

**Annenberg School for Communication (ASC)
Faculty Mentorship Program for Untenured Standing Faculty
August 24, 2018**

Consistent with University policy, ASC recognizes its responsibility to provide untenured standing faculty with access to constructive support and guidance from senior colleagues. As a small school with no separate departments, much of this support and guidance occurs through informal interactions. All untenured faculty are encouraged to get to know and seek the advice of all our more established faculty members, as well as faculty in other Schools at the University. They are also encouraged to share their work with colleagues, and are given the opportunity to present their work at ASC colloquia attended by faculty and graduate students. In turn, established ASC faculty are encouraged to reach out to our untenured faculty.

In addition to these informal interactions, ASC provides more structured mentoring (see below). It is important to note, however, that while we seek to support untenured faculty through this mentoring program, we recognize that the ASC dean retains the responsibility of reviewing the performance of each faculty member annually, and of providing candid feedback to tenured and untenured faculty members on their performance. Ultimately, each individual faculty member is responsible for compiling a record of scholarship, teaching and service that merits promotion.

Specifically, our mentoring program includes the following:

1. Before or upon their arrival, all new faculty are introduced to key staff members (e.g., in Information Technology, Finance, Human Resources, Facilities, the dean's administrative assistant) who help with the logistical and bureaucratic aspects of their transition and professional development.
2. Before or upon the arrival of a new untenured standing faculty member (and new tenured faculty should they request it), a member of ASC tenured standing faculty is selected to serve as his or her faculty mentor. Selections of faculty mentors are made, in consultation with the new faculty member, by the ASC dean. Faculty members are free to request a change in their mentor at any time and for any reason. If such a request is made, the ASC dean will, in consultation with the faculty member, select a new mentor.
3. The faculty mentor's responsibility is to help with the new and/or untenured faculty member's transition to Penn and their subsequent development as a scholar, teacher, and member of the ASC and Penn community. These mentoring responsibilities include (as appropriate):
 - Providing advice on professional development (including research, teaching, and service).
 - Serving as an informal reader of in-progress research to provide constructive feedback.

- Answering any questions (or directing him or her to the appropriate person who can answer the question) raised by the new and/or untenured faculty member.
- Being generally available to help with any other issues that may arise.

In fulfilling these responsibilities mentors are expected to be both responsive to outreach by the new and/or untenured faculty member, and pro-active in reaching out to them.

4. To encourage supportive and frequent interactions, ASC will, upon request, cover the cost of lunches between mentors and their faculty mentee.
5. As needed, but at least once a year, the ASC dean meets separately with individual mentors and with the faculty member being mentored to assess whether the needs of the latter are being met, and if any additional mentoring (or other) support would be helpful.
6. Upon request, the associate dean of undergraduate studies, the associate dean of graduate studies, the faculty mentor, and/or another member of the standing faculty are available for attending one or more classes taught by the untenured faculty member to provide constructive feedback on teaching.
7. At the end of each academic year, as part of the merit compensation process, the dean reviews the accomplishments of each faculty member and writes a letter of assessment. For untenured faculty member this letter includes an overview of where he or she stands regarding the timing of mandatory third year and/or sixth year reviews, and an invitation to meet to discuss this timetable and/or any other issue related to the faculty member's professional development.
8. During their third year on the tenure clock, untenured standing faculty go through a formal review process in which their progress is assessed by the ASC tenured standing faculty. They are then provided with a written evaluation from the dean and the opportunity to meet with the dean to discuss it.
9. To help with their professional development, untenured standing faculty are guaranteed a yearly three-course teaching load, a yearly research and travel budget, and (following a successful third-year review), a one-semester paid leave prior to coming up for tenure review.
10. Efforts are made to assure that untenured standing faculty are socialized into School and University service, but that this is done in a way that does not detract from the time needed to develop his or her scholarship and teaching.