

# Session #3: Organizational Structure

**Purpose:** Identify and discuss the layers of connection needed for a mentoring organization to thrive.

**Secondary Purpose:** Understand the challenges to a successful mentoring program.

**Expected Outcome:** Participants will learn about the multiple points of connection possible within a mentoring program and help identify individually and together what benefits accrue at each level and what challenges/barriers exist for successful organization of a mentoring program.

Session time: 17:00 - 18:30

17:00 - 17:15: Organizational Structure Overview ([slides](#) 1-6)

17:15 - 17:45: Activity 1 - Benefits of Connection Levels

17:45 - 18:30: Activity 2 - Challenges of the Organizational Structure

**Activity 1 Goal:** Identify & discuss layers of connection needed for a mentoring organization to thrive.

## **AERE team to introduce organizational structure of Scholars Program**

[15 minutes]: explain 4 levels of connections ([slides](#))

1. [7 mins] Mentor-mentee relationship (Jill)
2. [3 mins] Peer pod for mentees (Jimena)
3. [3 mins] Peer pods for mentors (Steve)
4. [2 mins] Broad connections (Steve)

Activity below structured based on the following:

<https://www.liberatingstructures.com/24-what-i-need-from-you-winfy/> (modified version)

**Introduction [2 minutes]:** Consider the 4 connection levels discussed and plans for a mentoring program at your respective organizations. What are potential key benefits you would like to see for participants in your program at each connection level?

**Step 1 [5 minutes]:** Individually reflect and come up with 2 key benefits from each level

**Step 2 [6 minutes] :** Share with your answers within the following groups:

1. Anthony Baffoe-Bonnie (AAEA), Elinor Benami (AERE), Kelly Hellman (NAREA)
2. Lori Bennear (SBCA), Benjamin Jones (AERE)
3. Zoë Plakias (AAEA), Karen Palmer (AERE)
4. Jayash Paudel (AERE), Linh Pham (NAREA)
5. Lea Palm-Foster (NAREA), Beia Spiller (AERE)
6. Lucy Qiu (USAE), Will Wheeler (AERE), Elaine Hill (AERE)

**Step 3 [7 mins]:** Share your thoughts in the following groups and rank top 2 per level

Group 1:

Anthony Baffoe-Bonnie (AAEA)  
Elinor Benami (AERE)  
Kelly Hellman (NAREA)  
Lori Bennear (SBCA)  
Benjamin Jones (AERE)

Group 2:

Zoë Plakias (AAEA)  
Karen Palmer (AERE)  
Jayash Paudel (AERE)  
Linh Pham (NAREA)

Group 3:

Lea Palm-Foster (NAREA)  
Beia Spiller (AERE)  
Lucy Qiu (USAEE)  
Will Wheeler (AERE)  
Elaine Hill (AERE)

**Step 4 [10 minutes]:** Report backs: A representative from each group shares information with the group

**Total: 30 minutes**

**Activity 2 Goal: To identify the challenges of the organizational structure**

Activity below structured based on the following:

<https://www.liberatingstructures.com/design-elements/>

**Introduction of questions [2 minutes]:**

**Overarching questions/challenges:**

**1. How do we measure the success of the program?**

- Anthony Baffoe-Bonnie (AAEA), Elaine Hill (AERE)
- Lea Palm-Foster (NAREA) Will Wheeler (AERE), Lucy Qiu (USAEE)

**2. How can we sustain a successful program over time?**

- Benjamin Jones (AERE), Kelly Hellman (NAREA)
- Jayash Paudel (AERE), Zoë Plakias (AAEA)

**3. How do we make the program more inclusive? How do we amplify the lessons from the programs beyond the mentors and mentees?**

- Lori Bennear (SBCA), Karen Palmer (AERE)
- Linh Pham (NAREA), Beia Spiller (AERE), and Elinor Benami (AERE)

**[5 minutes]** Silent self reflection on a shared challenge or issue (framed as a question)

**[10 minutes]** Generate and share ideas in pairs/groups of 3

Question 1: **How do we measure the success of the program?**

- Anthony Baffoe-Bonnie (AAEA), Elaine Hill (AERE)
- Lea Palm-Foster (NAREA), Will Wheeler (AERE), Lucy Qiu (USAEE)

Question 2: **How can we sustain a successful program over time?**

- Benjamin Jones (AERE), Kelly Hellman (NAREA)
- Jayash Paudel (AERE), Zoë Plakias (AAEA)

Question 3: **How do we make the program more inclusive? How do we amplify the lessons from the programs beyond the mentors and mentees?**

- Lori Bennear (SBCA), Karen Palmer (AERE)
- Linh Pham (NAREA), Beia Spiller (AERE), Elinor Benami (AERE)

**[20 minutes]** Each group shares key ideas with all and meanings/conclusions are recorded

**Total: 35 - 45 minutes**

## Session #3: Activity #1

**Activity 1 Goal:** Identify & discuss layers of connection needed for a mentoring organization to thrive.

**AERE team to introduce organizational structure of Scholars Program ([slides](#))**

1. Mentor-mentee relationship (Jill)
2. Peer pod for mentees (Jimena)
3. Peer pods for mentors (Steve)
4. Broad connections (Steve)

**Introduction:** Consider the 4 connection levels discussed and plans for a mentoring program at your respective organizations. What are potential key benefits you would like to see for participants in your program at each connection level?

**Step 1:** Individually reflect and come up with 2 key benefits from each level

**Step 2:** Share with your answers within the following groups:

1. Anthony Baffoe-Bonnie (AAEA), Elinor Benami (AERE), Kelly Hellman (NAREA)
2. Lori Bennear (SBCA), Benjamin Jones (AERE)
3. Zoë Plakias (AAEA), Karen Palmer (AERE)
4. Jayash Paudel (AERE), Linh Pham (NAREA)
5. Leah Palm-Foster (NAREA), Beia Spiller (AERE)
6. Lucy Qiu (USAEE), Will Wheeler (AERE), Elaine Hill (AERE)

**Step 3:** Share your thoughts in the following groups and rank top 2 per level

Group 1:

Anthony Baffoe-Bonnie (AAEA); Elinor Benami (AERE); Kelly Hellman (NAREA); Lori Bennear (SBCA); Benjamin Jones (AERE)

Group 2:

Zoë Plakias (AAEA); Karen Palmer (AERE); Jayash Paudel (AERE); Linh Pham (NAREA)

Group 3:

Leah Palm-Foster (NAREA); Beia Spiller (AERE); Lucy Qiu (USAEE); Will Wheeler (AERE); Elaine Hill (AERE)

**Step 4:** Report backs: A representative from each group shares information with the group

**Activity 2 Goal:** To identify the challenges of the organizational structure

**Overarching questions/challenges:**

**1. How do we measure the success of the program?**

Anthony Baffoe-Bonnie (AAEA), Elaine Hill (AERE)

Leah Palm-Foster (NAREA), Will Wheeler (AERE), Lucy Qiu (USAEE)

**2. How can we sustain a successful program over time?**

Benjamin Jones (AERE), Kelly Hellman (NAREA)

Jayash Paudel (AERE), Zoë Plakias (AAEA)

**3. How do we make the program more inclusive? How do we amplify the lessons from the programs beyond the mentors and mentees?**

Lori Bennear (SBCA), Karen Palmer (AERE)

Linh Pham (NAREA), Beia Spiller (AERE), Elinor Benami (AERE)

**Step 1:** Silent self reflection on a shared challenge or issue (framed as a question)

**Step 2:** Join your assigned group and share and generate ideas

**Step 3:** Each group shares key ideas with all and meanings/conclusions are recorded

**AERE SCHOLARS PROGRAM**  
**Session 3: Organizational Structure**  
**Activity 1 Handout**

**Goal:** Identify and discuss the layers of connection needed for a mentoring organization to thrive.

Consider the 4 connection levels below and your respective organizations. What are two (2) primary benefits you would like to see for participants in your program at each connection level?

**1. Mentor - Mentee:**

**2. Mentee Pod (Mentee - Mentee)**

**3. Mentor Pod (Mentor - Mentor)**

**4. Broad Connections (e.g., with organization, across cohorts, etc.)**

**AERE SCHOLARS PROGRAM  
Session 3: Organizational Structure  
Activity 2 Handout**

**Goal:** To identify the challenges of the organizational structure

**1. How do we measure the success of the program?**

- Anthony Baffoe-Bonnie (AAEA), Elaine Hill (AERE)
- Leah Palm-Foster (NAREEA), Will Wheeler (AERE), Lucy Qiu (USAEE)

**AERE SCHOLARS PROGRAM**  
**Session 3: Organizational Structure**  
**Activity 2 Handout**

**Goal:** To identify the challenges of the organizational structure

**2. How can we sustain a successful program over time?**

- Benjamin Jones (AERE), Kelly Hellman (NAREA)
- Jayash Paudel (AERE), Zoë Plakias (AAEA)

**AERE SCHOLARS PROGRAM**  
**Session 3: Organizational Structure**  
**Activity 2 Handout**

**Goal:** To identify the challenges of the organizational structure

**3. How do we make the program more inclusive? How do we amplify the lessons from the programs beyond the mentors and mentees?**

- Lori Benneer (SBCA), Karen Palmer (AERE)
- Linh Pham (NAREA), Beia Spiller (AERE), Elinor Benami (AERE)