

Inclusive Mentoring of Research Students

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doi.org/10.6084/m9.figshare.30501749

October 31, 2025

Mentoring as Partnership, Not Supervision

- ▶ Mentoring is a *reciprocal, developmental partnership*, not task delegation.
- ▶ Emphasize shared responsibility, transparency, and well-being.
- ▶ Inclusion recognizes different starting points and life contexts.
- ▶ My own philosophy: mentorship is **formative**, not transactional.

Building Capacity

- ▶ Expand the notion of access → **agency**.
- ▶ Develop intellectual, pedagogical, and entrepreneurial capacities (value all forms of impact beyond traditional publication).
- ▶ Prepare all students to **lead**, not just participate. We develop leaders at all levels from freshman to PhD and beyond.
- ▶ Make the hidden curriculum visible: publishing, grants, teaching, networking to external opportunities (e.g. industry and national labs).
- ▶ **Aside:** Sometimes you do need to spend time *away* from your advisor to gain additional perspective/sanity checks.

Mentoring Through Three Lenses

Lens	Example Practice	Outcome
Research	Scaffolded training in design, academic/grant writing, and authorship ethics	Independent scholars
Pedagogy	Teaching with reflection and attention to learning	Empathetic communicators
Entrepreneurial Thinking	Link research to societal needs, policy, or startups	Creative problem-solvers

- ▶ Mentor for adaptability: academic, industry, or startup trajectories.
- ▶ Doctoral students in our program are required to take courses to support each of these lenses: COMP 501 (Pedagogy), COMP 502 (Research), and COMP 503 (Entrepreneurship).

Inclusive Authorship and Recognition

- ▶ Treat authorship as a teaching moment in ethics and fairness.
- ▶ Co-authorship merits: conception/design, analysis/interpretation, substantial writing/revision, and accountability.
- ▶ Discuss authorship and criteria at project start; revisit as roles evolve.
- ▶ Recognition builds belonging: people stay when they *see their names on the work*.
- ▶ All authors on a paper/manuscript should approve the manuscript *prior* to submission.
- ▶ **Recommendation:** Get Responsible Conduct of Research (RCR) training (also known as IRB training through CITI Online) even if you do not work with human subjects. There are useful modules that cover collaboration and how to address authorship issues before they become a problem.

Sustaining a Healthy Mentoring Culture

- ▶ Use a **lab compact** as a living document of shared expectations.
- ▶ Schedule regular check-ins, feedback loops, and annual reflection.
- ▶ Encourage networked mentoring—no single mentor meets all needs.
- ▶ Use modern collaboration technologies to communicate and collaborate more effectively. E-mail is inefficient for dynamic group collaborations.
- ▶ Closing message: *Inclusion is not an initiative; it is how we do the work together to achieve success.*