Center (SCDC) (Baruch undergraduate students, all programs/majors)
The Starr Career Development Center is the primary provider of career services to Baruch College undergraduate students. Students are encouraged to come to the Center from the time they are freshmen through senior year graduation and for selected career services as alumni. The staff of the SCDC is dedicated to assisting students in all aspects of their career development as they make decisions about majors, apply to graduate and law school, prepare for internships and jobs, and develop the soft skills necessary to become successful in their chosen future careers. http://www.baruch.cuny.edu/careers/
The Graduate Career Management Center (GCMC) is an educational department dedicated to providing Zicklin graduate students and alumni with the tools and resources necessary to successfully manage their careers while building relationships between employers and the Baruch community to help develop talent pipelines. The GCMC offers Zicklin graduate students a variety of career-management services designed to help plan and execute an effective job search and create employment opportunities. Zicklin students should begin working with the GCMC immediately after enrollment and are encouraged to participate in all services in order to maximize potential for success in the career management process. http://zicklin.baruch.cuny.edu/careers/students

The School of Public Affairs Career Services Office (CSO) is committed to giving students and alumni the support and resources needed to fully advance and enjoy successful careers in the Nonprofit, Health, Education and Government sectors. Building on the School’s mission to prepare skilled and competent leaders for advancing the public interest, our goal is to provide you with expertise and professional services to assist you with achieving a rewarding and meaningful career. The CSO help our students connect with employers, organizations, and resources that are designed to make your career thrive. Once you graduate, the CSO continues to provide you with these ongoing services and support for every stage of your career. http://www.baruch.cuny.edu/spa/careerservices/index.php

The Weissman Graduate Career Services office is dedicated to assisting Weissman graduate students and alumni with the services and resources needed to have successful and rewarding careers in the fields of Arts Administration; Corporate Communication; Financial Engineering; Industrial/Organizational Psychology; and Mental Health Counseling. http://www.baruch.cuny.edu/wsas/graduatecareers/index.html

Academic Advising offices assist graduate students in understanding their degree requirements and the academic policies related to their graduate program and academic standing as a student in either the Full-Time MBA Program, the Part-Time MBA Programs (Flexible and Accelerated) for working professionals or the MS Programs. Professional staff members provide comprehensive guidance and support helping students make informed decisions about their program and achieve their academic goals. The offices works closely with academic departments and administrative offices throughout the college to help students successfully navigate the degree process.

Full Time MBA Program  ●  NVC Room 13-280  ●  tel: 646-312-3130  ●  Email: john.albanese@baruch.cuny.edu (Director)
Part-Time MBA Programs  ●  NVC Room 13-280  ●  tel: 646-312-3130  ●  Email: ZicklinPTMBA@baruch.cuny.edu
MS Programs  ●  NVC Room 13-227  ●  tel: (646) 312-3140  ●  Email: elaine.bernstein@baruch.cuny.edu  (Director)

The Student Academic Consulting Center (SACC) mainly consists of Baruch students who truly understand what current students are experiencing and are able to knowledgeably assist them. Faculty members work with SACC to assure that the services provided are of the highest quality. The staff is part of a team that values the voice and contribution of every Baruch student who visits the center, and are committed to helping others toward reaching their full potential. Students are advised to visit SACC as soon as the semester begins so that they can get all the help that they may need. SACC looks forward to helping Baruch students and encourages everyone to check out their Tutorial Services page for more specific info. http://www.baruch.cuny.edu/sacc/index.html

Mentees say:
The Program is a great chance to develop networking and professional skills. There were many occasions where my Mentor helped me make work-related decisions.
ESL Speech Lab
The Baruch College ESL Speech Lab is a collaboration between SACC and the Department of Communication Studies. It has a variety of software programs on pronunciation, rhythm, intonation, grammar, conversation management, vocabulary development, listening/lecture comprehension, and business communication skills. Students can work independently or with a Professional Speech Consultant. For maximum benefit, we recommend that students visit the lab and make appointments to see a Speech Consultant. SACC works closely with the Department of Communication Studies to provide consultants who analyze accents and help students better pronounce the sounds of American English. The lab is available to all Baruch students. To make an appointment, visit SACC in NVC 2-116, call (646) 312-4830, or use the online scheduler. Students should also visit the Weissman School of Arts and Sciences website for more Communication resources: www.baruch.cuny.edu/wsaacademics/communication/Resources.htm#ESL

The Writing Center
The Writing Center provides support for student writers at Baruch to improve their writing and English language skills and to become independent, confident, and versatile writers. Undergraduate and graduate students from all disciplines and all levels of writing and language proficiency are welcome. http://www.baruch.cuny.edu/writingcenter/index.html

Campus Intervention Team
The Baruch College Campus Intervention Team (CIT) works together as a support system to provide assistance to students in crisis. Any member of the college community (faculty, students, and staff) can reach out to the CIT to report a concern about a student. The CIT is constituted to assist in providing support for students in crisis. Faculty or staff concerns should be reported to the Office of the Provost or to Human Resources, respectively. http://www.baruch.cuny.edu/studentaffairs/cit.htm

Counseling Center
The mission of the Counseling Center is to help students realize their educational, career and personal goals. We understand that Baruch students’ first priority is to successfully earn their degrees and we are here to assist them in addressing the stress and conflicts that may distract them from achieving their full potential. The Center is staffed with experienced licensed psychologists, psychiatrists, clinical social workers, and supervised pre-doctoral graduate students. The Center works with students to reduce the interference of everyday stress, and to treat more serious conditions. The Counseling Center is devoted to helping students succeed. http://www.baruch.cuny.edu/studentaffairs/counselingCenter.htm

International Student Service Center
The International Student Service Center (ISSC) coordinates administrative services and immigration and visa matters for the International Students at Baruch College. ISSC also offers information about programs of study abroad and arrange programs of special interest to International Students. http://www.baruch.cuny.edu/studentaffairs/issc/index.htm

Disability Services
Baruch College is committed to making individuals with disabilities full participants in its programs, services, and activities through compliance with Sect in 504 of the Rehabilitation Act of 1973 and The Americans with Disabilities Act (ADA) of 1990 as well as state and local laws and regulations. It is the policy of Baruch College that no otherwise qualified individual with a disability shall be denied access to or participation in any program, services or activity offered by the College. http://www.baruch.cuny.edu/studentaffairs/disabilityServices.htm

Mentees say:
The Program is extremely beneficial. I met successful individuals in the public sector who have worked their way up to executive status; I was given advice on how to correlate my current academic and work experience to jobs that I apply for in competitive NYC job market. The Program provided me with a huge networking circle of folks whom I plan on contacting when I enter the public or private sector. Thank you.
Suggested Website and Reading List

We have compiled a short list of websites and books to know and to share with your Mentor/Mentee.

**Websites**

- Ad Week: www.adweek.com
- Advertising Age: http://adage.com/
- Business Insider: http://www.businessinsider.com/politics
- Business Wire: http://www.businesswire.com/portal/site/home/
- Businessweek: http://www.businessweek.com/
- Career Rocketeer: http://careerrocketeer.com/
- Fast Company: http://www.fastcompany.com/
- Financial Times: http://www.ft.com/home/uk
- Glass Door http://www.glassdoor.com/index.htm
- Idealist.org: http://www.idealist.org/
- Keith Ferrazzi: http://keithferrazzi.com/
- Lean In: http://leanin.org/
- LinkedIn University Career Services http://university.linkedin.com/career-services/resources#handouts
- Mashable: http://mashable.com/
- PR Week: http://www.prweekus.com/
- Production and Operation Management Society: http://www.poms.org/
- Springwise: http://www.springwise.com/
- TechCrunch: www.techcrunch.com/
- The Economist: http://www.economist.com/

**Reading List**

*Reading List provided by Annie Himmelsbach, Career Advisor, Zicklin Graduate Career Management Center

**The Classics:**

- The One Minute Manager by Kenneth Blanchard, Ph.D
- Good to Great: Why Some Companies Make the Leap ... and Others Don’t by Jim Collins
- How to Win Friends and Influence People by Dale Carnegie
- The 7 Habits Of Highly Effective People by Stephen R. Covey
- Never Eat Alone by Keith Ferrazzi

**Recent Publications:**

- Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead by Brene Brown
- Lean In: Women, Work, and the Will to Lead by Sheryl Sandberg
- The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations by James M. Kouzes and Barry Z. Posner
- Decisive: How to Make Better Choices in Life and Work by Chip Heath and Dan Heath
- Give and Take: A Revolutionary Approach to Success by Adam M. Grant Ph.D.
- Start: Punch Fear in the Face, Escape Average and Do Work that Matters by Jon Acuff

Mentors say: An unexpected benefit that one gains from the Academic Year-Mentoring Program are the long term friendships that keep growing. I still maintain relationships with my first two Mentees from the Program class of 2001.
The Ideal Mentor wordcloud is comprised of words our former Academic Year-Long Program Mentees used to describe their Ideal Mentor.
EOC Advisory Committee

The EOC Advisory Committee are Baruch Mentors who seek to evaluate, enhance, and improve the undergraduate and graduate Mentoring Programs of Executives on Campus (EOC). The Committee meets every month with subcommittee meetings throughout the year.

John Clare
Yoav Cohen
Nicholas Colandrea
Carol Gamm
Marianne Hovivian
Bruce Jones
Paul Koren
Sam Liu
Janet Mangano
Alyce Mayo
Dick Merians
Stephen O’Brien
Janet Rossbach
Jerry Rothstein
David Schwartz

EOC Office Contact Information

The EOC Office is located in the 17 Lexington Building (at 23rd street), 16th floor, suite 1608/10. Please call or email for an appointment.

General Inquiries: executivesoncampus@baruch.cuny.edu

Mentors contact: Kimberly Chu at: kimberly.chu@baruch.cuny.edu or 646.660.6088

Mentees contact: Karolina Choinska at karolina.novak-choinska@baruch.cuny.edu or 646.660.6127