

2016 National Mentoring Program Survey

Findings, Lessons Learned, and Next Steps



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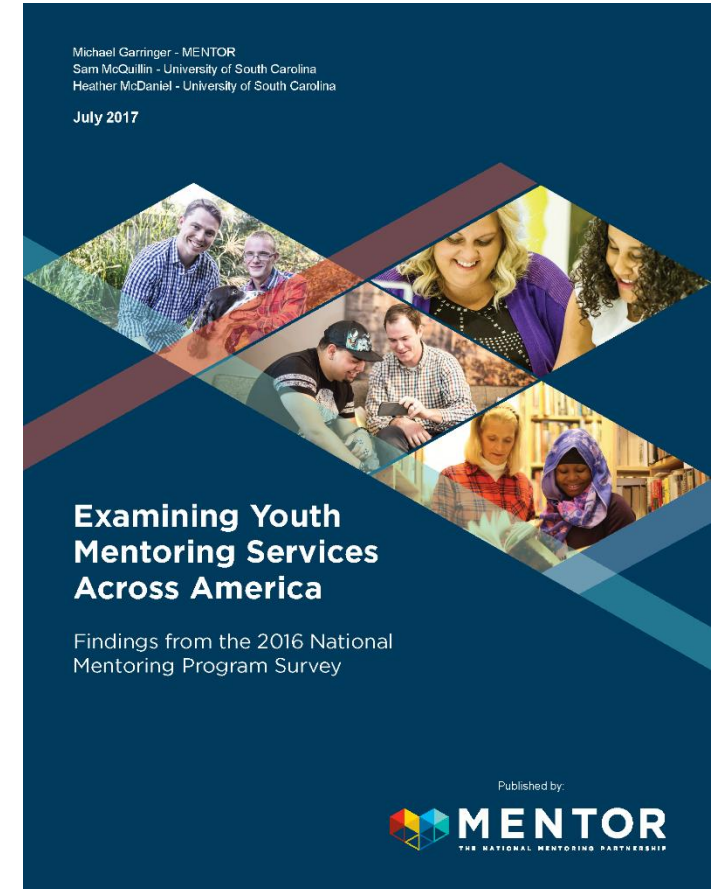
Welcome to the webinar!



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Acknowledgments

Big thanks to...

- The many programs and practitioners who completed the survey
- The national organization partners that distributed the opportunity
- Our affiliates, for their efforts to inform the survey and capture data
- Altria, for their generous support of the project
- Our research partners at the University of South Carolina (Sam and Heather McDaniel)

Housekeeping...

- All participants are muted for the best audio quality
- Questions can be submitted using the Question panel on the right side of the screen
- A recording and copy of the slides from today's presentation will be made available afterwards

Agenda

- Discuss the motivation and methodology behind the National Program Survey
 - What MENTOR was hoping to find out and how we did the work
- Review the major findings from the report
 - What did we learn about programs and participants
- Discuss conclusions and paths forward
 - How can the mentoring field make this work actionable?
- Questions and answers at multiple points

Motivations and methods



Why conduct a large survey of youth mentoring programs?

- To inform MENTOR's work as a “servant leader”
- To coordinate data collection across our affiliate network
- To step back and look at the big picture of an “industry”
- To look for trends and opportunities that may point to areas of growth or improvement for programs
- To see whether alternative forms of mentoring are growing in prominence

Developing the 2016 National Program Survey

- Reviewed previous national and local surveys
 - Sipe & Roder, 1999
 - Saito, 2000
 - CNCS, 2006
- Developed survey with support of research partners and affiliate Working Group
- Built and tested survey
- Developed dissemination and incentive plan

Data collection

- Ran from February 2016 through October 2016
- Asked programs to report on their last full year of services
- Outreach at multiple levels
 - MENTOR affiliates (state and region)
 - Targeted outreach to non-affiliate regions
 - National organizations
 - Social media

Data cleaning and analysis

- Lots of time removing incomplete records and duplicate programs
- Looked for outliers and data errors
- Coding of write-in responses
- Determining how to handle missing data in certain analyses
 - Tradeoffs between data completeness and a larger sample
- Developing key research questions

In the end...

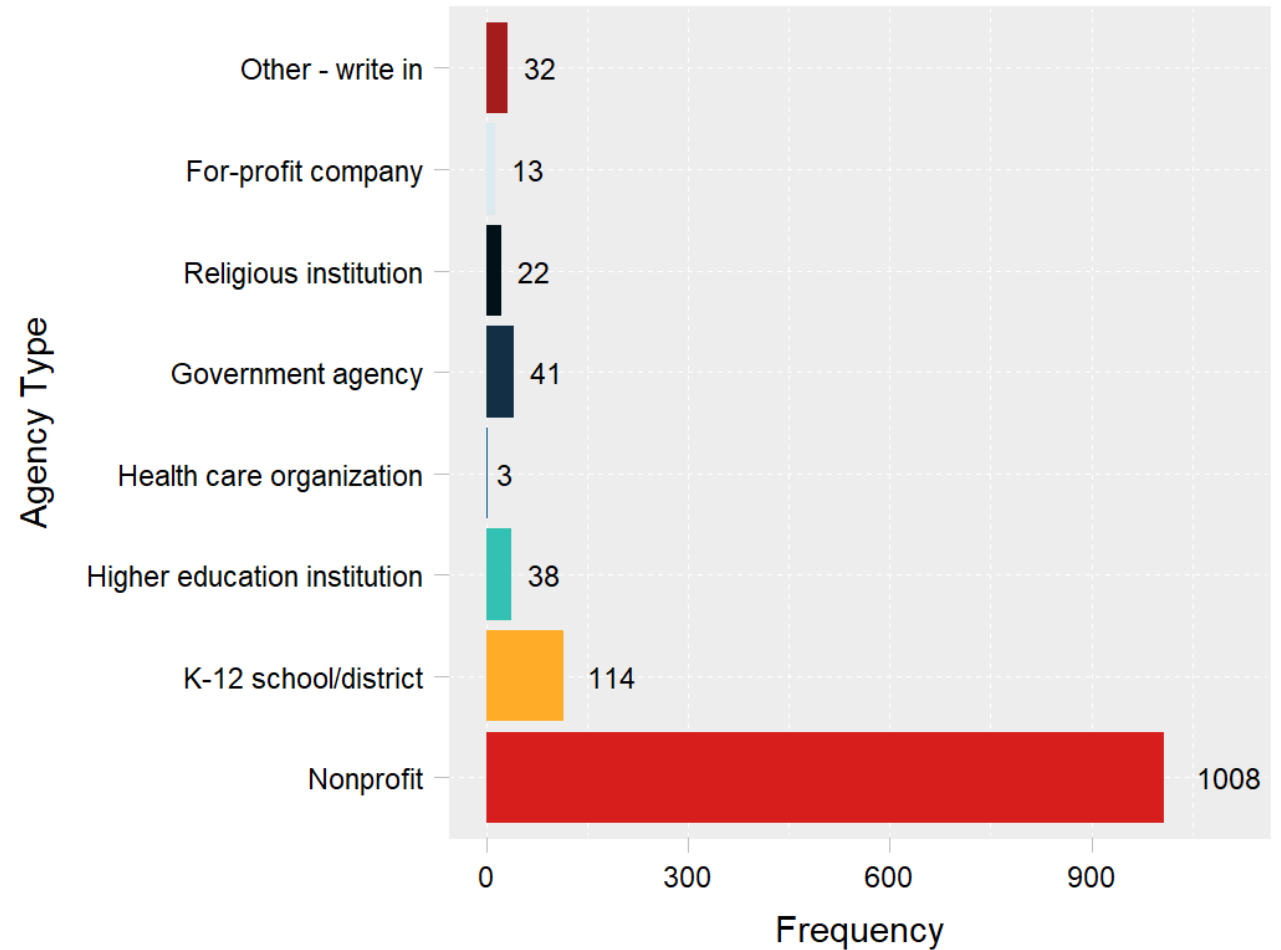
- Completed surveys from **1,271** unique agencies
- Detailed information on **1,451** unique programs
- Information on **413,237** youth and **193,823** mentors served
- Detailed information about services, settings, staffing, funding, training, challenges, goals, and evaluation efforts

Mentoring service providers



Agencies operating programs

- 90% urban/metro
- 70% operate only one program model
- Other agency services: PYD, academic support, leadership development, service learning, childcare, wraparound, workforce



Recruitment of mentors

Top Recruitment Strategies:



Word-of-mouth
67.35%

Online Outreach
33.99%

Room For Improvement:



Referrals from Mentoring
Connector
4.09%



Referrals from our a local
MENTOR Affiliate
2.99%




Evaluation practices

Table 3 - Evaluation Activities

What evaluation activities has your agency engaged in for your mentoring services in the past five years?		
Evaluation Types	Frequency	Percent
Qualitative evaluation	871	68.53
Implementation evaluation	572	45.00
Outcome evaluation	631	49.65
Experimental or quasi-experimental evaluation	108	8.50
Return-on-investment study	49	3.86
We haven't engaged in any evaluation activities	179	14.08
Other - Write In	66	5.19



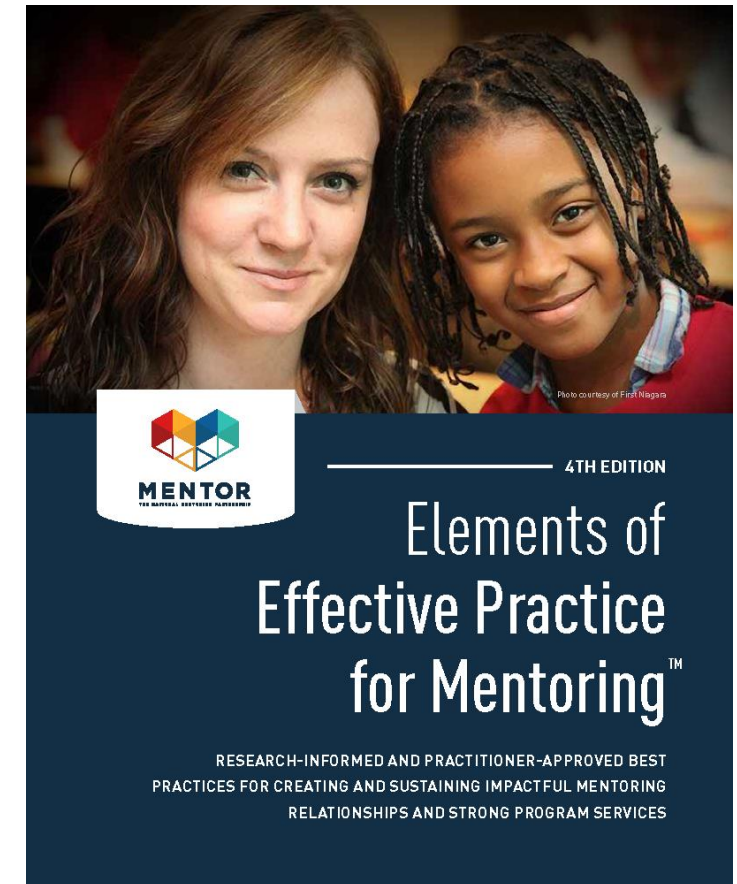
Challenges faced by agencies



Challenge Area	Frequency	Percent
Blending mentoring with other services	176	13.85
Cultural perspectives in service design and delivery	202	15.89
Developing meaningful activities for mentors and youth	286	22.50
Fundraising/grantwriting	555	43.67
General program design/theory of change	96	7.55
Integrating youth development principles	77	6.06
Making strong mentor-mentee matches	189	14.87
Mentor recruitment	601	47.29
Mentor training (including curriculum development)	336	26.44
Offering mentoring in rural settings	108	8.50
Parent/family engagement	397	31.24
Partnership development	162	12.75
Professional development of staff	193	15.18
Program evaluation/data collection	331	26.04
Program sustainability/growth	362	28.48
Supporting mentor-mentee matches	190	14.95

Familiarity with the *Elements of Effective Practice for Mentoring*

- 45% use it “regularly” or “a bit” in their work (5% used prior edition)
- 50% are not using the new edition (24% not using any version)
- This usage rate is fairly stable over last decade



Agencies that reported using the *Elements of Effective Practice for Mentoring*

- Required longer and more multi-year commitments by mentors and youth
- Reported a longer average match length and a smaller backlog of youth waiting for a match
- Reported fewer challenges around mentor training, program design, fundraising, developing partnerships, and providing staff development
- Were less likely to report that they offered *no* training to mentors and more likely to offer *more than* three hours of pre-match training

Impact of technical assistance

- Help from MENTOR
 - 36% got support from a MENTOR Affiliate
 - 21% from MENTOR National
 - 14% from the National Mentoring Resource Center
- Agencies that we worked with...
 - Cost a bit less per youth served
 - Were more likely to do longer training
 - Were more likely to use the EEPM4
 - Did much more evaluation and at a higher level



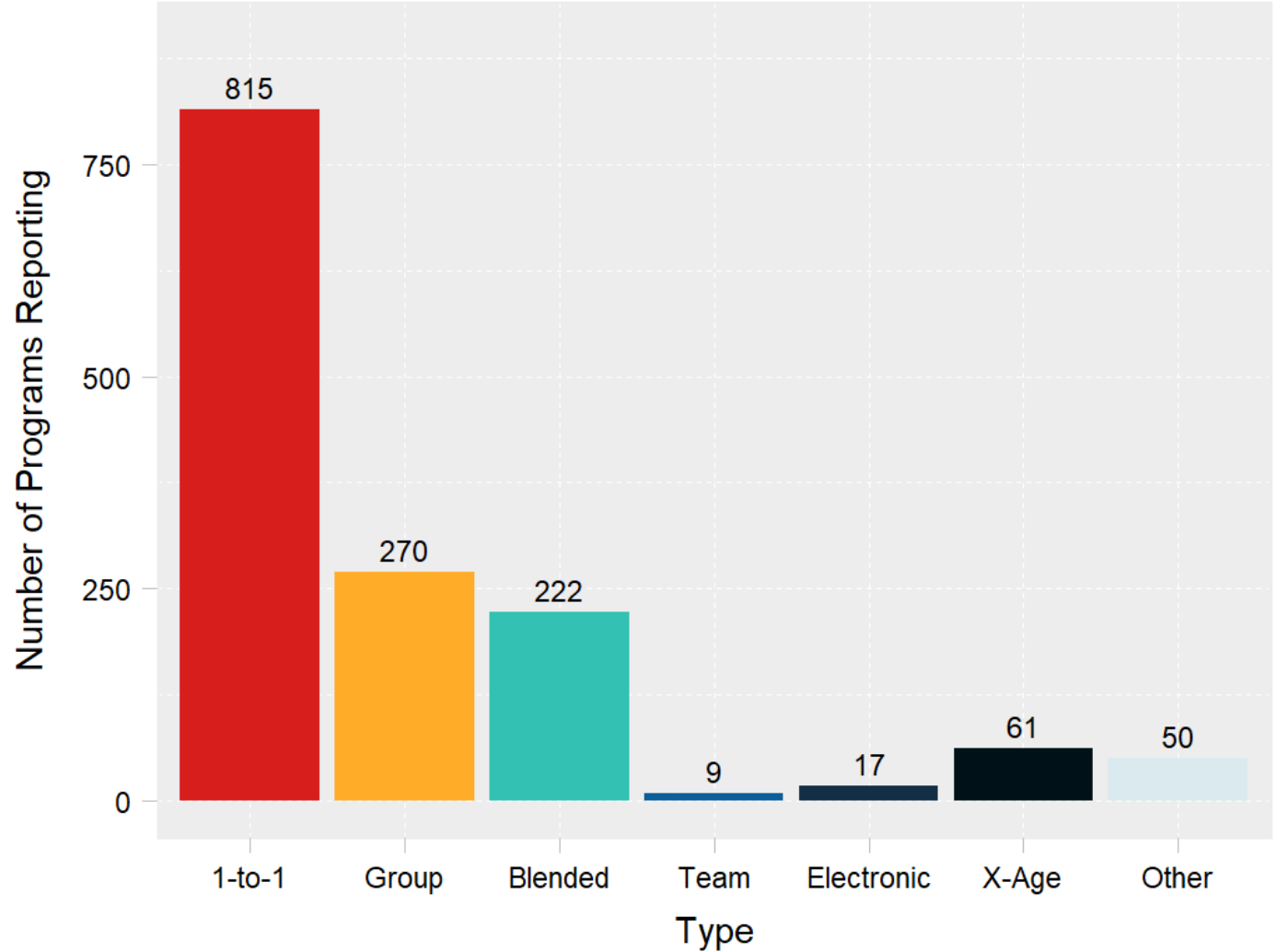
NATIONAL
MENTORING
RESOURCE CENTER
A Program of **OJJDP**

Mentoring program services in reality



Models

- One-to-one is most popular
- But group mentoring serves as many kids
- Ratio in group programs was 1:3.14



Where is mentoring happening?

- Educational settings were most common
- Very few programs were purely site- or community-based
- More site-based over time
- Less online mentoring than expected

Where do this program's matches typically meet?

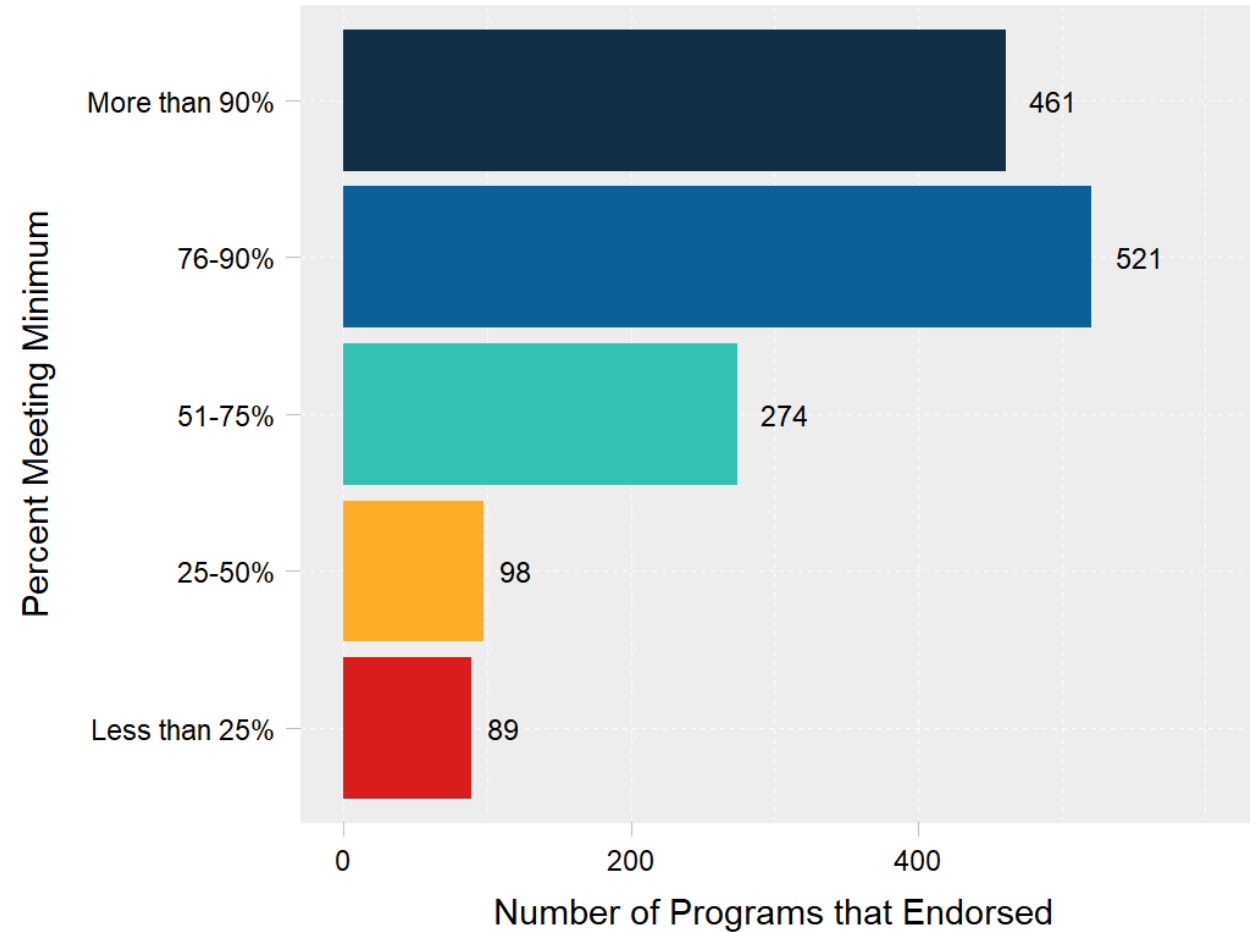
Meeting Place	Frequency	Percent
Out in the general community	683	47.07
K-12 school (during day)	472	32.53
Afterschool program	411	28.33
Higher education institution	94	6.48
Community center	201	13.85
Nonprofit organization	370	25.50
Religious facility	99	6.82
Juvenile justice facility	45	3.10
Other residential facility	49	3.38
Worksite	82	5.65
Online	43	2.96
Other - Write In (Required)	142	9.79

Match frequency, intensity, duration

- 80% expected matches to meet once a week or two-to-three times a month
- 67% required matches to meet for a total of 3-5 or 6-10 hours per month
- 72.5% reported a calendar year or school year minimum length of commitment

Examining match “success” more closely

- 78% of matches made it to that minimum length (average length was 16 months)
- But for about a third of the nation’s programs, **making that minimum was a coin-flip proposition!**



What do mentoring programs focus on?

- 54% - Life skills/social skills
- 51% - General youth development
- 44% - Caring adult relationship (this used to be much higher!)
- 36% - Academic enrichment
- 26% - Career exploration
- 21% - Leadership development
- 17% - College access

Half of all programs are using a curriculum to guide mentor-mentee interactions!

Other comparisons in the final report

- Community- and school-based mentoring
 - Very few were purely one or the other based on how we asked
- Models - 1:1, group, and blended programs
 - Group is shorter, more intense, and more focused on instrumental support
- Urban and rural programs
 - Rural compares well!

Questions?

Staffing and funding of programs



Staffing of mentoring programs

- 59% of programs have *less than* 3 staff members
 - And 29% of mentees
- Paid staff-youth ratio of 1:70
 - Increased over time
- Programs much more reliant on volunteer staffing today
- Staffing is relatively stable

Total staff in all programs

10,804 FTE

FTE per program:

7.45 FTE

Average number of youth per staff member
(All programs) 98.5 youth

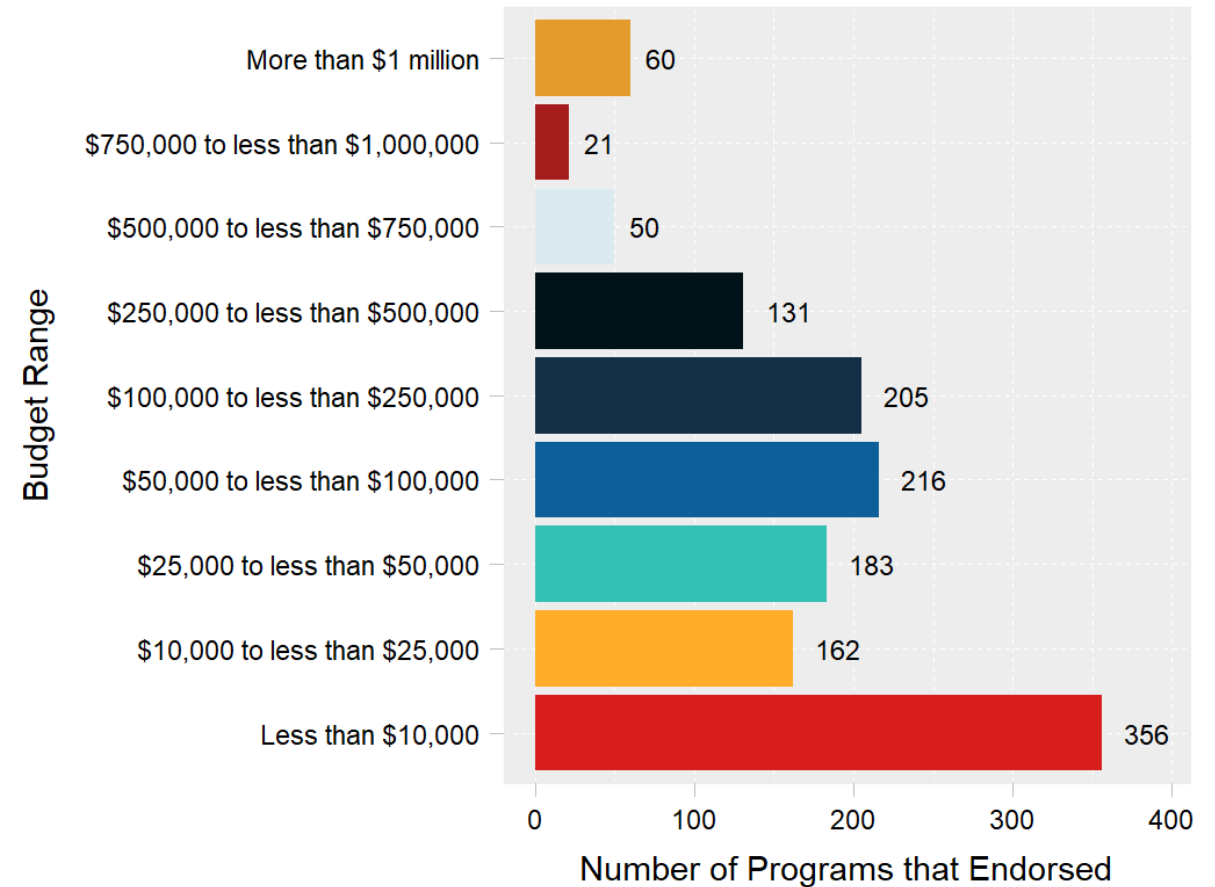
Average number of youth per staff member
excluding very large agencies
38 youth

Median number of youth per staff member
28 youth



Funding of programs

- Average budget of **\$153,465**
- 51% are below **\$50,000**
- 66% are below **\$100,000**
- Only 9% above **\$500,000**
- 52% of programs indicated stable funding
 - Another 32% indicated that their funding had increased



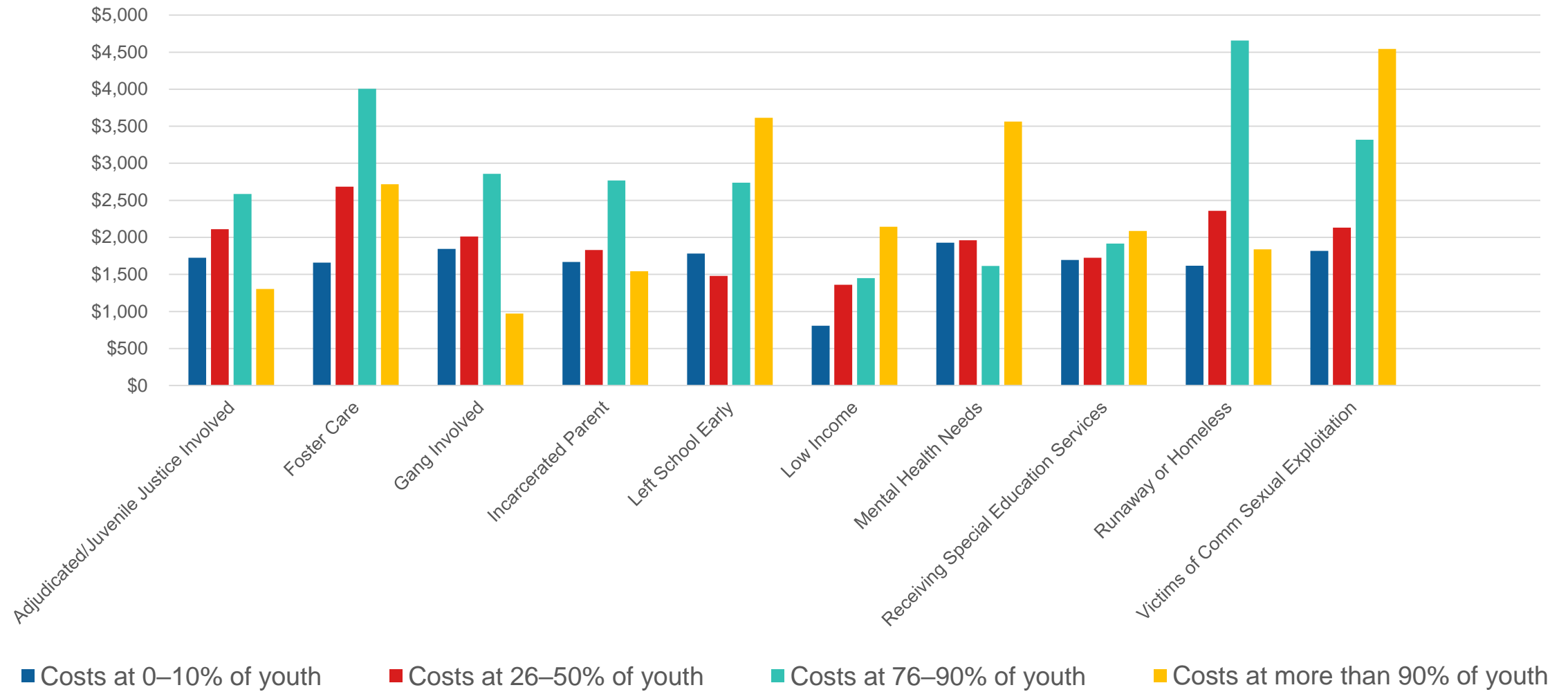
Sources of funding

- Average program only had 4.5 sources of revenue
- 35% of programs are “existentially dependent” on one source of funding
 - Government agencies were the most likely sources

Source	Percent of Budget
Federal Government	8.92
State Government	7.83
County or Municipal Grants	3.59
K-12 School/District /LEA /ESD Grants	2.11
Private Foundation Grants	14.47
Communtiy Foundation Grants	5.67
United Way Grants	5.94
Business or Corporate Donations	10.73
Private Philanthropy Donations	5.58
Individual Donations/Bequests	12.38
Fundraising Events	14.24
Earned Income/Contracted Income	4.21
Mentoring Partnership Support	1.44
Other	2.89

Costs per youth served

- National average of **\$1,695**
 - Could be \$1,007 and \$2,313 depending on upper and lower estimates
 - Very close to historical estimates, adjusted for inflation
- Team, one-to-one, and blended were most expensive models
- Peer and group were least expensive
- **Costs rise in relation to severity of youth needs!**



We get what we pay for in mentoring



Hours	Pre-Match	Post-Match
None	\$1,413	\$1,149
1	\$1,413	\$1,340
1-2	\$1,433	\$1,746
3-4	\$1,541	\$1,933
4+	\$1,637	\$2,074

Expected Frequency	Cost Per Youth
No expectation or requirement	\$1,000
2-3 times a month	\$1,523
Monthly	\$1,537
Weekly	\$1,769
More than once a week	\$1,847
Other - Write In (Required)	\$1,881

- This trend also holds true for **match support tasks** and **expected match duration**

Higher costs result in matches that tend to persist

- This trend is not true for all states, but is nationally
- Sheds light on what it takes to deliver quality services
 - New research emerging in this area

Increases in Match Persistence with Cost Per Youth Served

Percentage of Program Matches Meeting for the Intended Duration	Cost Per Youth
0-25%	\$1,358
26-50%	\$1,264
51-75%	\$1,474
76-90%	\$1,784
91-100%	\$1,939

Youth and mentors



Mentees

Ethnicity

75% of mentees are youth of color

Gender

47% Male

52% Female

1% trans/non-gender

Ethnicity	Percent of Mentees
Black, Afro-Caribbean, or African-American	33.31
East Asian or Asian-American	4.23
Hawaiian or Pacific Islander	2.24
Latino or Hispanic American	20.27
Middle Eastern or Arab American	1.87
Native American or Alaskan Native	2.63
Non-Hispanic White or Euro-American	24.30
South Asian or Indian American	2.24
Multiracial	6.69
Other:	2.24

Mentees

Age	Percent of Youth
Ages 5 to 10	29.19
Ages 11 to 14	34.35
Ages 15 to 18	32.14
Ages 19 to 24	3.35
Ages Over 25	0.97

Youth Subgroups

Subgroup	Total number of reported youth in programs	% of mentees (only programs that responded to question)	% of mentees in subgroups (full reported total of 413,277 mentees)
Academically at-risk	147,312	55.29%	35.65%
Foster, residential, or kinship care	20,023	13.13%	4.85%
Low income	209,630	64.92%	50.73%
Mental health needs	25,872	20.34%	6.26%
Recent immigrant or refugee	11,187	10.01%	2.71%

Mentors

Ethnicity/Race:

47% of mentors are adults of color
- Much higher than previous estimates

Gender:

38% Male

60% Female

2% trans/non-gender

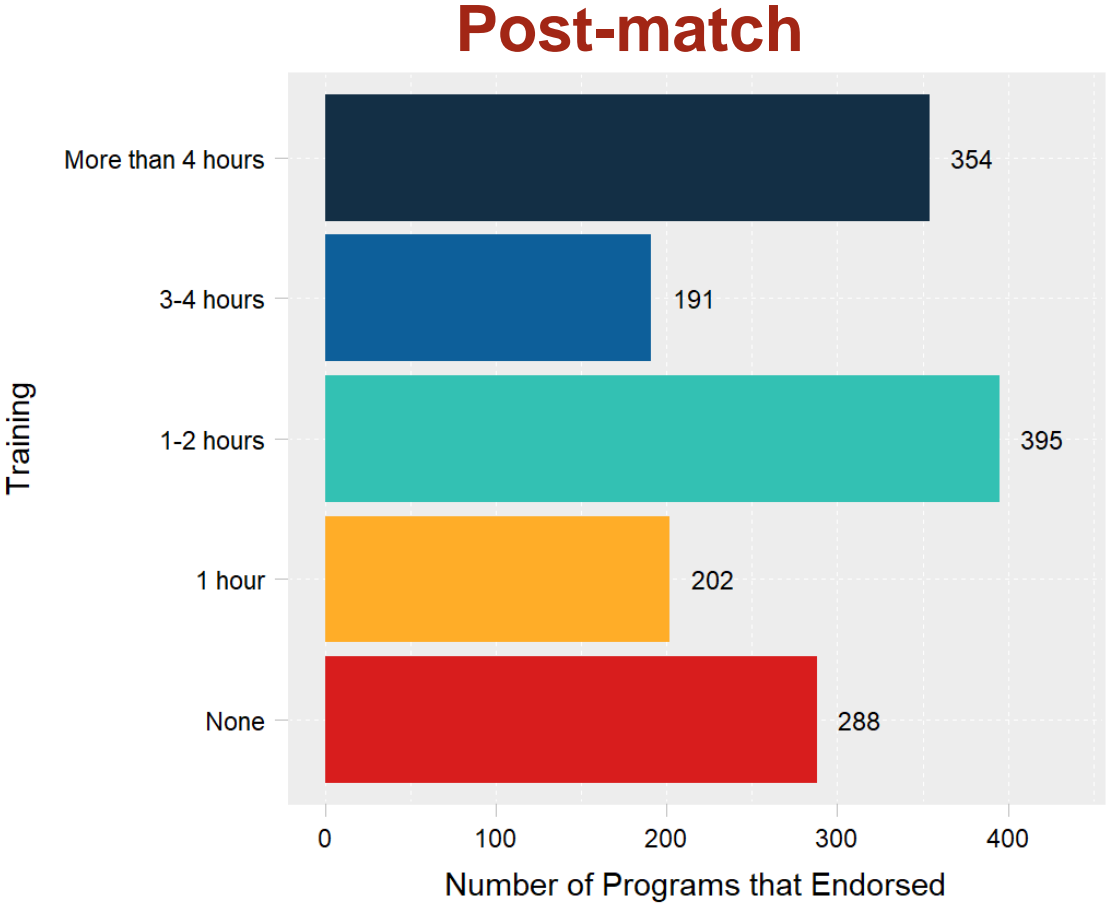
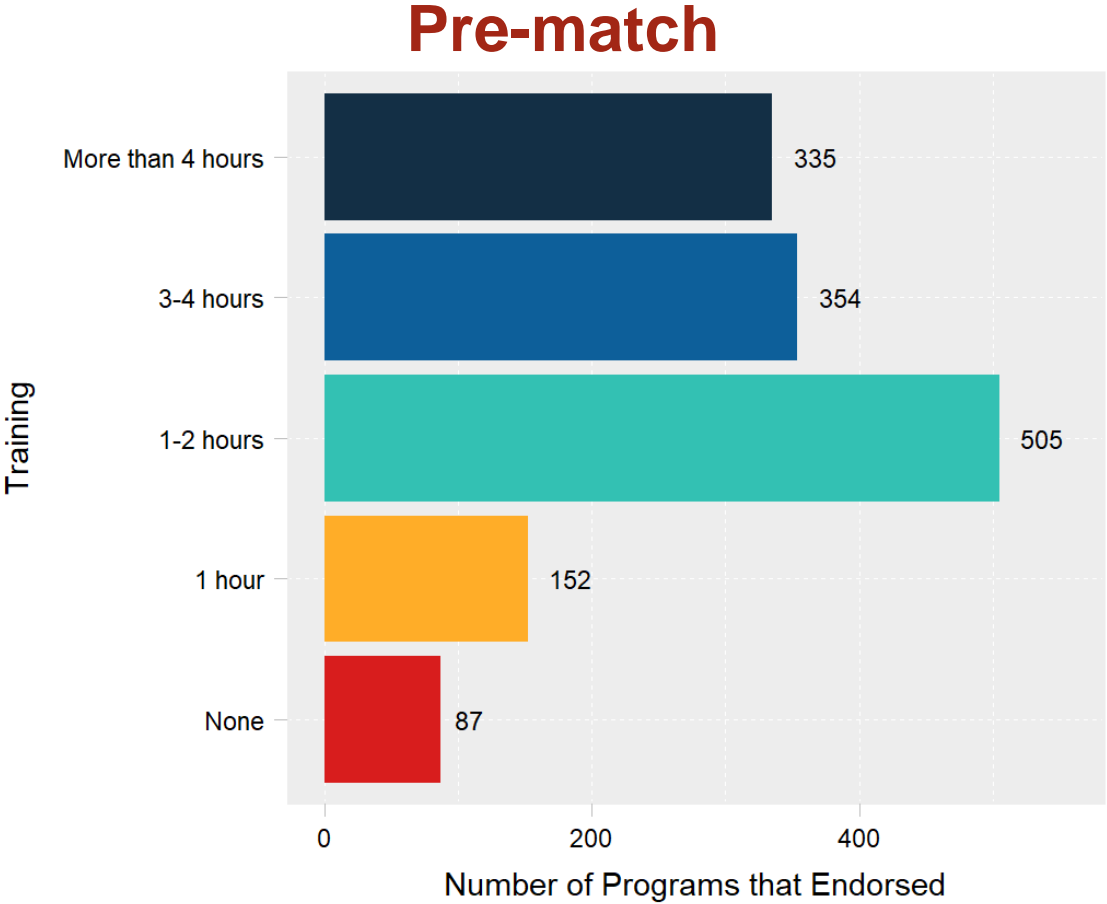
Ethnicity/Race	Percent of Mentors
Black, Afro-Caribbean, or African-American	15.04
East Asian or Asian-American	4.55
Hawaiian or Pacific Islander	2.39
Latino or Hispanic American	9.99
Middle Eastern or Arab American	1.69
Native American or Alaskan Native	2.36
Non-Hispanic White or Euro-American	53.33
South Asian or Indian American	2.21
Multiracial	5.13
Other:	3.31

Which groups are mentoring the most?

Groups	Percentage of all mentors
Employees of corporate partners	20%
Young professionals	19%
College students	13%
Affinity groups	9%
Retired persons	9%
Former mentees in the program	8%
High school students	7%
Teachers/school personnel	7%

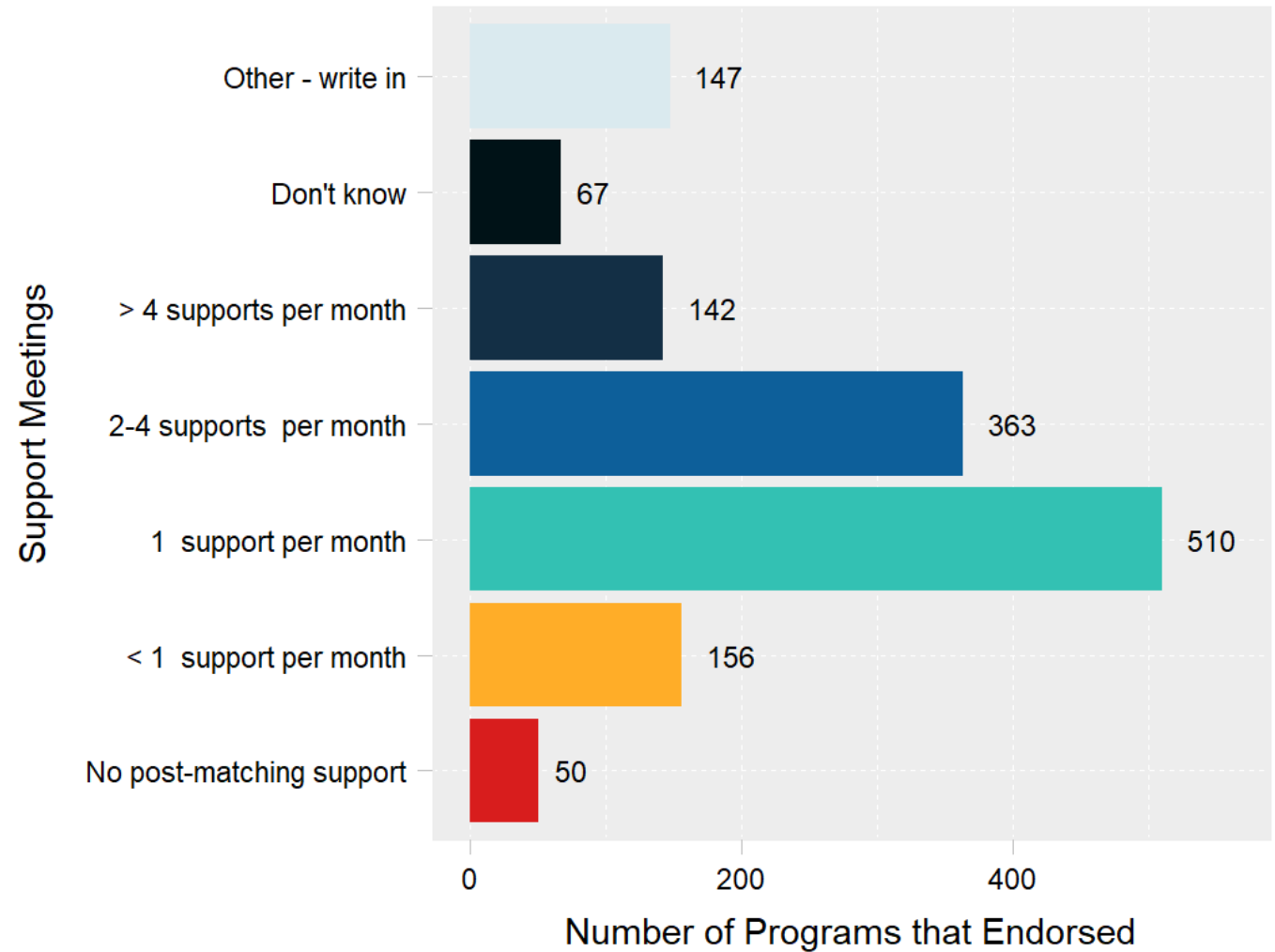
- Business groups are really stepping up!
- College students are engaged, but risky
- Great numbers of former mentees in programs!

Training of Mentors



Match support

- Higher % of programs doing intensive support than previous surveys
- No real differences across program models



Conclusions and future directions



Main conclusions

- Demand for mentoring is growing
- Staffing and funding are stable
- Programs are using mentoring to tackle increasingly challenging outcomes
- Cost per Youth has not kept pace with the shift to intensive services
- Programs struggle to tell their story with rigorous evaluation

Limitations of the report

- Limited sample may not be fully representative of entire field
- Limited information on innovative and highly-focused programs
- Limited scope outside of MENTOR service areas
- Analysis focused on trends, not statistical proof
- Missing and limited data impacts the generalizability of financial and demographic findings

Paths forward

- Study the practices of programs that operate successful models and focus on replication
- Invest more in the evaluation of programs at all levels
- Explore the relationship between programmatic mentoring and informal mentoring (complimentary but currently distinct)
- Use mentoring programs to “clean the air and purify the water”

Questions?

Thank you!

- For questions about the 2016 National Mentoring Survey, contact:

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