



# **UNIVERSITY OF WATERLOO AVIATION SOCIETY MENTORSHIP PROGRAM MANUAL**

Prepared:

February 21, 2020

Updated October 9, 2023

Updated October 17, 2024

*By:*

Mohammad El-Shaer

Dan Chaudhry

Zachary Montagnese

*Updated By:*

Rafael Repato

Marcus Wilson

Shaldon jennings

Marcus Cheung & Samuel Cooper

Ratified:

February 27, 2020

Update Ratified:

February 1, 2023

October 9, 2023

October 17, 2024

November 26, 2025

## **Table of Contents**

<b>1. Overview, Purpose, and Objectives</b>	<b>2</b>
<b>2. Structure, Roles, and Responsibilities</b>	<b>3</b>
2.1. The Mentorship Committee	3
2.2. Roles and Responsibilities	4
2.2.1. Mentorship Coordinator	4
2.2.2. First Year Representative	4
2.2.3. Faculty Representative	5
2.2.4. President	5
2.3. Program Support Chain	6
<i>Figure 1: Mentorship Program Support Chain</i>	6
<b>3. Best Practices and Expectations</b>	<b>6</b>
3.1. Mentors	6
3.2. Mentees	7
3.3. Alumni	7
<b>4. Code of Conduct and Program Policies</b>	<b>7</b>
4.1. Code of Conduct	7
4.2. Policies	8
4.3. Expulsion from the Mentorship Program	8
<b>5. Timelines, Scope, and Mentorship Program Implementation Plan</b>	<b>9</b>
5.1. Scope	9
5.2. Mentees to Upper-Year Mentors	10
5.3. Upper-Year Mentors to Alumni Mentors	11
<b>6. Communication</b>	<b>12</b>
6.1. Message To Mentors	12
6.2. Message To Mentees	12
6.3. Message to Alumni	12
6.4. Program Inquires and Support	12

### **1. Overview, Purpose, and Objectives**

As part of the University of Waterloo Aviation Society's mandate to foster a community amongst members and students, the University of Waterloo Aviation Society (hereinafter, the Aviation Society, or simply, the Society) has created a student mentorship program connecting first year aviation students with upper aviation

students at the University of Waterloo with the goal to connect upper students with alumni in the industry. With the aim of strengthening ties between students and alumni in our aviation community, the mentorship program offers the opportunity for both mentors and mentees to enrich their knowledge of aviation, diversify networks and enhance growth as students and pilots.

The focus of this program is to provide students with an additional point of contact outside of their class or flight instructor. The mentor–mentee relationship is intended to be a space where student pilots can ask questions about aviation more broadly. Mentors can offer guidance, share tips on flight training and career pathways, and point students toward valuable resources to enhance their experience in the aviation program at the University of Waterloo.

## **2. Structure, Roles, and Responsibilities**

All participants shall adhere to the policies and responsibilities as defined in the Aviation Society’s Constitution, ratified under the Waterloo Undergraduate Students Association (WUSA).

### **2.1. The Mentorship Committee**

The Mentorship Committee shall be founded to carry out the operations of this program in accordance with the policies and guidelines defined in this manual. The Mentorship Committee shall:

- 2.1.1. Create and update proposed codes of conduct, guidelines, and policy frameworks (for approval and ratification by the Aviation Society’s Council) for implementation and operation of all functions of the mentorship program;
- 2.1.2. Ensure the integrity of the program and all guidelines are followed;
- 2.1.3. Work with the Director of Marketing and the marketing team to register mentors and mentees via the Society’s website, ensuring all relevant information is collected;
- 2.1.4. Work with the Director of Marketing and the marketing team to make all relevant program information publicly available to all members of the Society at large and the aviation community at the University of Waterloo including alumni.
- 2.1.5. Create and update a complete database of mentors and mentees participating in this program and develop an effective mentor-mentee pairing process

- 2.1.6. Work with the Director of Events and the events team to organize events that facilitate, foster, and promote the partnership between mentors and mentees (and alumni, starting in Phase II\*); and
- 2.1.7. Report to the President and Vice President.

2.2. Roles and Responsibilities

Roles and responsibilities are outlined below for key positions leading the mentorship initiative at the Society. These roles and responsibilities shall be in addition to any responsibilities that may be defined in the Society's Constitution. In all circumstances, the policies and guidelines in the Society's Constitution supersede those in this manual.

2.2.1. *Mentorship Coordinator (President and Vice President, if Mentorship Coordinator is not appointed for the academic year)*

The Mentorship Coordinator shall:

- 2.2.1.1. Be the Chair of the Mentorship Committee;
- 2.2.1.2. Work to achieve the tasks outlined in section 2.1, entitled *The Mentorship Committee*;
- 2.2.1.3. Run all day-to-day operations pertaining to the mentorship program, unless otherwise directed by the President or the Society's Council;
- 2.2.1.4. Coordinate and routinely communicate with all other members of the Mentorship Committee;
- 2.2.1.5. Propose other potential members to the Mentorship Committee;
- 2.2.1.6. This role can be absorbed by UWAS executive due to reliance on previously developed program structure, otherwise reports to President.

2.2.2. *First Year Representative*

The First Year Representative shall:

- 2.2.2.1. Be an ex-officio member of the Mentorship Committee;
- 2.2.2.2. Assist the Mentorship Committee and the Mentorship Coordinator with day-to-day operations pertaining to the mentorship program, unless otherwise directed by the President or the Society's Council;
- 2.2.2.3. Present any opinions, concerns and/or queries on behalf of the first-year students participating in this program, i.e. the mentees, to the Mentorship Committee; and
- 2.2.2.4. Be a voice for first-year aviation students.

2.2.3. *Faculty Representative*

The Faculty Representative shall:

- 2.2.3.1. Be an ex-officio member of the Mentorship Committee;
- 2.2.3.2. Assist and guide, as needed, the Mentorship Committee and the Mentorship Coordinator with the different phases of the program;
- 2.2.3.3. Assist, as needed, in expanding and integrating the program; and
- 2.2.3.4. Ensure the aviation mentorship program aligns with the Faculty's best interests and mandate.

2.2.4. *President*

The President shall:

- 2.2.4.1. Oversee that the objectives of the mentorship program are completed effectively;
- 2.2.4.2. With consideration to the recommendations of the Mentorship Coordinator, appoint any member of the Society, deemed necessary to assist with executing the tasks outlined in section 2.1 (entitled *The Mentorship Committee*), to be a member of the Mentorship Committee;
- 2.2.4.3. If necessary, and with due consideration, withdraw membership of any member of the Mentorship Committee (the Society's Council shall hear an appeal, if requested, and the President's decision may, at any time, be overruled by the Council through motion carried by executive vote); and
- 2.2.4.4. If necessary, and with consideration to the recommendations of the Mentorship Coordinator and the Mentorship Committee, remove any participant from the mentorship program, temporarily or indefinitely, with written justification communicated to all parties concerned (the Society's Council may choose to hear an appeal, if requested, and the President's decision may, at any time, be overruled by the Council through motion carried by executive vote).

2.3. *Program Support Chain*

This program shall follow the chain of support and administrative structure as illustrated below (Figure 1).

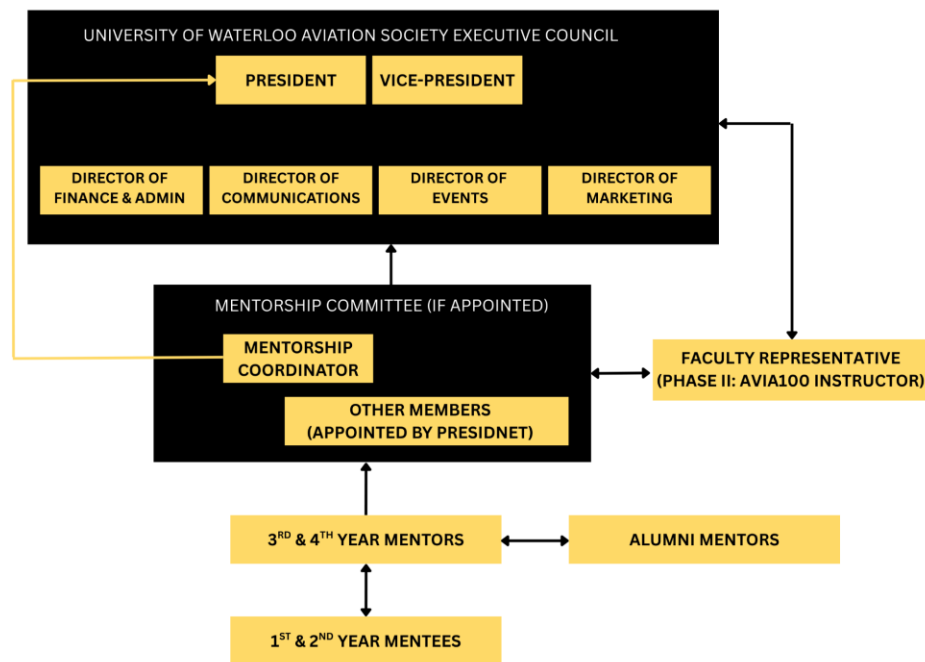


Figure 1: Mentorship Program Support Chain

### 3. Best Practices and Expectations

#### 3.1. Mentors

All mentors are expected to:

- 3.1.1. Show mentees how to approach the aviation industry with the proper behavior, attire, and attitude;
- 3.1.2. Assist mentees in understanding effective techniques to balance university and flight training;
- 3.1.3. Share with mentees any learning skills or tips that might aid in university or flight training;
- 3.1.4. Mentors shall set themselves as an example by upholding themselves professionally and appropriately; and
- 3.1.5. Welcome mentees into the UW Aviation Program and provide any relevant knowledge about the program and aviation.

#### 3.2. Mentees

All mentees are expected to:

- 3.2.1. Mentees shall act professionally and respectfully at all times within the scope (as defined in section 5.1) of the program;

- 3.2.2. Provide feedback on mentors and the program itself, as requested; and
- 3.2.3. Actively engage with their mentors in a meaningful and positive way.

3.3. Alumni

Alumni shall be included in this program, as defined in section 5.4.

Alumni are expected to:

- 3.3.1. Assist mentors in providing required insight into the aviation industry;
- 3.3.2. Share with mentors, if willing, industry contacts; and
- 3.3.3. Assist mentors with providing tips and understanding of the technical skills of advanced flight training, leadership, application/ interview processes, etc.

**4. Code of Conduct and Program Policies**

All participants of the mentorship program must adhere to the Code of Conduct and Program Policies at all times, as defined in this section.

4.1. Code of Conduct

- 4.1.1. After pairing mentors and mentees, it is incumbent upon mentees to initiate contact with their mentors;
- 4.1.2. After pairing mentors and alumni, it is incumbent upon mentors to initiate contact with their alumni;
- 4.1.3. Alumni, mentors and mentees must conduct themselves professionally when communicating and interacting with one another;
- 4.1.4. A scheduled meeting between mentors and mentees must be established depending on their mutual availability and must be committed to;
- 4.1.5. Meeting must be done in a professional setting, unless otherwise explicitly agreed to by all parties;
- 4.1.6. Alumni and mentors are not to replace instructors, and therefore must abstain from teaching any airwork and/or ground school content;
- 4.1.7. Mentors are not to replace academic advisors, and therefore must abstain from advising about university program courses and credits;
- 4.1.8. If a meeting must be canceled, prior notice must be given;

- 4.1.9. An appropriate, professional, and mutually agreed upon, method of communication shall be established between mentors, mentees, and alumni; and
- 4.1.10. Professionalism must be upheld with regard to dress code and interaction.

4.2. Policies

All participants of this program must adhere to the following policies. In all circumstances, the policies in the Society's Constitution supersede those in this manual.

- 4.2.1. All University of Waterloo "Class G" policies (that concern the use of buildings, grounds and physical plant, the conduct of persons on University premises, and other matters of a general nature) must be followed by all participants of this program;
- 4.2.2. All communication between Mentors and Mentees and Alumni and Mentors, within the scope of this program, shall not be disclosed publicly, unless agreed upon by both parties, or authorized by the Society; and
- 4.2.3. The Aviation Society shall reserve the right to expel any participant of this program, with due cause, as determined by the Society.

4.3. Expulsion from the Mentorship Program

- 4.3.1. The Mentorship Committee reserves the right to expel any Mentor or Mentee if it is found that the party involved has violated any of the policies/guidelines found in the Mentorship Guideline;
- 4.3.2. The party involved will be expelled from the Mentorship Program if after an investigation has been done by the Mentorship Committee, the party that has committed the offence has been deemed at fault and it appears to be necessary and reconciliation between the parties involved is no longer possible;
- 4.3.3. Expulsion from the Mentorship Program will be done with a vote from each member of the Mentorship Committee with each member equating to only one vote;
- 4.3.4. If the vote for expulsion outweighs the vote for reconciliation or vice versa, then that vote will be imposed immediately; and
- 4.3.5. If a 50/50 vote has been cast between members of the Mentorship Committee, then the Faculty Representative will be contacted and allowed a vote to break the impasse.

**5. Timelines, Scope, and Mentorship Program Implementation Plan**

5.1. Scope

The Mentorship Program (part of the Aviation Society) shall:

- 5.1.1. be limited to University of Waterloo Geography and Aviation, Science and Aviation and Aviation Specialization students, unless otherwise approved by the Aviation Society's Council;
- 5.1.2. Be for the purpose of enhancing the overall community of the society;
- 5.1.3. Not be a replacement for flight instructors or ground school teaching assistants, therefore, it is crucial that mentors do not attempt to provide technical flight instruction, and that mentees do not consider their mentors as replacement or substitution for their flight instructors or teaching assistants; and
- 5.1.4. Be officially accessible during both terms. However, it is encouraged that Mentors and Mentees keep in communication and engaged after the completion of the program, if agreed upon by all parties.

5.2. Mentees to Upper-year Mentors

- 5.2.1. Mentees are to be limited to 1st & 2nd year Geography and Aviation, Science and Aviation and Aviation Specialization students,;
- 5.2.2. Mentors are to be limited to 3rd and 4th year Geography and Aviation, Science and Aviation, and Aviation Specialization students;

5.3. Upper-year mentors to Alumni Mentors

- 5.3.1. The Mentorship Program is always looking to expand and better its system to maximize its full potential in the long run of the Aviation Society. Therefore, it allows more inclusion, fix its flaws, and the emergence of new ideas to better the aviation community at the University of Waterloo. This will be done through the following:
  - 5.3.1.1. The program is to be expanded to include more Mentors and Mentees;
  - 5.3.1.2. The program is to include not only Geography/Science and Aviation, but also students who are in the Aviation Specialization.

- 5.3.2. The program will further expand by involving aviation alumni. This will enhance the mentorship program and strengthen connections in the aviation community;
- 5.3.3. Alumni will serve as “mentors” to upper-year aviation student mentors. This would improve the program by the following:
  - 5.3.3.1. Alumni involvement could attract more upper-year students to join as mentors. Thus, allowing more mentee participation;
  - 5.3.3.2. Mentors can get a better insight into the aviation community following graduation and could share their information with their mentees;
  - 5.3.3.3. Mentors can form bonds with alumni and develop crucial networking skills needed in the future;
  - 5.3.3.4. For the mentorship program planning, implementation plan could be referenced as follows: Mentorship design - early October, Recruitment - late October/Early November, Action Plan - late November.

## **6. Communication**

### **6.1. Message To Mentors**

On behalf of the UW Aviation Society, we welcome you to the UW Aviation Society Mentorship Program. This program was made to create and support the society’s mission of inclusion and collaboration of UW’s Aviation students. We believe with your knowledge and experience of the University and the Aviation industry thus far, you have the capability of aiding new Aviation students and helping them have a much more positive experience at UW. Your support strengthens our community and only helps to make the programs better for everyone. We thank you for volunteering your time and commitment.

### **6.2. Message To Mentees**

On behalf of the UW Aviation Society, we welcome you to the UW Aviation Society Mentorship Program as a Mentee. The goal of the Mentorship

Program is to aid you in adapting and navigating the UW Aviation Program, and to enhance your understanding of the Aviation Industry. You will be assigned an upper year mentor who will be your guide at your time here at Waterloo. Take this opportunity to learn all that you can, build connections, and take inspiration from those who have been through what you are currently going through. We thank you for participating in the UW Aviation Society Mentorship.

6.3. Message to Alumni

On behalf of the UW Aviation Society, we welcome you to the UW Aviation Society Mentorship Program as an Alumni. The goal of the Mentorship Program is to allow Mentors to learn from your professional expertise and advanced knowledge of the Aviation Industry. It is our hope that you use this leadership opportunity to further inspire, connect with, and guide the next generation of professional pilots at UW. We understand that your time is most valuable and you may not always be available, but we thank you for going out of your way to volunteer as an Alumnus of UW to share your experiences thus far with our Mentors.

6.4. Program Inquires and Support

For any inquiries regarding the Mentorship Program or any issue with regards to Mentors/Mentees, please email the Society Executives at "[info@uwaviation.com](mailto:info@uwaviation.com)".