Quick Resource Guide to Mentoring Best Practices at Penn

The University Faculty Senate's *Committee on Faculty Development, Diversity and Equity* has prepared this *Quick Resource Guide to Mentoring Best Practices at Penn* to assist schools as they continue to develop their faculty mentorship programs. While each school provides a primary mentor for junior faculty as per the current University policy (available at http://www.upenn.edu/almanac/volumes/v52/n34/mentoring.html), the design and scope of mentoring practices across schools are quite varied, depending in part on size and field. Brief descriptions of some of the unique practices are provided in five categories: *Mentor/Mentoring Committee Composition & Scope, Incentives and Rewards for Mentoring, School-wide Mentoring Activities, Mentoring in the Teaching Role*, and *Mentoring Oversight & Evaluation*. The descriptions were edited from presentations made to the Committee by each school and are current as of September, 2009. Please give us your feedback regarding the usefulness of this *Quick Resource Guide* at senate@pobox.upenn.edu.

Mentor/Mentoring Committee Composition and Scope

SOM: The School of Medicine requires a written academic plan identifying a programmatic mentor and their responsibilities. With input from the department chair, division chief, and the faculty mentee, this plan also establishes academic goals. The programmatic mentor assignment is often included in the letter of appointment. In addition, the Chair or Chief serves as the administrative mentor. Junior faculty are encouraged to add additional mentors. For more information, contact Professor Lisa Bellini: Lisa.Bellini@uphs.upenn.edu

SVM: In the School of Veterinary Medicine a mentor, excluding a direct superior (Department Chair or Clinical Section Chief), is assigned within 3 months of the appointment for each junior faculty. The mentor chairs a group mentoring committee for tenure track faculty, or reports to a clinician educator mentoring committee. For more information contact Professors Lesley King kingl@vet.upenn.edu or Mark Haskins: mhaskins@vet.upenn.edu

SEAS: The School of Engineering and Applied Science features team mentoring of 2-3 mentors; one can be from outside SEAS but all must be Penn faculty members. For more information contact Deputy Dean George Pappas: pappasg@seas.upenn.edu

SP2: In the School of Social Policy and Practice, a formal mentor is assigned, and the mentor makes a formal presentation to the senior faculty at the third year review. Team mentors may be appointed, also at the third year review. For more information contact Dean Richard Gelles: gelles@sp2.upenn.edu

SAS: The School of Arts & Sciences features a multiple mentor approach. Since it can be difficult to find a single person who meets all of the needs of the mentee, and because multiple mentors can provide a broader range of perspectives, many departments find a team approach to be most effective**.** If a suitable mentor does not exist among the faculty in one's own department, a mentor from another department is appointed. For more information contact: Professors David Balamuth: Balamuth@falcon.sas.upenn.edu or Jack Nagel: nageljh@sas.upenn.edu

SON: In the School of Nursing junior faculty are assigned a primary mentor and a mentorship committee; mid level and senior faculty may request mentoring committees as well. A School of Nursing-wide mentorship facilitator works closely with division chairs to match mentors and mentees and to develop mentors. The mentorship committee comprises the mentee, the primary mentor, the division chair and one or more faculty who can provide mentorship advice and support in the mentee's area of science, teaching or in work life balance and career development. For more information contact: Professor Neville Strumpf: strumpf@nursing.upenn.edu

SDM: The School of Dental Medicine features mentoring committees for junior faculty members. Each committee includes at least one research mentor who can help guide the junior faculty member in scholarly development, at least one full professor who is familiar with the requirements of the SDM tenure/promotion process, and the department chair (who may not chair the committee). Mentors are expected to assist junior faculty in working toward their professional development goals and provide them with insights into the realities of building an academic career. Thus, mentors are active participants in the process and do not serve merely as role models for the mentees. For more information, contact Dr. James Lipton: liptonj@dental.upenn.edu.

ASC: The Dean, in consultation, appoints a mentor-in-chief to (1) pair a senior-faculty mentor to each new (usually pre-tenure) faculty member, on the basis of mutual interest and consent, (2) consider the progress and satisfaction of these pairs through informal conversations with both members, and (3) share impressions with the Dean, once or twice per year. For more information contact Professor Elihu Katz: ekatz@asc.upenn.edu

Wharton: The department chair assigns one senior faculty mentor to each new junior faculty member, and the junior faculty member should be consulted regarding potential mentors. The mentor should be accessible to the junior faculty member and meet with him/her on a regular basis. The mentor should provide confidential advice to the junior faculty member on issues relevant to an academic career with a broad focus on professional development, including teaching, research and committee work. The junior faculty evaluate the information and make their own decisions regarding the appropriate allocation of time and effort, as well as other professional career choices. For more information contact: Deputy Dean Michael Gibbons: gibbons@wharton.upenn.edu

School-wide Mentoring Activities

SOM: The School of Medicine's mentoring program was established in 1999. In addition to formal guidelines for the program, they distribute detailed "guidelines for mentor/mentee conversations" containing specific suggestions for discussion topics related to career building for junior faculty in each track at early, mid, and late phases of professional development. School-wide programs for faculty development and leadership training are offered by FOCUS (http://www.med.upenn.edu/focus/) and Advance (http://www.med.upenn.edu/fapd/professional.shtml) programs. For more information contact Professor Lisa Bellini: Lisa.Bellini@uphs.upenn.edu

SVM: The School of Veterinary Medicine features an annual School-wide meeting for all junior faculty and the co-directors of faculty mentoring that encourages interactions and peer support networks among Assistant Professors. For more information contact Professors Lesley King: kingl@vet.upenn.edu or Mark Haskins: mhaskins@vet.upenn.edu

SON: The School of Nursing hosts a robust program of group mentorship activities. These include an annual orientation for new faculty, extensive training and support in grant proposal and management processes, networking within divisions and research centers, presentations by the Personnel Committee annually regarding the APT process, teaching excellence seminars, every other year retreats and abundant leadership opportunities. In addition the School of Nursing hosts at least on visiting faculty member per year with expertise in mentorship and mentoring to meet with faculty as desired on an individual basis, as well as give several seminars for mentors and mentees. For more information contact: Professor Neville Strumpf: strumpf@nursing.upenn.edu

Wharton: The Wharton School has a new faculty orientation held in September each year, and has annual meetings with the deputy dean of eight to ten junior faculty members. These sessions are a combination of formal presentations of information and policies, along with an opportunity for open conversation. For more information contact: Deputy Dean Michael Gibbons: gibbons@wharton.upenn.edu

Incentives and Rewards for Mentoring

SP2: In the School of Social Practice and Policy the Dean meets with all mentor and mentee pairs, and takes all junior faculty to dinner annually. For more information contact Dean Richard Gelles: gelles@sp2.upenn.edu

ASC: In the Annenberg School the Dean provides funds for occasional mentor/mentee luncheon meetings. For more information contact Professor Elihu Katz: ekatz@asc.upenn.edu

SOM: The School of Medicine established an annual mentoring award in 2004, the Arthur Asbury Faculty Mentoring Award, in recognition of Dr. Asbury's impact as a teacher and mentor. The award committee is chaired by the Vice Dean for Faculty Affairs. Nominations are solicited from all faculty members in the School of Medicine annually. Any rank of faculty is eligible although by virtue of the award itself, senior faculty tend to be nominated more often. Each nomination must be supported by letters from mentees detailing the impact that the nominee has had on their professional careers. The awards committee reviews 8-10 nominations annually and always has a difficult time selecting a recipient. The award has become one of the most coveted in the School of Medicine. It is presented annually by the Dean at the SOM awards banquet. At the ceremony, the recipient is asked to speak about the impact of the award for them personally and the value of mentoring in their own careers. The feedback has been extremely positive and has heightened the awareness of mentoring in the School of Medicine. For more information contact: Dr. Lisa Bellini: Lisa.Bellini@uphs.upenn.edu

Mentoring in the Teaching Role

LAW: The School of Law features teaching mentoring in which 2 senior faculty members observe the classrooms of junior faculty twice/semester and write a joint teaching evaluation. For more information contact Professor Chuck Mooney: cmooney@law.upenn.edu

SAS: The School of Arts and Sciences features advice on teaching that addresses topics such as developing courses, crafting syllabi, structuring assignments, and facilitating classroom discussion. In some departments, mentors conduct classroom visits to provide informal feedback; in others, junior faculty are encouraged to sit in on classes led by more experienced teachers. For more information contact: Professors David Balamuth: Balamuth@falcon.sas.upenn.edu or Jack Nagel: nageljh@sas.upenn.edu

Wharton: The Wharton School initiated a teaching support system for all faculty, whereby faculty members may observe a variety of classroom styles. Faculty may also request instructional support from within the School, including classroom visits with follow-up feedback. For more information contact: Deputy Dean Michael Gibbons: gibbons@wharton.upenn.edu

Mentoring Oversight and Evaluation

GSE: The Graduate School of Education features a Junior Faculty Mentoring Committee (JFMC) that provides information, guidance and evaluation and ensures fairness regarding resources and teaching to all junior faculty. The JFMC is chaired by a recently tenured Associate Professor, and includes one untenured, one tenured Associate and one Full Professor. For more information contact Professor Marybeth Gasman: mgasman@gse.upenn.edu

ASC: The Annenberg School for Communication features hands-on, 1-1 mentoring, limiting the number of mentees paired to any one mentor, frequent appraisal/satisfaction review, and the informal oversight of the Program Director/Dean. For more information contact Professor Elihu Katz: ekatz@asc.upenn.edu

SEAS: The School of Engineering and Applied Science features team mentoring of 2-3 mentors. The team writes an annual mentor report to the Chair with suggestions for the next year. The team might recommend changes in teaching load, suggestions about giving talks, and suggestions how the Department can facilitate faculty development. For more information contact Deputy Dean George Pappas: pappasg@seas.upenn.edu

Design: The School of Design requires department chairs to oversee mentoring within their academic units and assign faculty mentors to their junior faculty. Usually, the mentor will be in the same department, but the mentor may be chosen from other departments or schools if more suited to the junior faculty member's academic program. The School of Design recommends that department chairs should not appoint themselves as mentors since they will likely have to make decisions about reappointment and promotion concerning the untenured junior faculty.   For more information contact: Associate Dean Pat Woldar: pwoldar@design.upenn.edu

SON: The School of Nursing recommends that the primary mentor and mentee meet frequently and the mentorship committee meets minimally once per year. To prepare for committee meetings, the mentee and mentor prepare and circulate an agenda, the mentee's CV and any other documentation appropriate to the discussion. The division chair is present primarily to assure that workload balance is retained and that support identified by the committee as critical to the faculty member's success is provided. The mentee is responsible to document the outcomes of the meeting in writing and circulate to all present to assure that the team is in concert with the aims and methods going forward. Documentation of occurrence of mentee and primary mentor, as well as mentorship committee meetings, is maintained. A School of Nursing-wide mentorship facilitator is responsible for a mentoring evaluation system. For more information contact: Professor Neville Strumpf: strumpf@nursing.upenn.edu

SOM: The School of Medicine requires mentor-mentee meetings at least twice a year, with a record of all meetings kept. The department chair prepares an annual mentoring activity report for the Director of Faculty Affairs. Each department must designate one faculty member to oversee departmental mentoring and program progress to ensure goals are met. For more information, contact Professor Lisa Bellini: Lisa.Bellini@uphs.upenn.edu

Wharton: In the Wharton School the Deputy Dean holds overall responsibility for the management of the faculty mentoring program throughout the School. The department chair has overall responsibility for the success of the faculty mentoring process within each department. For more information contact: Deputy Dean Michael Gibbons: gibbons@wharton.upenn.edu