

Welcome to the NAVREF Mentorship Program!

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Whether you are entering as a Mentor or a Mentee, we are excited to see you become a part of NAVREF's Mentorship Community and hope the program is rewarding for you. Below, we have included the contact information for each of you. We've also included some notable information from your applications.

Mentor	Mentee
Name:	Name:
NPC:	NPC:
Email:	Email:
VISN:	VISN:
Size of NPC:	Size of NPC:
	Areas Where Guidance is Requested:

Attached to this letter are additional materials that we have prepared to assist you as you begin the NAVREF Mentorship Program, including a General Fact Sheet, a suggested agenda for your first meeting, and additional discussion prompts for future meetings. Please note that our program is not prescriptive – the pace, the forum to communicate, and the selection of topics is at the discretion of each pairing. However, please reach out to the NAVREF team as often as you need if you request additional assistance or have any questions about how to proceed.

NAVREF's Mentorship Program is one of our most celebrated Member Programs. We wish you luck as you both begin this new chapter and encourage you to have fun along the way!

Thank you,
NAVREF Mentorship Committee

For questions please email htran@navref.org



Factsheet: NAVREF Mentorship Program!



ABOUT

Building off the incredible subject matter expertise and knowledge base of our membership, NAVREF designed our Mentorship Program to pair newer Executive Directors with an experienced Mentor who can provide guidance, advice, and individualized support as they grow into their role.

How Does it Work?

The NAVREF Membership Program will pair mentees with mentors for a 12-month period. One-on-one pairings are made based on NPC facility size and revenue, with special attention paid to any specific interest areas or emerging challenges. We request that mentors and mentees connect throughout the year, scheduling meetings at their own pace.

Who Qualifies to be a Mentor?

Experienced Executive Directors, with a minimum of two years' experience, currently serving as an Executive Director. We are looking for resourceful attitudes and problem-solving skills as key characteristics. We ask that Mentors commit to a 12-month period of support. While the pace and forum to communicate is at the discretion of each pairing, mentors will be expected to lead by checking in to answer mentee questions and prompting discussions about their roles.

Who Qualifies to be a Mentee?

New NPC Executive Directors who may need help or could benefit from a mentor guiding you through the process of running an NPC should consider applying.

Why Participate?

NAVREF's Mentorship Program aims to foster more support for NPC leaders and cultivate long-lasting relationships across our community. For mentees, the program can help you 1) navigate the unique challenges that you may experience working alongside the VA, 2) expand your network, 3) find support from knowledge research experts across the country and 4) build a meaningful partnership with another NAVREF Member.



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For mentors, the program can help you 1) build upon and develop coaching and mentoring skills, 2) foster a sense of community across our NPC leaders, and 3) give back and share important lessons learned of working in our space.

Attributes of a Good Mentor

- Has a sincere desire and commitment to be a Mentor
- Problem solves collaboratively and shares common goals, backgrounds, and/or strategies with the mentee based on their NPC experience
- Is a good listener and encourages creative ideas
- Finds benefit in the relationship with the mentee
- Provides both critically positive and negative feedback
- Is available and engaged
- Celebrates mentee's accomplishments
- Serves as a role model

Attributes of a Good Mentee

- Is motivated, curious, and creative
- Receives feedback effectively and graciously
- Is responsible and responsive
- Takes an active role in their own learning and professional development
- Engages in problem solving with the mentor
- Is a good listener
- Is open to sharing challenges candidly and talking through possible solutions
- Actively assesses and communicates their changing needs

Making the Most of the Mentorship Program

Successful mentor-mentee pairs recommend the following activities to make the most of the time you have with each other:

1. Create an agenda for each meeting (See below for suggested breakdown for your first meeting).
2. Prioritize your meeting time and respect each other's time; it's helpful to schedule meetings on a recurring basis.
3. Come to each meeting prepared to engage in a thoughtful discussion and respect all perspectives and points of view.

For questions please email htran@navref.org



Your First Mentor-Mentee Meeting



We recommend that mentees schedule a one-hour kick off video call for your first meeting where you are both on screen. Mentees, please email your CV to your mentor in advance of your first conversation so they can get to know your background better.

Recommended First Meeting To-Dos!

- **Get to know each other!** Talk about the career path that brought you to the NPC.
- **Talk about mentoring**
 - Share any previous mentoring experiences you have participated in; What did you like about those experiences? What would you like to avoid?
 - What do both parties want to gain from this mentoring experience?
- **Share learning & development goals**
 - For mentees, what excites you about being an Executive Director? What makes you nervous about it? Discuss previous experience that makes you qualified for this new role.
 - For mentors, talk about your experience transitioning into the Executive Director seat. What was helpful in getting you up to speed? Are there any pitfalls to avoid?
- **Talk about logistics!**
 - How often would you like to meet? What times of day are best?
 - What virtual platform is best?
 - What communication style works best for you (email, phone calls, virtual face to face, etc.)? Are there styles of communication that you'd like to avoid?
 - When are we meeting next? Who is responsible for sending out the meeting invitations?



Suggested Future Meeting Topics



NAVREF's Mentorship Program is not prescriptive – the pace and forum to communicate is at the discretion of each pairing. Below are some discussion prompts you may use to facilitate a discussion with your mentor/mentee and better understand the environment of their NPC.

- **Building Relationships**

- How is your relationship with the local VA Medical Center Staff? Are they supportive of your work?
- Who are the biggest supporters of you and the NPC at your site?
- For Mentors – What are some recommended strategies for keeping your Medical Center leadership engaged and up to date on your work?

- **Governance**

- How are the relationships with the members of your Board and your Board Chair?
- For Mentors – What is your advice for effective Board Meetings?
- For Mentors – How do you manage the dynamics between Statutory and Non-Statutory Board Members?

- **Operations**

- What is the overall financial health of your NPC? How do you feel about the trajectory of growth over the next 1-, 3-, and 5-years?
- For Mentors – What are some successful strategies for growing the portfolio of clinical trials you have underway?
- For Mentors – What is your advice on how best to approach strategic planning and setting goals for your NPC?
- For Mentors – How do you prepare for a review by the NPPO?



Application Form

Q1: Name:

Q2: Email:

Q3: Facility Name:

Q4: How long have you been an Executive Director?

Q5: What is the size of your NPC?

Q6: In what VISN is your facility located?

Q7: OPTIONAL: Please list any specific areas for which you are seeking advice and support from a Mentor? (E.g., Finance & Bookkeeping, Board Governance, Building Relationships with VA, etc.).