



UNIVERSITY OF SOUTHERN CALIFORNIA
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MEMORANDUM

TO: Viterbi Faculty Mentors and Mentees

FROM: Timothy M. Pinkston, Senior Associate Dean

A handwritten signature in cursive script that reads "Timothy M. Pinkston".

DATE: August 26, 2010

SUBJECT: Mentoring of Viterbi Junior Faculty

One of the ways we in Viterbi try to help new faculty become well acclimated to their new surroundings and create a nurturing and supportive environment for them is to provide effective mentoring. As you know, mentors are trusted individuals who can assist with providing helpful guidance and transfer of institutional knowledge to those who they mentor. Mentoring benefits junior faculty, invigorates senior faculty and is a win-win for the school. We look to department chairs to assess who among the faculty could potentially serve as good mentors to junior faculty and to make mentor-mentee assignments accordingly, consented to by both the faculty mentor and the faculty mentee.

Mentoring can span intellectual, professional, cultural/political and personal issues, and some faculty tend to work across disciplinary boundaries. Given these circumstances, it may be perfectly suitable for more than one mentor to be assigned to some junior faculty. It is also possible that the mentoring needs of a junior faculty can change over time. Therefore, it is important for mentoring assignments to be communicated between department chairs and the Dean's Office so that mentorships can be adequately monitored and proper adjustments can be made when appropriate. Attached are the mentoring assignments on record for the non-tenured tenure-track faculty in Viterbi. If there are any changes to this or if mentors(s) have not yet been assigned to new faculty in your department, please do so and inform the Dean's Office (i.e., me) within the next week or two.

I wish to bring your attention to several university resources that are readily available to faculty for facilitating effective mentorships. Many are on-line resources that can be accessed via the Faculty Mentoring and CET Mentoring web portals found at http://www.usc.edu/academe/faculty/essential_guides/for_mentors/ and http://cet.usc.edu/resources/teaching_learning/mentoring/html, respectively. Shortcuts to these

links from the Viterbi Faculty webpage are provided at <http://viterbi.usc.edu/academics/faculty/>. One featured resource *for department chairs* found at the Faculty Mentoring webpage is the attached guide for fostering a mentoring culture, developed at Carnegie Mellon. Two other useful documents developed at USC describing the roles, responsibilities, benefits and expectations of faculty mentors and mentees are [Faculty Mentoring](#) (for mentors) and [Faculty Protégés](#) (for mentees). You are encouraged to review these resources and refer faculty to them for guidance in cultivating mentoring relationships.

The Dean's Office provides additional support to facilitate effective faculty mentoring. As described in a recent memo dated May 5th, 2010, (attached) the school sponsors up to two luncheons per semester for each junior faculty to meet periodically with his/her mentor(s). The school also sponsors a luncheon/reception for junior faculty to meet informally amongst themselves at least once each year. This fall, Andrea Armani of the Mork Family Department of Chemical Engineering and Materials Science is coordinating the junior faculty luncheon, which will be held from 12 noon – 1:30pm on September 23rd at the University Club. Other school-wide faculty development and mentoring events may be announced during the year, including tenure process information sessions organized by Sr. Assoc. Dean John O'Brien and funding opportunity sessions organized by Sr. Assoc. Dean Maja Matarić.

The school values the service provided by faculty mentors. This is reportable as a line-item service activity on the Annual Faculty Review form. It is important that we effectively communicate to the faculty the value of this service to the school and properly reward it.

The Dean's Office looks forward to continuing to work with you in helping our faculty to be highly successful.

Cc: Yannis Yortsos
John O'Brien
Maja Matarić