



# **MENTORING: MODELS FOR CHANGING THE CULTURE OF COLLABORATION**

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# American Academy of Teachers of Singing



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# American Academy of Teachers of Singing



FOUNDED IN 1922

ELECTED MEMBERSHIP

ESTABLISHED THE PROFESSION VIA ADVOCACY AND LOBBYING

EARLY PARTNERSHIP WITH MENC

CONSISTENT LEADERSHIP IN NATIONAL ORGANIZATIONS AND  
LEADING SCHOOLS OF MUSIC

# American Academy of Teachers of Singing



JOURNAL EDITING LEADERSHIP: *THE JOURNAL OF SINGING*

SIGNIFICANT CONTRIBUTIONS TO THE ANNUAL SYMPOSIUM ON  
*THE CARE OF THE PROFESSIONAL VOICE* (PHILADELPHIA)

AND TO INTERNATIONAL CONGRESSES, INSTITUTES AND FESTIVALS

# Mentoring Position and Goals

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PROFESSIONALS SHOULD BE WILLING TO MENTOR

DEVELOP A CULTURE OF MENTORING  
THROUGHOUT THE VOICE TEACHING PROFESSION

ENCOURAGE A WILLINGNESS TO ENLIST HELP

SUPPORT TEACHERS AT ALL LEVELS OF

ACTIVITY

CREATE AN ENVIRONMENT WHERE GUIDANCE CAN BE SOUGHT

# Definition of a Mentor

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BROADLY DEFINED: AN EXPERIENCED AND TRUSTED  
ADVISOR

MENTORING: TEACHER TO TEACHER

FOR OUR PURPOSES, WE WILL DISTINGUISH MENTORSHIP FROM TRAINING,  
AS TRAINING MAY IMPLY A FINANCIAL ARRANGEMENT, WHEREAS  
MENTORING CENTERS ON RELATIONSHIPS

# Tenets of Mentoring

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LIFE LONG LEARNING: A TEACHER IS ALWAYS A STUDENT

WILLINGNESS TO ADMIT ONE DOESN'T KNOW SOMETHING:  
ONE NEED NOT HAVE ALL THE ANSWERS

RAPPORT AND MUTUAL TRUST:  
THE RELATIONSHIP IS CENTRAL

THE TEACHER AS CONDUIT:  
*"I AM FACILITATING YOU TO BE A BETTER YOU"*

*SELF-DETERMINATION THEORY (DECI & RYAN)*  
GROWTH IN INDIVIDUALS IS GREATEST WHEN MEETING THE  
PSYCHOLOGICAL NEEDS OF AUTONOMY, COMPETENCE, AND  
RELATEDNESS

# IN summary



AS MENTORS, WE RESPECT THE PHASES OF

ACQUISITION

ASSIMILATION

TESTING

REFINING

RESPONSIBLY SHARING OUR KNOWLEDGE



# A Culture of Sharing

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## ATTRIBUTES OF A MENTOR INCLUDE

BEING OPEN MINDED & OPEN HEARTED

LEARNING FROM EVERYONE

APPRECIATION OF GUIDANCE

STIMULATING MOTIVATION AND RESPONSIBILITY IN OTHERS

# *An Ideal Mentor...*



POSSESSES OPEN AND ACCESSIBLE COMMUNICATION  
SKILLS

ACKNOWLEDGES PREVIOUS MENTORING EXPERIENCES

DEVELOPS TRUST

SUPPORTS A MENTEE'S COMPETENCE, AUTONOMY &  
RELATEDNESS

# WHERE MENTORING CAN WORK



DESIGN SITUATIONS TO ENCOURAGE:

SHARING OF IDEAS ABOUT STUDENT PROGRESS:  
SEEK SECOND OPINIONS FROM COLLEAGUES

SEEK NEW INFORMATION IN VOICE PEDAGOGY FIELD

TAKE A LESSON FROM A COLLEAGUE

AVOID UNEQUAL POWER-BASED RELATIONSHIP:  
CHANGE OF TERMINOLOGY

# Mutual Psychosocial Benefits



FLEXIBILITY

RESILIENCE

COLLABORATIVE STRENGTH

SHARED LEARNING

LONG TERM PROFESSIONAL BENEFITS

# Coach or Sponsor?

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## *ASPECTS OF BOTH...*

PERSONAL AND PROFESSIONAL DEVELOPMENT

BOTH IMMEDIATE AND LONG TERM ISSUES

LEADERSHIP FROM ANY LEVEL OF THE PROFESSION

HOLISTIC DISCUSSIONS VS. REMEDIATION

POSSIBLE LONGER TERM DURATION OF RELATIONSHIP

# Domains of Mentoring Activity



## CONTENT

TECHNIQUE / RESEARCH QUESTIONS / TEACHING  
/ WRITING / CLINICAL GUIDANCE

## PROCESS

CAREER ADVANCEMENT / CAREER DIRECTIONS /  
BALANCING RESPONSIBILITIES

# Issues for Consideration



RESPONSIBLE/JUDICIOUS SOCIAL MEDIA USE

AWARENESS OF UNDUE MINORITY LEADERSHIP BURDEN

ENCOURAGE PROFESSIONAL ORGANIZATION MEMBERSHIP

DISSEMINATE MENTORSHIP INFORMATION EFFECTIVELY

ENCOURAGE INTER-GENERATIONAL COMMUNICATION

# Mentorship Settings

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EACH SETTING HAS A DISTINCT  
KNOWLEDGE BASE AND CULTURE

FORMAL

INFORMAL

PRIVATE

ONE TIME



# Venues



ACADEMIC / HIGHER EDUCATION

SENIOR FACULTY AS MENTORS TO ASSIST:  
FACULTY DEVELOPMENT/PROMOTION/ADJUNCT FACULTY NEEDS

INDEPENDENT STUDIO

ESTABLISHING A STUDIO / GEOGRAPHIC ISOLATION / STUDENT RETENTION

# TAKING THE FIRST STEP



ASK A COLLEAGUE TO WATCH YOU TEACH

ASK TO TAKE A LESSON FROM A COLLEAGUE

BE A MODEL OF AN OPEN-MINDED MENTOR

FORMULATE A PLAN WITH A GOAL

ENGAGE IN / ENACT BEST PRACTICES

# Overcoming concerns



SET BOUNDARIES FOR MENTORING RELATIONSHIP

AVOID PRESUMPTIONS OF CRITICISM / NEGATIVITY

EXPECT NEW USES OF ORIGINAL INFORMATION

CREATE NON-THREATENING GROUP ENVIRONMENT

ASK: AM I MISSING SOMETHING?

PROTECT STUDENT IDENTITY / MUTUAL CONFIDENTIALITY

TREAT ALL AS COLLEAGUES IN PUBLIC FORUMS

# MODELS FOR DISCUSSION



NATS INTERNSHIP PROGRAM (USA)

AMERICAN CHORAL DIRECTORS ASSOCIATION

ASSOCIATION OF TEACHERS OF SINGING (ENGLAND)

REPERTOIRE EXPLORATION

NATS MENTORED TEACHING EXPERIENCE 2017

# AATS SETS THE STANDARD



SENIOR GROUP COUNSEL / ADVOCACY

CHANGING THE CULTURE TO EFFECT CHANGE:

OPENLY DISCUSS OBSTACLES

SEEK COMMONALITIES

REINFORCE STUDENT-CENTEREDNESS

MOVE FROM TRANSFERRING INFORMATION TO  
TRANSFORMATIVE EXPERIENCES

ENCOURAGE SELF AND PEER ASSESSMENTS

# FINALLY, WE SEEK TO...



CALL FOR FURTHER INVESTIGATION INTO  
BEST PRACTICES

SEND OUT THE MESSAGE TO NEW TEACHERS,  
STUDENTS, GEOGRAPHICALLY ISOLATED  
TEACHERS

DEVELOP EDUCATION IN BEST MENTORING PRACTICES

THANK YOU FOR ATTENDING!

# American Academy of Teachers of Singing



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