



UNIVERSITY OF WATERLOO AVIATION SOCIETY MENTORSHIP PROGRAM MANUAL

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By:

Mohammad El-Shaer

Dan Chaudhry

Zachary Montagnese

Miranda Yuen

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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 in its first phase and with the goal to connect upper students with alumni in the industry in its second phase. 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 give students an additional point of contact outside of their class or flight instructor. The relationship between mentor and mentees is intended to be a space where student pilots can ask questions on all subjects of aviation. This is a space where mentors can give advice and tips about exams, flight training, the flight centre and point students towards useful resources that can aid their learning and enrich 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 Vice President Marketing and the marketing team to register mentors and mentees (and alumni, starting in Phase II)

via the Society's website, ensuring all relevant information is collected;

- 2.1.4. Work with the Vice President 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 (and alumni, starting in Phase II) participating in this program and develop an effective mentor-mentee pairing process, and an effective alumni-mentor pairing process (Phase II);
- 2.1.6. Work with the Vice President 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.

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

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. Report to the 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).

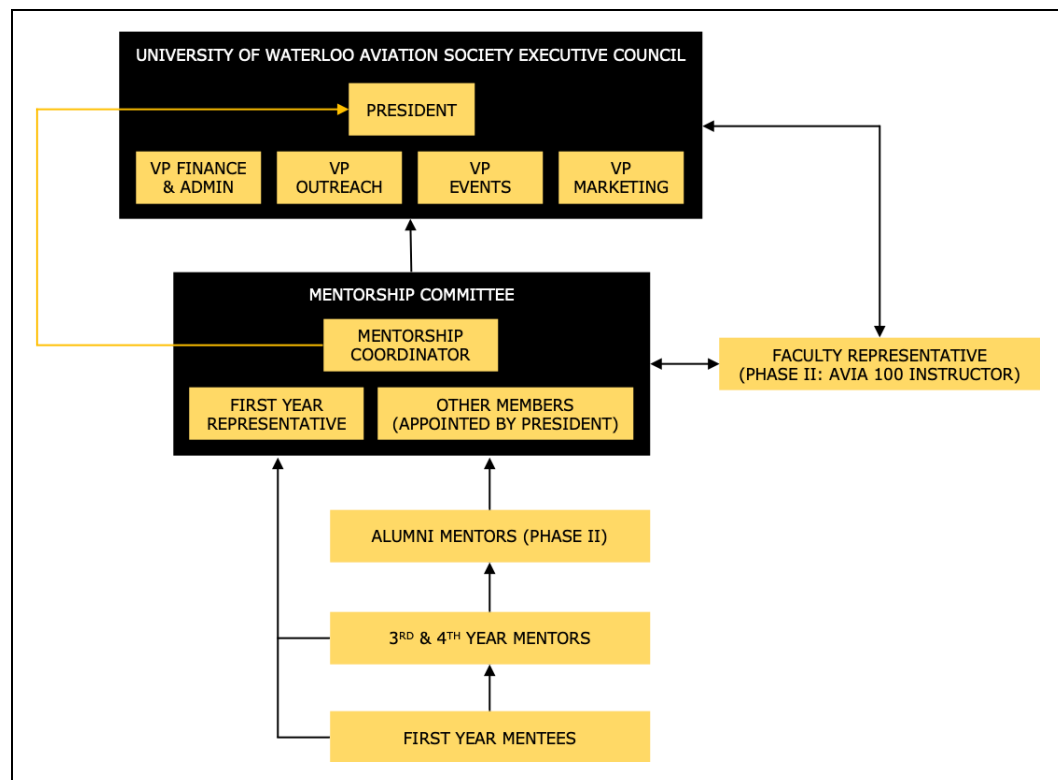


Figure 1: Mentorship Program Support Chain

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 behaviour, 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 Phase II of this program, as defined in section 5.3. Alumni are expected to:

- 3.3.1. Assist mentors in providing required insight of 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, application and 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 alumni, 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. Alumni and 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, and mutually agreed upon, method of communication shall be established between mentors, mentees, and alumni; and
- 4.1.10. Professionalism must be upheld with regards 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 offense 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 Phased Implementation Plan

5.1. Scope

The Mentorship Program (part of Aviation Society) shall:

- 5.1.1. be limited to University of Waterloo Geography and Aviation and Science and Aviation students and alumni as well as Aviation Specialization students and alumni, 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 active during the fall and winter term. However, it is encouraged that Alumni, Mentors and Mentees keep in communication and engaged after the completion of the program, if agreed upon by all parties.

5.2. Phase I

- 5.2.1. The program will only accept up to 50 Mentees and 10-15 Mentors during this phase as it is the first year the program is being implemented by the Society;

- 5.2.2. Mentees are to be limited to 1st year Geography and Aviation and Science and Aviation students;
- 5.2.3. Mentors are to be limited to 3rd and 4th year Geography and Aviation and Science and Aviation students;
- 5.2.4. Phase I of this program shall follow the following implementation plan (Figure 2):

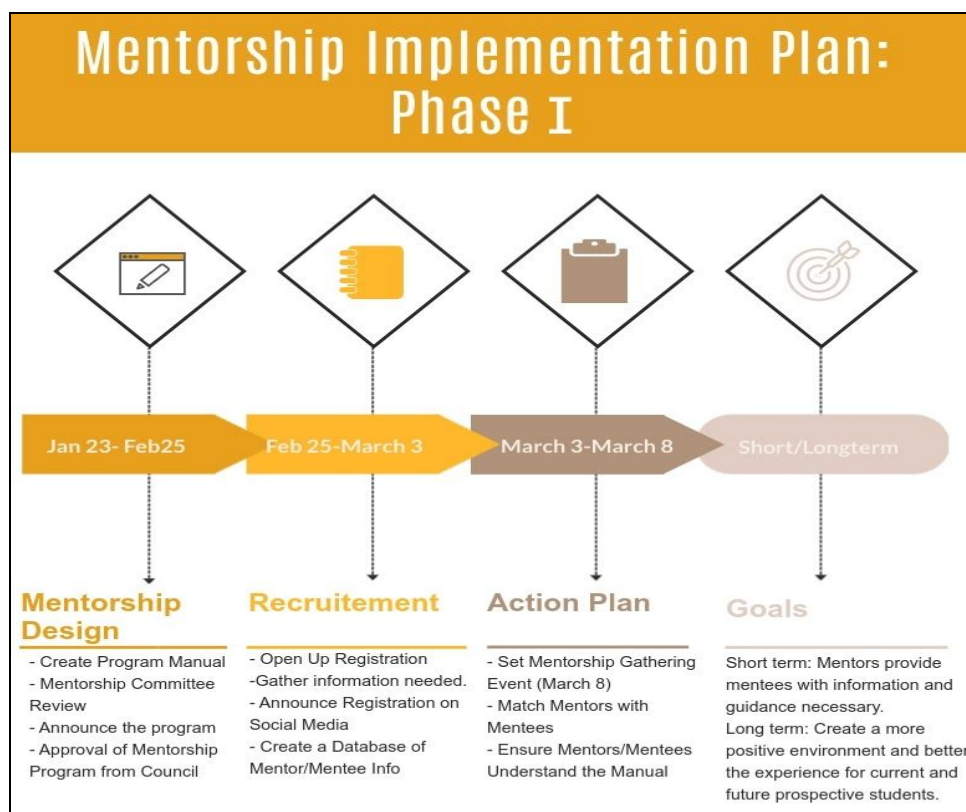


Figure 2: Phase I - Mentorship Program Implementation Plan

5.3. Phase II

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. During phase II, the Mentorship Program is looking to build on phase I of the program to allow 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 in its second year with which 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; and
- 5.3.1.3. The program is to be integrated into AVIA 100 (this course is mandatory for all aviation students at the University of Waterloo).
- 5.3.2. Phase II of this program shall follow the following implementation plan (Figure 3):

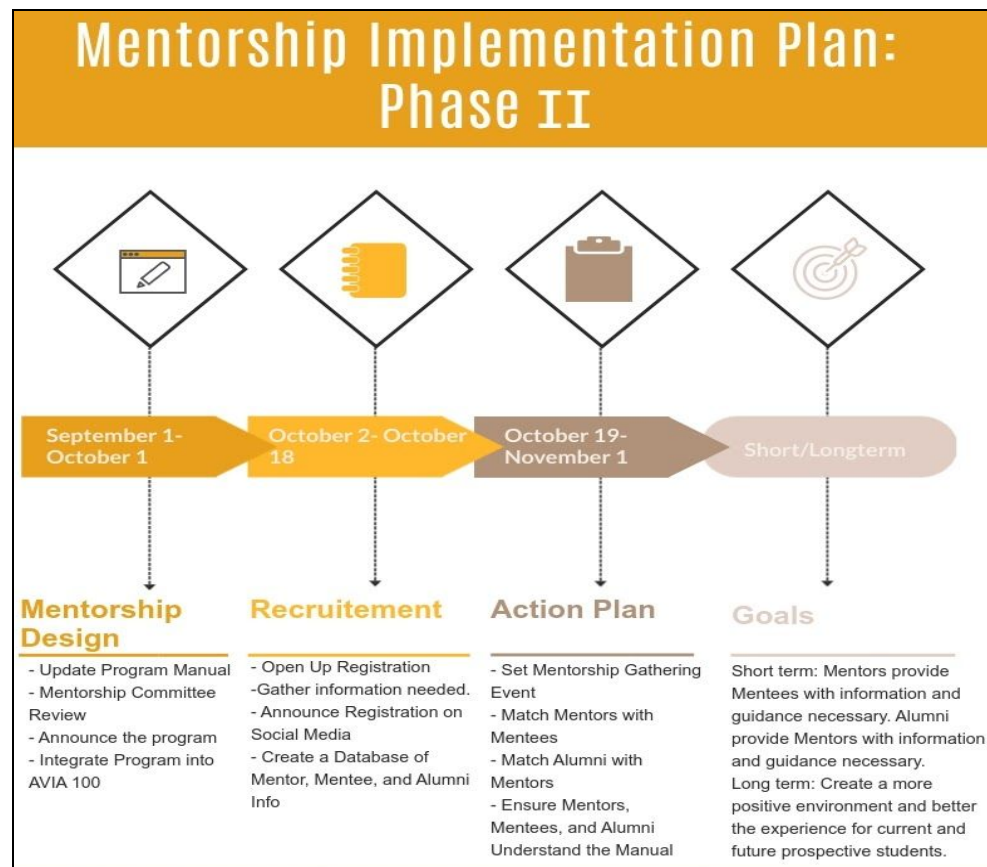


Figure 3: Phase II - Mentorship Program Implementation Plan

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 help them have a much more positive experience at UW. 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. We thank you for participating in the first ever 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 Alumnus. The goal of the Mentorship Program is to allow Mentors to make use of your professional expertise and advanced knowledge of the Aviation Industry. We understand that your time is most valuable and you may not be available at all times, but we thank you for taking the time 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 "info@uwaviation.com".