

APWiL Mentoring Program 2023-24 Recruitment Packet

We are excited to announce the nomination period for the 2023-24 Association of Pacific Rim Universities ([APRU](#)) Asia Pacific Women in Leadership ([APWiL](#)) Mentoring Program is now open.

There are [complex social and economic barriers](#) to women's advancement in leadership. Additionally, gender stereotypes and diverse social norms of the many cultures spanning the Pacific Rim create wide implementation gaps in gender equality and women's empowerment initiatives in higher education institutions. Women who lead and aspire to lead these institutions at all levels experience [barriers to leadership](#) and, in some cases, insufficient institutional support and guidance.



Nomination Deadline: June 15, 2023

Program details can be found on the APWiL website at:

<https://www.apru.org/event/apwil-mentoring-program/>

Contents

This recruitment packet describes the APWiL Mentoring Program for participating APRU Universities and includes information about:

| | |
|---|----|
| What is the APWiL Mentoring Program? | 3 |
| Thoughts from Past Participants | 3 |
| Participating Institutions | 5 |
| Program Design and Outcomes | 5 |
| Information for Mentors | 7 |
| Information for Mentees | 7 |
| Time Commitment | 8 |
| Language of delivery | 9 |
| Cost | 9 |
| Nomination Process | 9 |
| Criteria for Matching Mentors and Mentees | 10 |
| Important Dates | 11 |
| Program Processes and Policies | 11 |
| About the Asia Pacific Women in Leadership Program..... | 12 |
| About the Association of Pacific Rim Universities | 12 |

What is the APWiL Mentoring Program?

The APWiL Mentoring Program provides international and intercultural opportunities for the empowerment, professional growth, and development of aspiring women leaders within APRU. This program matches mentors and mentees from APRU member universities of the Pacific Rim. Through one-on-one mentorship as well as seminars and hands-on workshops featuring diverse leaders, participants are able to explore tools and methods for overcoming barriers to women's leadership.

In particular, the program intends to:

- Grow the pipeline of aspiring women leaders within APRU.
- Identify professional opportunities for growth and skills development of APRU aspiring women leaders.
- Increase awareness of challenges that aspiring women leaders face within the region.
- Connect senior leaders at APRU institutions with emerging women leaders to create an effective network and share successful strategies.
- Introduce global and intercultural dimensions to leaders across the APRU network and beyond.
- Advance ethnic, cultural, and gender diversity of participants' institutions.

Thoughts from Past Participants

Past mentors have shared:

- "I am very impressed with the calibre of scholarship of my mentee and her attitude towards lifelong learning. Her intellectual agility to be open to new ideas and experiences has made me realize that she is a kindred spirit and sister in both academic and civic pursuits where 'making a difference' to uplift women and people's lives, as well as the planet, are paramount concerns. I am grateful to the APWiL program for providing opportunities for collaboration such as these. I am learning a lot too from my mentee."
- "The APWiL Mentoring Program has truly enriched my professional and personal life! Although I am a mentor, the roles have been constantly reversed with my mentee, as I am learning so much from her lived experiences. It is so comforting to find kindred spirits through this network."
- "My experience as a mentor has been both exciting and encouraging. At first the idea of becoming a mentor overwhelmed me with concerns. To me the concept of the mentor-mentee relationship seemed fixed and hierarchical, and I was not sure I would fit the role of mentor inspiring future leaders. However, it turned out the mentor-mentee relationship is much more adaptable than I have imagined and in fact professionally stimulating and personally liberating. As we made plans and proceeded to explore collegiality, group culture, and other professional topics, I

appreciated our collaborative relationship and enjoyed the learning experience. Our readings and discussions gave me encouragement that enables me to work more effectively within the university. The mentoring program has given me a chance to clearly see the challenges we face and to build positive changes for the future.”

Thoughts from Past Mentees

- “The APWiL Mentoring Program has been invaluable for me. The program created a safe space to discuss struggles and successes that are pertinent to women, and provided a wonderful opportunity to learn from successful female leaders. I learned a great deal during small group breakout rooms, and received concrete tips for leadership development that I am working on implementing. The one-on-one mentorship experience has allowed me to reflect deeply on what it means to be a leader and how to improve my leadership skills. As part of this experience, I read several inspiring leadership books and implemented strategies from these books in my leadership roles. This trusted network of women will undoubtedly be an extremely valuable resource as my career progresses, and I feel very fortunate to have participated in the program.”
- “I have learned a great deal from participating in the program’s activities, where experience, knowledge, and wisdom shared by courageous women leaders continuously inspire me. I am especially grateful for the opportunity to work with my mentor who has given me valuable advice on how to build leadership skills and achieve work-life balance. Thanks to her insight and her willingness to offer her network resources, two of my international research projects are expanding in the scope of work and will likely generate a greater impact. I very much cherish the rewarding mentoring relationship with my mentor, and I remain very excited about joining the program’s future events.”

Participating Institutions

1. Keio University (Japan)
2. Kyushu University (Japan)
3. Monash University (Australia)
4. Nagoya University (Japan)
5. National Taiwan University (Chinese Taipei/Taiwan)
6. National University of Singapore (Singapore)
7. POSTECH (Korea)
8. Tecnológico de Monterrey (Mexico)
9. The Australian National University (Australia)
10. The Chinese University of Hong Kong (Hong Kong SAR)
11. The Hong Kong University of Science and Technology (Hong Kong SAR)
12. The University of Adelaide (Australia)
13. The University of Auckland (New Zealand)
14. The University of British Columbia (Canada)
15. The University of Melbourne (Australia)
16. The University of Sydney (Australia)
17. Universiti Malaya (Malaysia)
18. University of California, Davis (United States of America)
19. University of California, Riverside (United States of America)
20. University of California, Santa Cruz (United States of America)
21. University of Hawai'i at Mānoa (United States of America)
22. University of Oregon (United States of America)
23. University of Southern California (United States of America)
24. UNSW Sydney (Australia)

Program Design and Outcomes

The APWiL Mentoring Program is a year-long commitment matching a mentor and mentee from one of the participating APRU member universities. **Each participating institution can be represented by up to two mentors and two mentees.** Institutions should nominate the same number of mentors as mentees in order to ensure that we have even numbers in the program. (If your institution is nominating one mentee, then you should be nominating one mentor. If your institution is nominating two mentees, then you should be nominating two mentors.) Depending on mentor/mentee balance the program will have a maximum of 48 pairs of mentors and mentees. Participants in the program can expect to engage in the following:

One-on-one Mentoring

- Mentor and mentee will develop a mentoring agreement identifying goals for the program.
- Mentor and mentee will set a schedule of bi-monthly virtual conversations (at least six meetings during the program duration).
- Mentor and mentee will provide an update half-way through the program to assess their progress, as well as a final report on their goals and key achievements.
- A final program evaluation will be completed by each mentor and mentee.

Workshops/Seminars

- Mentor and mentee will participate in virtual workshops and seminars with the cohort which offer resource sharing, professional training, and international exchange to increase the awareness of challenges that aspiring women leaders face within the region and to introduce global and intercultural dimensions to leaders across the APRU network and beyond.
- Mentor and mentee will participate in a virtual orientation for all program participants to kick-off the program.
- Mentor and mentee will be invited to participate in an in-person summit (optional) to bring together participants and alumni of the APWiL Mentoring Program to discuss gender equity in the Pacific Rim region. As the APWiL Mentoring Program has a very limited amount of funding available to support individual participants' travel to this ceremony, institutions are strongly encouraged to financially support the travel of their participants.
- Mentor and mentee will join informal networking opportunities to connect senior leaders at APRU institutions with emerging women leaders to create an effective network.
- Workshops and seminars will be held at 8am HKT on the throughout the year unless otherwise noted. Refer to page 11 for dates.

Resources

- Mentor and mentee will have opportunities to share upcoming travel (e.g. conferences, professional associations, etc.) in order to see who else from the program may also be there. Mentors and mentees are encouraged to schedule in-person meetups directly and connect with each other in person as a way to build connections within the network.
- By inviting our alumni to program events, workshops, and seminars, participants connect and engage with the ever-expanding network of inspiring, accomplished and mutually supportive leaders who have graduated from the Mentoring Program.
- Mentor and mentee will have access to a resource library as well as suggested topics for discussion throughout the program.

Benefits

- Join a cohort of like-minded professionals striving to drive gender balance in leadership positions at their university.
- Build a strong and supportive network from across the leading research universities of the Pacific Rim.
- Develop a supportive one-on-mentoring relationship with a mentor/mentee.
- Mentors give back to the community in a meaningful way through supporting women in early career stages and developing their leadership skills.

- Mentors help empower the next generation of women leaders at their institution and across the region.

Information for Mentors

Mentor Eligibility Requirements

- Mentors must be from a participating institution and have at least 10 years of academic and administrative leadership experience.
- Mentors of any gender are welcome to participate.
- Mentors must be senior scholars or leaders including professors, emeritus, endowed, distinguished, university, clinical, research.
- Mentors must be committed to supporting the growth of aspiring women leaders at APRU institutions.
- Mentors must have the ability to allocate time to their mentee on a regular basis.
- Mentors should be able to identify specific skillsets or areas that they can offer to support a mentee. Note that it is not guaranteed that the mentee and mentor are in the same academic field. While this is a factor that is considered in the matching process, many mentees are interested in developing skills as a leader that transcend academic fields so mentors will find that they will still have a wealth of knowledge to share as a leader if they are not matched with someone in their field.
- Mentors should be committed to attending the virtual workshops and seminars.

Expectations of an Effective Mentor

- All mentors work on a voluntary basis and share the same philosophy and values: to support women striving to achieve leadership capacity in their higher education institutions.
- Mentors will: provide guidance to their mentee in pursuit of their goals, which may be in their respective fields of expertise and in relation to leadership; offer access to their networks; share their experiences; support mentees in their professional leadership development.
- Mentors communicate openly providing support as well as constructive feedback to mentees in order to help them achieve their goals.

Information for Mentees

Mentee Eligibility Requirements

- Mentees should identify as women (meaning cisgender, transgender, gender expansive, and intersex individuals who identify as women).
- Mentees must be faculty associated with one of the participating member institutions.

- Mentees must have an academic appointment with at least five years and a maximum seven years of experience. Post docs, graduate students, and non-academic staff are not eligible to participate at this time.
- Mentees should be open and eager to share and learn from others.
- Mentees should be highly motivated to improve themselves and to achieve professional success.
- Mentees should be interested in enhancing leadership skills.
- Mentees should be committed to driving their mentoring relationship and attending the virtual workshops and seminars.
- Mentees should be able to articulate their desired outcomes.
- Mentees should be open to feedback and learning.
- Mentees should have the ability to identify achievable goals and an action plan within the 12-month span of the Mentoring Program.

Program Goals for Mentees

- Develop a year-long plan with specific goals to advance professional growth and leadership skills.
- Develop a self-reflective understanding and acceptance of their unique leadership style and strengths. Gain confidence in their unique abilities as a leader.
- Expand leadership acumen skills through training and learning from highly successful professionals outside their direct sphere of activity.
- Build a strong and supportive network from universities across the Asia-Pacific.
- Gain insights and guidance to better tackle issues or challenges in the workplace.

Expectations of an Effective Mentee

- Develop leadership skills to navigate the challenges women face at different stages of their careers in higher education.
- Take the lead on setting up meetings with their mentor and participate fully in this relationship as well as workshops. Actively engage in their own development.
- Listen to and accept the mentor's comments and suggestions in a constructive manner.
- Respect their mentor's commitment and keep their mentor updated on developments throughout the process.

Time Commitment

The success of the Mentoring Program is, in large part, thanks to the engagement and drive of the participants. Mentors are volunteers giving their time to support the development of their mentee. Based on the first three years of the Program, participants who got the most

out of the Program are those who whole-heartedly committed to, and invested time and energy in, the Program and their mentoring relationship.

This is a one-year program, starting with the orientation and kick-off in November 2023 to the graduation ceremony in October 2024. Participants are located in all parts of the Asia Pacific Rim.

Once the pairs have been announced, each mentor/mentee pair is responsible for managing their own meetings with the onus on mentees to drive the engagement. We suggest that pairs meet bi-monthly with at least six sessions during the entirety of the Program. Most mentees and mentors will reside in different time zones. There is a need for flexibility in scheduling meetings in order to find a time that works for both parties.

In addition to the one-on-one mentoring between pairs, APWiL will also arrange virtual workshop and seminars which are an essential piece of the program where participants connect with their cohort beyond their mentoring pair. (See page 11 below for dates). Both mentors and mentees are strongly encouraged to attend all workshops/seminars. We also actively encourage participants to organize their own discussion groups and social events to expand their network and further support each other, especially when traveling to conferences/gatherings where other program participants may also be attending.

Program participants are encouraged to schedule an in-person visit(s) with their mentor/mentee if possible and are invited to join an optional in-person summit to bring together participants and alumni of the APWiL Mentoring Program to discuss gender equity in the Pacific Rim region.

Language of delivery

Workshops/seminars and all group mentoring sessions are delivered in English.

Cost

The Program, including workshops/seminars and one-on-one mentoring are free of charge for both mentors and mentees thanks to the generous support of our participating institutions. Face-to-face meetings will be subject to travel costs including flight, food, lodging, transportation, etc. The in-person summit will tentatively be planned in-person coinciding with the 2024 APRU Senior International Leaders Meeting. We will not be charging registration for the summit. However, as the APWiL Mentoring Program has a very limited amount of funding available to support individual participants' travel, institutions are strongly encouraged to financially support the travel of their participants and allocate some resources in advance. Outside of this, all workshops and seminars will be held virtually.

Nomination Process

Each participating institution should create an internal process for selecting candidates and submit the nomination for up to two mentors and two mentees representing their institution. Reminder that the number of mentees and mentors that you nominate should be equal: if your institution is nominating one mentee, then it should be nominating one

mentor; if your institution is nominating two mentees, then it should be nominating two mentors.

Nominations should be sent to [Chelsey Hawes](#) and [Kimberly Bellows](#) by June 15, 2023 at 5:00 pm PDT. Please include the following: each participant's full name, email address and whether they are being nominated as a mentor or mentee.

Each nominee will then be asked to complete an online survey by July 15, 2023, and provide the following in addition to answering questions to assist with matching:

Mentors:

- Professional bio (250 words).
- Headshot.
- A statement indicating relevant mentoring and leadership experiences as well as areas of expertise that may be relevant to a mentee as it pertains to professional development.

Mentees:

- Professional bio (250 words).
- Headshot.
- A statement answering:
 - Why would you like to participate in the program?
 - What do you hope to learn from your mentor?
 - What are 1-2 goals you would like to accomplish during your participation in the program?
 - Which areas/topics would you like to discuss with your mentor?

Criteria for Matching Mentors and Mentees

One of our main objectives for the Mentoring Program is to create compatible and sustainable matches between individual Mentors and Mentees. To facilitate the pairing process, the Program kicks off with a survey that provides informative criteria for matchmaking.

Taking these personal preferences into account, the APWiL Team will then pair participants based on their fields and areas of research, regional diversity of the mentor and mentee pairs, professional and life experiences, mentee goals and mentor areas (administrative and academic) of expertise.

Important Dates

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| Nomination Period Opens | April 10, 2023 |
| Info session for institutions recruiting participants and potential mentors/mentees | May 1, 2023, 5 pm-6 pm PDT // May 2, 2023, 8 am-9 am HKT/MYT Register here. |
| Mentor and Mentee Nomination Deadline | June 15, 2023 |
| Mentor and Mentee Matching Survey Deadline | July 15, 2023 |
| Announcement of Mentorship Pairs | Week of October 2, 2023 |
| 3 rd Cohort Graduation Ceremony (optional) | October 10, 2023, 6 pm-7:30 pm PDT // October 11, 2023, 9 am-10:30 am HKT/MYT |
| Orientation | November 6, 2023, 4 pm-5:30 pm PST // November 7, 2023, 8 am-9:30 am HKT/MYT |
| Initial Mentoring Agreement and Pre-Assessments | December 2023 |
| Informal Networking | December 6, 2023, 4 pm-5 pm PST // December 7, 2023, 8 am-9 am HKT/MYT |
| International Women’s Day Event | March 7, 2024, 4 pm-5:30 pm PST // March 8, 2024, 8 am-9:30 am HKT/MYT |
| Mid-program Survey and Assessment | April 2024 |
| In Person Summit | Tentatively June 2024 |
| Graduation Ceremony and End of Year Final Reviews | October 9, 2024, 5 pm-6:30 pm PDT // October 10, 2024, 8 am-9:30 am HKT/MYT |

[Check your local time](#)

*All dates and times are subject to change.

Program Processes and Policies

Evaluation Process

A formative evaluation approach will serve to inform program improvements for replicating and scaling in subsequent years. As such, key objectives for evaluation are to gather participant feedback at the end of the program as it relates to the following:

- How well did the mentorship program meet participants’ needs (i.e. achieve articulated goals)? How might participants’ needs differ from what was planned / anticipated?
 - What worked well and not so well?
 - What challenges / barriers, new opportunities, or ancillary impacts (positive / negative) resulted from participation in the program?
- How can the program be improved?

- What mechanisms are most effective for monitoring implementation?

Participant Withdrawals

If a participant withdraws from the APWiL Mentoring Program, it is the responsibility of the mentor/mentee to inform the APWiL Program Managers as well as their institution of the withdrawal. If the APWiL team learns of a withdrawal, they will notify the institution. Note that in the case of a withdrawal, no refund of the institutional funding will be provided.

If a mentor/mentee withdraws within the first three months of the program, the APWiL team will do their best to re-match the remaining mentor/mentee. After the first three months of the program, rematches will not be considered. However, the remaining mentor/mentee is welcome to continue participating in program events.

About the Asia Pacific Women in Leadership Program

The Asia Pacific Women in Leadership Program (APWiL) aims to drive change in gender equality while taking into account the various contexts in which this pursuit for gender equity takes place across APRU member universities. View more on the [APWiL website](#).

The **APRU APWiL Core Group** shapes the direction and activities of the program.

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|---|---|
| Yvonne Ai-Lian Lim, Co-Chair, Universiti Malaya | Denise Konan, University of Hawai'i at Mānoa |
| Joanna Regulska, Co-Chair, University of California, Davis | Yong Zulina Zubairi & Suat Yan Lai, Universiti Malaya |
| Katherine Belov, The University of Sydney | Derlie Mateo-Babiano, University of Melbourne |
| Mai Har Sham, The Chinese University of Hong Kong | Marby Villaceran, University of the Philippines |
| Cindy Fan, University of California, Los Angeles | Inés Sáenz Negrete, Tecnológico de Monterrey |
| Akiyo Okuda, Keio University | Ximena M. Córdova, Universidad San Francisco de Quito |
| Junko Kimura, Osaka University | |

About the Association of Pacific Rim Universities

As a network of leading universities linking the Americas, Asia, and Australasia, APRU (the Association of Pacific Rim Universities) brings together thought leaders, researchers, and policy-makers to exchange ideas and collaborate on practical solutions to the challenges of the 21st century.

We leverage our members' collective education and research capabilities into the international public policy process. In the post-pandemic era, our strategic priorities focus on:

1. providing a neutral platform for high-level policy dialogue,
2. taking action on climate change, and
3. supporting diversity, inclusion, and minorities.

APRU's primary activities support these strategic priorities, focusing on critical areas such as disaster risk reduction, women in leadership, indigenous knowledge, virtual student exchange, e-sports, population aging, global health, sustainable cities, artificial intelligence, waste management, and more. View more on the [APRU website](#).