



DEPARTMENT OF THE NAVY
NAVAL RESERVE OFFICERS TRAINING CORPS
OREGON STATE UNIVERSITY, NAVAL ARMORY
CORVALLIS, OREGON 97331-5401

NROTCUOSUINST 5350.1C
13 Dec 2019

NROTC UNIT OREGON STATE UNIVERSITY INSTRUCTION 5350.1C

Subj: MENTORSHIP PROGRAM

Ref: (a) Navy Leader Development Framework Version 2.0
(b) MCO 1500.61

Encl: (1) Mentor-Protégé Agreement

1. Purpose.

a. To encourage effective mentorship within the Oregon State University NROTC Unit. This Mentorship Program instruction is intended to foster high quality mentorship by providing guidance and supporting tools (see enclosures), not to mandate specific mentor pairing.

b. The previous version of this instruction was based on Navy and Marine Corps directives governing prescribed mentorship programs. Those directives have since been cancelled in favor of more holistic frameworks for leader development, outlined in refs (a) and (b). These leader development frameworks include teaching, coaching, counseling, and mentoring.

c. For the purposes of this Mentorship Program instruction, I expect that teaching will be conducted by Naval Science instructors and Oregon State University faculty, supplemented by members of the battalion who have the requisite knowledge and expertise in accordance with refs (a) and (b). Similarly, coaching and counseling will be done by class advisors and, just as importantly, by respective battalion, company, platoon, and squad leaders.

d. While a formalized, structured approach to mentoring is no longer prescribed, mentoring remains a vital component of leader development. Ideally, mentoring is a voluntary relationship between two individuals. Mentors should commit themselves to their protégé's growth and success in a way that is more personal, involved, and longer term than teaching, coaching, or counseling.

e. The danger of this organic approach is that midshipmen who have trouble making personal connections within the battalion may not benefit from mentorship. Leaders and mentors must make a deliberate commitment to ensure the Mentorship Program is inclusive so that members from all backgrounds and perspectives may benefit.

2. Cancellation. NROTCUOSUINST 5350.1B

3. Action. The Mentorship Program is intended to be simple and not administratively burdensome. The more difficult it is to administer and enforce, the less likely that the program

will be sustainable. Therefore, it is incumbent upon all members of the battalion to seek opportunities to be a mentor and to find a mentor. Additionally, class advisors, platoon and squad leaders, and the Battalion N2 should assist new midshipmen in finding a mentor. Members are encouraged to use the Mentor-Protégé Agreement, Enclosure (1), which outlines mentor and protégé responsibilities, time contributions, and provides a framework for addressing protégé goals.

a. Recommended mentor requirements. Mentors should be mature role models in good standing academically (minimum cumulative GPA of 2.5) and physically (minimum “Good-Low” PRT / 235 PFT/CFT). Mentors are welcome to have multiple protégés, but recommend no more than three (3) protégés at a time to ensure the mentor has sufficient time to provide quality mentorship.

b. Mentors for 4/C Midshipmen

(1) 3/C midshipmen and 2/C midshipmen should make an effort to get to know and seek opportunities to mentor new 4/C midshipmen. Battalion, company, and platoon leaders are encouraged to coordinate social gatherings (e.g., Friday BBQ, pizza nights, etc.) early in the first academic term. Other early opportunities to get to know one another include:

- (a) New Student Orientation
- (b) Naval Science labs
- (c) Alumni Tailgater
- (d) Physical training
- (e) Fall Ball
- (f) NROTC special interest club events

(2) 4/C midshipmen should strive to find a mentor by the end of their first month in the battalion, but no later than the end of the first academic term.

(3) Upon finding a match, mentors and protégés are encouraged to enter into an agreement using enclosure (1). Additionally, protégés can help their mentors get to know them and assess their strengths and weaknesses by providing enclosure (2).

c. Mentors for 3/C Midshipmen

(1) 3/C midshipmen may either retain their mentor from the previous year or find a new 2/C or 1/C midshipman mentor, with the approval of that new mentor.

(2) Upon finding a match, mentors and protégés are encouraged to enter into an agreement using enclosure (1). Additionally, protégés can help their mentors get to know them and assess their strengths and weaknesses by providing enclosure (2).

d. Mentors for 2/C and 1/C Midshipmen

(1) Upperclassmen are encouraged to find a mentor inside or outside of the battalion.

(2) Mentors could be midshipmen, professors, alumni, advisors, colleagues, etc.

e. Battalion N2

(1) The Battalion N2 will maintain a current list of protégés and their mentors. Enclosure (1) provides an opportunity to record. This list will be available to battalion, company, and platoon leaders, as well as class advisors.

(2) N2 should actively work with company and platoon leaders to help 4/C and 3/C midshipmen find mentors no later than the end of the first academic term.

f. Class Advisors

(1) Class advisors should witness Mentor-Protégé Agreements, using enclosure (1).

(2) Class advisors shall encourage and help facilitate effective mentorship during scheduled and unscheduled interactions with midshipmen.

4. Records Management. Records created as a result of this instruction, regardless of media and format, must be managed per Secretary of the Navy Manual 5210.1 of January 2012.

5. Review and Effective Date. Per OPNAVINST 5215.17A, NROTCU Oregon State University will review this instruction annually on the anniversary of its effective date to ensure applicability, currency, and consistency with Federal, DoD, SECNAV, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will automatically expire 5 years after effective date unless reissued or canceled prior to the 5-year anniversary date, or an extension is granted.



W. E. SISSON

Releasability and distribution:

This instruction is cleared for public release and is available electronically only via the NROTC Instructions/Notices folder:

OREGON STATE NROTC MENTORSHIP PROGRAM
MENTOR / PROTÉGÉ AGREEMENT

This MENTOR-PROTÉGÉ AGREEMENT is voluntarily entered on this day, _____
by and between the individuals named below.

1. **Purpose.** The purpose of this Mentor-Protégé relationship is to assist the Protégé with personal and professional development in order to succeed at Oregon State University, Naval ROTC, and in life.

2. The **Parties** to this agreement are:

The Mentor: _____
(Rank and Full Name)

The Protégé: _____
(Rank and Full Name)

3. The Protégé's goal(s) are primarily: Mental Moral Physical Financial

Specifically, the Protégé hopes to achieve the following:

- a. _____
- b. _____
- c. _____
- d. _____

4. In enabling the Protégé to achieve the goal(s) enumerated above, the Mentor will do the following:

- a. _____
- b. _____
- c. _____
- d. _____

5. **Time Contribution.** Each party agrees to devote a minimum of one (1) hour per week towards this Mentor-Protégé relationship for the first six (6) weeks, and a minimum of one (1) hour a month thereafter.

6. **Mentor Responsibilities.** The Mentor shall be a mature role model and will share advice, experience, guidance, and encouragement consistent with Navy and Marine Corps values. The Mentor will probe into their Protégé’s strengths and weaknesses and challenge them to be a more complete person. The Mentor will commit themselves to their Protégé’s growth and success.

7. **Protégé Responsibilities.** The Protégé agrees to take all guidance provided by the Mentor in a constructive manner and to be forthright in all communications. To this end, there is no such thing as a “stupid question.” The Protégé will be proactive in their own personal growth and develop the skills that will allow them to serve as a mentor and role model for others.

IN WITNESS WHEREOF, the parties have executed this Agreement:

(Mentor’s Signature)

(Date)

(Protégé’s Signature)

(Date)

Witnessed by: _____
(Protégé’s Class Advisor)

Recorded by: _____
(Battalion N2)