This is a draft Resource Map for the Horn Point Laboratory at University of Maryland Center for Environmental Science. This was adapted from the “Sample Ph.D. Mentoring Plan” developed by Vashan Wright (Woods Hole Oceanographic Institution) and Karin Block (City College of New York and CUNY Graduate Center), License: CC BY-NC-SA 4.0.

The Horn Point Lab (HPL) is the only environmental science laboratory in Dorchester County, Maryland, and is the 10th largest employer in the county. Scientists from all over the world come to research and learn at Horn Point Lab, and faculty members have conducted research on every continent. Building upon our long-standing tradition of collegiality, interdisciplinary research, support for students, and acceptance of scientists from other cultures, we recognize there is still work to be done to ensure HPL is the diverse and welcoming community that we want it to be.

The Horn Point Lab is located in a rural region of the Eastern Shore of Maryland though it is only 50 minutes from the state capitol and 2 hours drive from Washington DC. The Eastern Shore is more politically and culturally conservative than the communities and institutions from which many of our new hires/recruits come. Faculty, students, and staff have informally reported having experienced incidents of racist, sexist and/or homophobic behavior in the surrounding community. These incidents are disturbing to both BIPOC and white members of the laboratory community, and we want to provide resources to support individuals that experience harassment in the community. On a positive note, in the city of Cambridge MD, which is near our laboratory, and in which most students live, there is a large African American community in the town and a significant LatinX population. Accordingly, there are numerous commercial institutions and social centers that cater to these communities, culture specific food stores, restaurants, and religious communities, barbers and hair salons for those two populations are easily available.

Horn Point is small and so doesn’t have support groups for specific ethnicities. Horn Point is part of the University of Maryland system. While the University of Maryland has student groups that cater to many communities, they are generally on the University of Maryland’s main College Park campus, which is often too far away to help students at Horn Point in general. The international student office at the University of Maryland helps international students navigate some bureaucratic issues like visas and english proficiency testing. However, it cannot be considered a support group.

Because of its small size, it may be less likely for a student to fall through the cracks at Horn Point than at a larger institution. The student to faculty ratio is low and we have a culture of collegiality. Most students eat lunch with faculty members and otherwise interact with them on a regular basis. Thus, most faculty generally are familiar with most students and can offer support when needed.

We note that students and faculty at Horn Point are eligible for many resources at the University of Maryland College Park, mostly due to the fact that the MEES graduate degree
program in which Horn Point Students are enrolled is a system-wide program based at College Park. However, few people take advantage of these resources due to the distance (1 hour 40 minutes by car) and because many people at Horn Point are not aware that these resources exist. More people have been utilizing these resources since the start of the pandemic as more resources have moved online. What follows is a bulleted list of resources that are available to faculty, staff, and students. The goal of this document is to serve as an initial source of information to those who would like to find additional resources.

- **Mentoring plan**
  - **Formal mentor training**
    - University of Maryland College Park offers small courses on how to be a mentor/mentee which should be recommended to new faculty and new students
    - The assistant professors (and some associate professors) in our group had never heard of these courses, which indicates that they should be more widely advertised at Horn Point.
    - Assistant professors may choose to meet with the Career Advancement Committee made up of three tenured faculty who review annual review information and provide confidential feedback.
    - All faculty meet annually with the Laboratory Director to review their goals and performance. The annual review process is currently under review to clarify its role as a mutual discussion on support and advancement of individual faculty interests.
    - HPL has a postdoctoral mentoring plan which outlines support for postdoctoral researchers. The link is [here](#).
  - **New Hire Process**
    - New hires follow a codified process designed to familiarize them with the business and IT resources and the individuals that perform these tasks.
    - New students also receive training and mentoring through the MEES graduate student orientation.
  - **Graduate student mentoring of undergraduate students**
    - Graduate students have the opportunity to help mentor undergraduates through participation in the MD SeaGrant REU program.
    - Some students may also help mentor high school or undergraduate interns in individual labs.
  - **Lab Group expectations**
    - Advisors are expected to meet with their students to discuss expectations for working in that lab group. At this meeting the students and faculty together fill out and sign a document discussing everything from vacation, to one on one meetings and lab meeting frequency, to equipment and clothing and gear such as lab coats and rain gear needed or laboratory or field work.
    - This MEES form is then signed by both advisor and student at the beginning of each year and submitted to the MEES office.
    - Expectations for unwritten rules should be made explicit at this time.
Evaluations: rubric, frequency for advisor/committee evaluations, encourage self-evaluation (reflection) and review long term goals and how to achieve them

- Student committees meet at least once per year. Students present their recent accomplishments, timelines, and coursework to the committee. Goals for the next year are discussed. An evaluation is written. Students often meet more informally throughout the year with their committee or individual committee members as needed.
  - MEES has a recently constituted standing committee on Learning Outcomes Assessment that is developing web-based rubrics for all milestones in the student pathway, including committee meetings, courses, exams, and defenses.
- FRAs write a self-evaluation and are evaluated by their immediate supervisor with a designated rubric once per year. FRAs and their supervisor meet to discuss both these evaluations.
- Staff undergo annual reviews with their supervisor with a designated rubric. Prior to the review, the supervisor may request a summary of accomplishments from the past year and a list of goals for the upcoming year as a source for discussion.
- Faculty have an annual review with the director once per year. Prior to this review, faculty create an updated CV, a summary of work accomplished in the past year, plans and goals for the next year, and a summary of work accomplished in the past 5 years.
- The Laboratory Director has an annual review each year with the UMCES President. Prior to this review the Director submits an updated CV, summary of scientific work, administrative accomplishments and goals for the next year.
- UMCES executive administrators (directors, vice presidents, president) have reviews conducted every five years by the faculty senate.

Student Handbook:

Recommendations:
- Publicize mentoring resources available through UMD perhaps through updating the faculty handbook.
- HPL employee handbook should be revised and updated to make the unwritten rules and resources more clear and transparent.
- As part of an annual process, the graduate student mentoring plan should be revised and updated to reflect mutual desires and expectations.
- Update the mentoring plan for postdocs.
- Work with MD SeaGrant to develop an introduction to the science process for graduate students based on their REU development process.
- Create a visual poster with photographs, location and titles for all new hires to learn the HPL community.
Develop orientation program which introduces new students, faculty and staff to the RV Rachel Carson, and a lab orientation day(s) with a quick introduction to the HPL campus and facilities; research labs and topics. and encourage formation of support networks within HPL (internal Open House).

- **Core work resources**
  - Code-of-conduct - We have a draft code of conduct (see deliverable 6). We are trying to put in place a policy that in the future all members of the HPL community will sign and abide by this code of conduct.
  - Communication plan and expectations, e.g. how do members communicate with each other and what times are appropriate
    - Most communication occurs through e-mail at Horn Point.
  - Reporting Policy - Major events can be reported to HR. Horn Point has no reporting policy and no consequences for microaggressions. The DEI committee is discussing a plan to create a reporting policy and a reporting system
  - Computing resources are available through the HPL High Performance Computing initiative. Typically, participation in the initiative is supported through PI funds, however student use is prioritized. Shared use desktop computers are available for students in the student computing lounge.
  - Equipment - Horn Point has communal kayaks, canoes, and diving gear that students can use for free. Horn Point has small boats, and trucks to move the small boats that can be used for field work for a fee. Students are expected to buy their own boots necessary for working safely on boats as well as foul weather gear, unless these are provided by the PIs individual laboratories. Scientists can also use the RV Rachel Carson for a bigger fee: [https://www.umces.edu/research-fleet](https://www.umces.edu/research-fleet)
  - Conference and workshop participation
    - Horn Point has calls for student travel awards once a semester, where Horn Point will subsidize student travel to conferences and workshops ($850 for US conferences and $1500 for international conferences). Each student can get one travel award per year. We have yet to refuse, and do not plan to refuse any student travel fellowships requests to attend a scientific conference where they have been accepted to present data. In particular we are open to funding students to go to SACNAS, NABG, AISES, GeoLatinas.
    - Additional funding to support student research and conference participation is available annually through foundation support, typically three awards are made each year.
    - The USM Women’s Forum has annual scholarship opportunities ($1000) for professional development for faculty, staff, and students.
    - Student awards may be used for:
- USM institution tuition
- Housing and meal costs
- Books for courses
- Technology for courses
- Child care
- Transportation
- Staff awards may be used for professional development opportunities
- Faculty research awards provide a competitive funding opportunity for faculty who are pursuing research on women's experiences: the social, scientific, economic, political, and health conditions that impact female and/or female identified persons.

The USM will host its first ever Professional Development Week in June 2021. Webinars and training sessions will be held virtually by various USM institution training departments. These sessions will be open to all USM employees and there will be a variety of topics to learn about and there is no cost to attend. Sessions include:

- Workplace Productivity
- Personal Leadership Mastery
- Diversity, Equity, Inclusion
- Wellness for the Workplace

Recommendations:

- Develop travel support for postdoctoral scholars.
- Continue with development of code of conduct and reporting of harassment at different levels of concern.
- Have the Lab Director encourage participation in training and mentoring opportunities across the USM system. These could be called out as proactive activities in annual reviews for example.

Community support and mental health resources

- Assistance finding accommodations, moving expenses/assistance
  - After accepting a position, assistant professors are brought back to the area and scheduled with a real estate agent to find a place to live. This is paid for by Horn Point.
  - Horn Point pays moving expenses for newly hired professors
  - Students and FRAs must pay their own moving expenses and make their own living arrangements
  - The Horn Point Graduate student organization is available to assist incoming students with information about living costs and opportunities.

- Outline services at organization/university: diversity officer, counseling and psychological services, ombudsperson, affinity groups, etc.
  - Horn Point is too small to have its own counseling services. However, a list of counseling services in the community has been collected by the
administration and is regularly emailed to the community. Additionally, Horn Point employees are eligible for online mental health consultations through Guidance Resources. Links to both can be found here: https://www.umces.edu/coronavirus/wellness

- Counseling services at the University of Maryland are available for students and a limited number of sessions each school year are free. https://www.counseling.umd.edu/
- UMCES does not have an ombudsperson or a diversity officer
- UMCES does not have affinity groups.

○ Connecting with cohorts, organizations, social clubs with common identities and/or interests
  - There are some local environmental organizations:
    - Isaak Walton midshore chapter: https://www.facebook.com/izaakwaltonmidshore/
    - Shore Rivers: https://www.shorerivers.org/
    - Audubon Society https://pickering.audubon.org/get-involved/volunteer
    - Eastern Shore Land Conservancy: https://www.eslc.org/
    - Dorchester Citizens for Planned Growth
  - Dorchester Center of the Arts-- offers art classes although many are during work hours: https://dorchesterarts.org/
  - Eastern Shore Network for Change https://www.esnccambridgemd.com/, is a local community group that HPL has partnered with for transdisciplinary education experiences for our Environmental Education facilities to blend multi-cultural history of Dorchester County with environmental science, and sustainability topics.

○ Businesses or other needs, e.g. gyms, barber shops/hair services, etc.
  - This list is not inclusive of all, but reflects the knowledge of the writers.
  - Faculty, staff and students report that the YMCA system in the area is a friendly and integrated environment. They have exercise equipment, pool and classes, and membership at the Y in Cambridge allows access to other area Y facilities. https://ymcachesapeake.org/
  - Cambridge Multisport-- training for triathlon and ironman races: https://cambridgemultisport.wordpress.com/ Cambridge is the site of an annual iron man competition, so triathlon and related sports are quite popular in the region. Many students, staff and faculty train for and participate in this race.
  - There are LatinX grocery stores in Cambridge. Cambridge Mercado Latino is downtown-- at certain times they also cook pupusas and other food in the back. A second is on Cedar street (Mercado Latino Butchery-- more diversity of items on sale)
  - There is a small South Asian market in Easton (Four Sisters Halal Meat and Grocery, https://www.facebook.com/khanfamily0786/). The family that owns the market also runs a food truck and they provided food at no
cost to community members who were economically impacted by the pandemic.

- Closest large Asian food store is “H-mart” in Ellicott City (1.5 hr drive) or “Asian Supermarket” in Newark DE (~1.5 hr drive)
- Can get dried packaged Asian food at Giant Food in Easton
- Small Asian grocery store in Salisbury (45 min drive) called “Asian Food Center” but the selection is small
- Simmons Center Market in downtown Cambridge has a diversity of meat items including many different body parts
- Emily’s farmstand—fresh local produce, pies, etc.
- There are numerous churches of different Christian denominations throughout Cambridge and the Eastern Shore.
- There is a reform Jewish synagogue in Easton. Temple B’nai Israel. [https://bnaisraeleaston.org/](https://bnaisraeleaston.org/)
- Islamic Society of Easton MD is a local place of worship for Muslims: [http://islamicsocietyofeastonmd.yolasite.com/](http://islamicsocietyofeastonmd.yolasite.com/)
- Hair salons of all types in Cambridge. Pick your favorite.

- Introductions to other people of color
  - Introductions to others in the community is purely on a 1:1 person basis.
- Organizations that support the local African American youth
  - Chesapeake Multicultural Resource Center, [https://chesmrc.org/](https://chesmrc.org/)
  - Talbot Mentors, [https://talbotmentors.org/vision](https://talbotmentors.org/vision)
  - Cambridge Empowerment Center, [https://www.cambridgeempowermentcenter.org/](https://www.cambridgeempowermentcenter.org/)
  - Millenials for Change, Cambridge, [https://www.facebook.com/MillennialsDemandingChange/](https://www.facebook.com/MillennialsDemandingChange/)

- Recommendations:
  - Consider developing a relationship with local mental health services to be able to recommend professionals familiar with the student and faculty research experience.
  - Consider developing a list of activities and groups, including resources in Salisbury that cater to a larger community.
  - Continue to work with the local community to develop relationships that might assist international or BIPOC students in finding cultural groups.

- **Skillset support resources**
  - What skills or experiences are required for their work/coursework?
    - This depends on the specific lab.
    - Many people need to be able to use small boats for collecting samples. Horn Point has a training program where people learn how to drive small boats.
- Students are often expected (and/or assumed) to be comfortable near or on a boat on the water.
- Many labs assume students can drive and can drive a truck hauling a boat. There is also training for driving trucks hauling boats available at request.
  - What skills training is supported through the organization, how would someone acquire/improve these skills?
    - UMCES has a plethora of classes that teach skills: Writing, data visualization, science communication, statistics, R programming
  - Do they need to know how to code? If so, what languages? (e.g., R, Matlab, Python) If they do not have this skill, what resources/training are available?
    - There is a class that teaches R
    - R club can help students with R problems—this is a real support group!
    - There is a bioinformatics class that introduces students to Python
  - Recommendations:
    - Develop a defined procedure for skills acquisition (e.g. driving lessons, swimming lessons, snorkeling skills, boat driving, other field skills etc.) that is non-judgmental and explicit so that individuals need not feel inadequate if they do not already have these skills.
    - Consider formalizing a point person for instrument use that can provide specific training on a regular basis.

- **Professional development resources**
  - Outline available resources for training/development or best practices in:
    - Teaching/pedagogy
      - University of Maryland main campus provides supplemental teaching resources to Horn Point faculty: https://svp.umd.edu/keepeteaching?mc_cid=cdc4985af&mc_eid=8426222d76
      - Students can TA at HPL though there are limited classes with TAs
      - Students are also eligible for TAships at our main College Park campus (~1.5 hr drive)
    - Project management/budgeting: https://www.umces.edu/award-management
    - Media training
      - Amy Pelsinsky is the UMCES media point person and works with individuals as needed.
    - Proposal writing
      - The grants officer has put together extensive material explaining the details of budgets and proposal writing. She sits down with new assistant professors and explains how proposal budgets work. https://www.umces.edu/oraa-proposals
      - Many links related to proposals can be found at: https://www.umces.edu/research-administration
For students there are many resources and support for all types of writing through the UMD Graduate School Writing Center (https://gradschool.umd.edu/graduate-school-writing-center). The HPL grants officer will also work with students developing grant proposals regardless of whether the proposal will be handled by the university or if the student applies directly to the sponsor. Faculty mentors also provide guidance for student proposals.

- **Public speaking**
  - Students give a seminar once a year to the Horn Point community and receive constructive feedback on both presentation skills and research.

- **Networking**
  - Green Drinks Eastern Shore (https://www.facebook.com/greendrinkses/)
  - For students: Networking trainings and events through UMD Career Center (https://careers.umd.edu/)

- **Support Groups**
  - SWMMS (Society for Women in Marine Sciences)
    - SWMMS provides career advancement workshops for the whole Horn Point community
    - SWMMS organizes social events for members
    - Any non-social event organized by SWMMS is open to the entire Horn Point community

- **Design/drafting of figures using Adobe Suite/Python/ArcGIS**
  - Graduate student Science Visualization Class taught by Bill Dennison
  - IAN is a resource for Science Visualization as well as science integration and application

- Networking opportunities, e.g. departmental and regional seminars, presentation opportunities, and opportunities to meet with speakers for building a professional network
  - In person seminar speakers at Horn Point are offered lunch with the community after speaking. Sometimes a specific time has been set aside for students to meet the speaker. Faculty are encouraged to meet with the speakers.
  - Students present at Horn Point student seminar once a year
  - The subchapter of the Coastal Estuarine Research Federation (CERF) has a regional chapter Atlantic Estuarine Research Society https://www.aers.info/, that hold 2 scientific conferences a year (including virtually in 2020, 2021 during pandemic). This is a small, very student friendly, collegial group where HPL students have regularly presented and is a good place for networking regionally before attending larger national or international meetings.
■ The annual CERF, Ocean Sciences, Maryland Shellfish Aquaculture conference and Ocean Carbon Biogeochemistry meetings are commonly attended by Faculty and Students and when close by can be reached by carpool to reduce expense.
■ HPL graduate students select an IAN Morris Scholar every two years. The Ian Morris Scholar is invited for a week-long stay at HPL. They give several presentations to the HPL community (faculty, student, and staff are invited) and the general public, and they meet with students to discuss various topics including both science and their careers, and attend social gatherings with faculty, students, and staff. These events are supported by tuition return funds.
■ The MEES graduate program supports an annual colloquium at which students from around the state present research and network with students and faculty.
  ○ Outline opportunities, expectations, benefits, and/or compensation for mentoring new hires and/or students who wish to engaged in belonging, accessibility, justice, equity, diversity, and inclusion (Be A JEDI) efforts
  ■ Members of the Career Advancement Committee can claim this work as service.
■ Be A JEDI efforts: HPL has a DEI committee that grew out of a grassroots effort led by faculty to do the work to better understand and breakdown barriers to success at HPL. The UMCES DEIC is open to all UMCES personnel and is led by a core group with student, staff, and faculty representatives from each unit. UMCES DEIC holds open meetings focused on discussions every few months, other meetings are more business oriented
■ Compensation: Monetary compensation is not explicitly provided.
  ● Students have been very involved in driving DEI efforts at HPL and UMCES forward. By doing Be A JEDI work, students gain understanding and skills they can use during their time at HPL and after graduation. Their work can be cited on their CV and included in diversity statements that are becoming more common in job applications.
  ● Faculty work in the DEI space is considered “service,” and there are often trade-offs between time spent on DEI and time spent on research that is currently highly valued for promotion and tenure. However, the UMCES Faculty Senate is discussing valuing DEI work more highly. We (the people doing DEI work) hope that this shift occurs.
  ● Staff are generally not compensated for DEI work. FRAs that are funded wholly on grants may be asked to do DEI (or other committee) work outside their paid working time. aka they do this work for free.
“Explicitly acknowledge, discuss, and suggest policies to limit the “time tax” put on people of color for participation in Be A JEDI activities and support clear path for opting out”

- At the moment, no one is required to do Be A JEDI activities. These activities are voluntary, including being on the DEI committees.
- However, the same people appear to volunteer over and over as they find these issues to be important. Thus, we are focusing on how these people can be better supported.

Information on honoraria and establishing/charging speaker fees

- Horn Point pays travel (gas money, tolls, per diem and accommodation costs as needed) for speakers though there is an understanding that most speakers will be from the Maryland, Virginia and Delaware area to reduce costs.
- Horn Point does not pay speaker fees or honoraria

Recommendations:

- Develop TA opportunities at UMES and Salisbury or other community classes to provide teaching experience.
- When the budget allows, reinstate small research grants to allow students grant writing experience.
- Continue to work on valuing DEIC activity as part of core research activities.

- **Childcare**
  - Other childcare providers (for infants, toddlers, and school age children) can be found at: [https://locate.marylandfamilynetwork.org/Family/login](https://locate.marylandfamilynetwork.org/Family/login)
  - This site can assist with finding licensed child care in any county in Maryland for children of all ages including those with special needs. Searches can be conducted either online or you can speak with a specialist to find a provider that best fits your and your child’s needs.
  - There are no facilities for childcare for ill children, thus individuals with work critical time constraints will need to develop informal caregiving for those occasions.

- **Transportation:**
  - Members of the community without cars or bikes can need help grocery shopping as the grocery store is too far to walk. There is a google document with lists of names of members of HPL who are willing to take additional people on their grocery shopping trips.
- BayRunner Shuttle is a van service that will take people to the Baltimore Airport and train station for a fee.
- HPL has free charging stations for electric cars powered by our solar panels.