



## **Guidelines for Administrative Fellows, Mentors, and Assistants**

Mentors and Fellows work together to design a yearlong experience that gives a good sense of the office of the mentor and his or her responsibilities. In addition, there is a common core of experiences that we would like all Fellows to have. The list below identifies that core.

In many cases, mentors are involved in the various experiences listed below, and the Fellow's invitation to these meetings is part of his or her experience in shadowing mentors on their rounds. Fellows are expected to be involved in all aspects and meetings related to the mentor's office that the mentor deems appropriate. The Fellow may need the mentor's guidance in making choices when there are conflicting opportunities.

Fellows are urged to take the initiative in pursuing opportunities. Every effort should be made to avoid cancelling once a commitment is made.

- Board of Trustees:
  - All Fellows are urged to attend all the open meetings of the Board.
  - Fellows are invited to meet with the Committee on Academic Affairs and Student Life during the July meeting of the Board. This meeting is typically held at one of Penn State's Commonwealth Campuses.
- State budget hearings in Harrisburg: Fellows are invited to attend budget hearings. Fellows may coordinate travel arrangements, which typically require reserving and using a University fleet vehicle.
- Fellows are also encouraged to attend meetings of the University Faculty Senate and may want to sit as observers on Senate committees, particularly as appropriate to the offices of their mentors. They may also want to attend, or be expected to attend, Senate Council or Graduate Council meetings, as appropriate.
- As part of a new leadership and professional development program, Fellows will be invited to attend planning meetings of the BTAA Academic Leadership Program (ALP) and will be included on all emails to schedule these meetings with ALP Fellows and Administrators. The planning meetings will take place prior to scheduled virtual modules and in-person seminars located at the Big Ten Universities.
- When practical, Fellows will be given opportunities to visit Penn State campuses other than University Park. This can be achieved by traveling with mentors when they make campus visits, by accompanying Commonwealth Campus personnel or by accompanying other University Park administrators as appropriate. Also, by attending Board of Trustees meetings, Fellows will have an opportunity to travel when meetings are held at a Commonwealth Campus. (This typically occurs once each year).
- Fellows will have an open invitation to attend meetings of the Commission for Women (CFW), Commission on Racial/Ethnic Diversity (CORED), Commission on Lesbian, Gay, Bisexual, Transgender and Queer Equity (CLGBTQE); and the Equal Opportunity Planning Committee (EOPC).

- Fellows meet with President Barron once each semester.
- Fellows meet with Provost Jones once each semester.
- Joint meetings with senior administrators from Faculty Affairs, Development and Alumni Relations, Educational Equity, Finance and Business, Human Resources, Intercollegiate Athletics, Outreach and Online Education, Research, The Graduate School, University Budget Office, Undergraduate Education, and Governmental Affairs.

Observations of key administrative groups at work are also part of the Fellows' core experiences. Fellows whose mentors are members of these groups may accompany them as appropriate. Each Fellow should have the opportunity to observe at least one meeting, even if a mentor is not part of the group, preferably one per semester. Fellows should determine the most appropriate meetings to attend by conferring with their mentors and the office of the committee's chair. Some of these groups are willing to permit regular participation by one or more of the Fellows, or to one Fellow at each meeting on a rotating basis. Mentors, Fellows, and chairs of the committees will work out relevant arrangements.

The key administrative groups are listed below:

- Academic Leadership Council (ALC)
- Council of Campus Chancellors (CCC)
- Facilities Resources Committee (FRC)
- President's Council (PC)
- Council of Academic Deans (CADs)

Past Fellows also have found many other experiences worthwhile. Fellows should discuss with their mentors such possibilities as the following, and then take the initiative to follow through as their time and interest allow by discussing the appropriateness of attending any meeting.

- Meetings with deans and budget executives not already listed under joint meetings
- Meetings with senior administrators from Affirmative Action, Information Technology, Global Programs, and Planning and Assessment
- Penn State Forums: Fellows will be included when mentors' offices reserve tables for these events.
- Academic Leadership Forums: Fellows are invited to participate in select forums.
- Promotion and Tenure Workshops
- Administrative Council on Undergraduate Education (ACUE)
- Central Enrollment Management Group (CEMG)
- Special Task Forces
- Campus Environment Team (CET)
- Meetings with past Fellows
- Monthly Fellows lunches

Finally, fellows will be invited to discuss their experiences and findings with the Assistant Vice Provost for Faculty Affairs during monthly check-in meetings. These meetings will provide another forum to ask questions and reflect on new insights related to administration at Penn State.

## **Timelines**

### **Administrative Fellows**

January – Submit applications

March – Selection Committee Interviews

April – Mentor Interviews

Late April – Notification. Once notified, Fellows should inform their supervisors so that the process can begin for their replacement. (Please note that the Fellows' supervisors will remain the same in HR/Workday.)

May/June – Fellows should reach out to their mentors to determine their start date and discuss any expectations.

July/August – Begin Fellowship after August 1<sup>st</sup>. (The previous year's fellows will end their fellowship after the Board Meeting in July but will return to do a report out at the September ALC meeting. Incoming fellows will be invited to that report out.)

### **First days of Fellowship**

- Mentors' assistants should submit for computer access, a parking pass, and a key to the Administrative Fellowship Office.
- Fellows meet with mentors to discuss expectations, which meetings the fellows will be permitted to attend, how often the fellows will meet with their mentors, and for how long.
- Each Fellow should provide calendar access to their mentor's assistant to be able to add meetings to their calendar that their mentor would like them to attend.
- Fellows should ask assistants to schedule one-on-ones with their mentors and add them to their calendars.
  - One-on-ones are very important to this program; the time should be spent determining what upcoming meetings Fellows will attend as well as provide them with an opportunity to ask any questions from previous meetings.
- It is important that Fellows cultivate good relationships with assistants as Fellows will have the most encounters with them.
- Fellows should ask for a list of the President's Council from the Office of the Vice Provost for Faculty Affairs to begin scheduling meetings between the Fellows and the PC members. Together the Fellows meet with each member of the PC once for an hour except for President Barron.
  - The first PC member Fellows should schedule a one-on-one with is the Vice Provost for Faculty Affairs.

August – December – Fellows and their mentors should determine which members of the mentor's staff they would like to have one-on-one meetings with and begin scheduling those meetings as well.

Suggestions of things to do to fill those “less than busy” days.

- Get to know the other Fellows
  - Fellows should work together to learn as much as they can about the University.
  - They should share their experiences and what they are learning about the University with each other.
  - Fellows should debrief after meetings they attend together; each fellow will likely have a different perspective.
- Schedule days to shadow or meet with departments/units of interest across the campus
- Schedule tours of facilities of interest
- Schedule visits with the commonwealth campuses

June – Fellows should reach out to their home offices to determine a return date and how-to best transition back into their roles within the office.

July – Fellowship ends after the Board of Trustees meeting and Fellows are asked to collect their personal effects from the Administrative Fellows Office in 406 Old Main. They will be asked back to attend the ALC meeting in September to deliver a Report Out.

## **Mentors and their Assistants**

### **Mentors**

May/June – Mentors should determine the start date for their Fellows.

August – Fellows start

- It is important that mentors determine what their expectations will be for their Fellows.
- Mentors should provide Fellows with access to their calendars (if they feel comfortable).
- Mentors should invite Fellows to as many meetings as they feel comfortable with them attending. Fellows are participating in the program to learn as much as possible.
- When possible, mentors should debrief with Fellows after meetings to make certain they understand the topics/outcomes that were discussed.

The scheduled one-on-ones with Fellows are very important to the program. Mentors should determine which upcoming meetings their Fellows will attend with them as well as ask and answer questions about events that have occurred since their last one-on-one. No professional questions should be off limits.

### **Mentor Assistants**

July – Before the Fellows begin, assistants should make arrangements with their IT Departments for the Fellows to have computer access. Computers are not provided but Fellows may use their laptops and should make arrangements with the mentor’s office should they have any additional equipment requests (e.g., docking stations, monitors, etc.).

- Mail is handled a few different ways:

- Mail can be sent to the Fellows' home departments.
- Fellows can change their address in the UP directory and have mail sent to mentors' offices.
- Arrange for Fellows to get a key for Room 406 from the Board Office.
- Telephones: Fellows can use their cell phones or should update their directory entry to reflect their new phone number according to their assigned desk in Room 406. (Note: Mentor's office pays for the phone line).
- Parking
  - The hosting unit (mentor) is responsible for providing a parking permit to their Fellow.

August – On the Fellows' first day, assistants should secure access to their calendars.

- Assistants should determine how they will notify Fellows of meeting additions or cancellations. Will they add/delete from the fellows' calendars or send them emails allowing them to manage their own calendars?
- It is important that assistants develop a close working relationship with their Fellows. Fellows will, likely, not have an office in their mentor's suite, but it is important that they be involved in the office.

### **Fellow's Home Department**

May – Fellows should advise their departments of their selection. Shortly thereafter, departments will receive a memo from the Vice Provost of Faculty Affairs informing them of their selection and how to recoup some of their salary to support a temporary replacement. (Please note, the funds provided may not cover the Fellow's entire salary).

June – Set a plan in place for how the Fellow's job responsibilities will be taken care of while they are participating in the Administrative Fellows Program. Provide ample time for training.

July/August – Departments should determine with their IT Departments what to do with a Fellow's computer, a strong recommendation would be to save and store computers in their current state.

June (towards the end of the fellowship) – Fellows' supervisors should reach out to mentors for feedback when doing their goals/performance reviews. Supervisors should also determine with Fellows their return date and the process of transitioning back into their role within the department.

*Direct any questions regarding the Administrative Fellows Program to the Office of the Vice Provost for Faculty Affairs, 814-863-7494.*

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