

Successful Mentoring Program Expansion: Breaking the Mold

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Facilitator: Jerry Sherk



- Director of Education and Training, California Mentoring Partnership
- Began consulting for mentoring programs in 1995
- Assisted hundreds of organizations with program development, and training of staff, mentors and mentees
- Developed and facilitated mentoring programs in San Diego area schools

William Figueroa



- Director of Programs for Los Angeles Team Mentoring
- Began his career over 20 years ago working with foster and probation youth
- Co-Chair of the Los Angeles Mentoring Partnership

Bob Goetsch



- Executive Director/Board President of Be A Mentor
- Led development of the Volunteer Management System for Be a Mentor
- Heading effort to serve foster youth in CA--many agencies working under same Volunteer Management System
- Background: strategic alliances, fund development, and program management of youth services programs

Today's Topics

- Resource Management using Elements of Effective Practice
- Keys for Expansion of Small Programs
- Questions to Consider in the Face of Change
- Breaking the Mold: Program Models, Virtual Mentoring, Recruitment and Retention of Mentors and Staff
- Tips for Obtaining Federal Grants
- Strategies for Building Partnerships

Examples of Program Expansion

- From 5 to 20, or from 20 to 50 youth served
- Adding a new mentoring model
- Serving a new population
- From volunteer run program to paid staff
- Seeking out and collaborating with new partners
- Creating a new operating system
- ??? Other ways ???

In the Chat

**EXPANSION
PLANS**

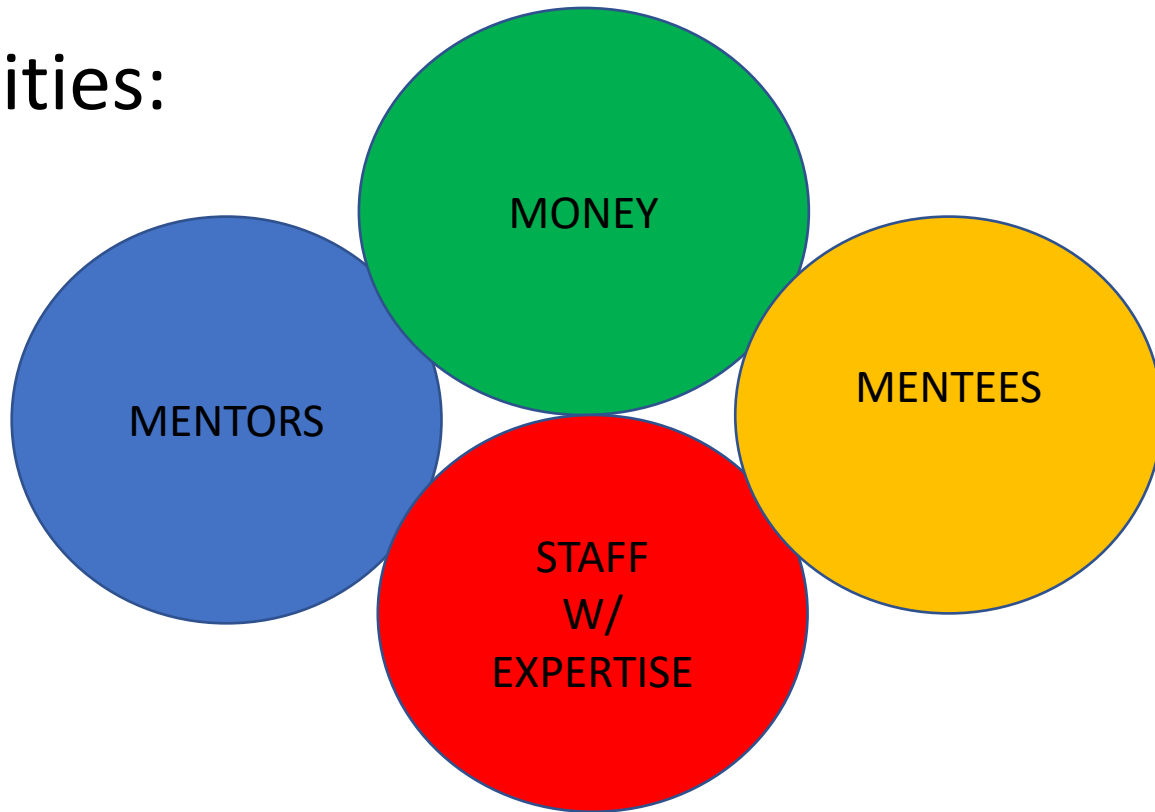
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If you are considering expansion, what might that look like within your mentoring program?

Youth Mentoring Programs





The Basic Ingredients

Commodities:



Using Elements of Effective Practice as a Way to Evaluate Time & Resources

The Original Elements of Effective Practice (1990)

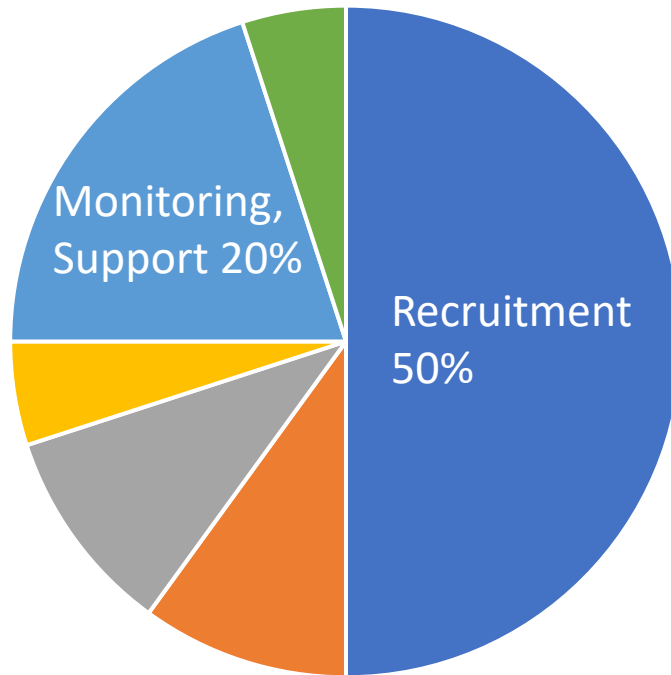
1. A statement of purpose and a long range plan 
2. A recruitment plan for mentors and mentees
3. An orientation for mentors and mentees 
4. Eligibility screening for mentors and mentees
5. A readiness and training curriculum for all mentors and mentees
6. A matching strategy
7. A monitoring process
8. A support, recognition and retention component 
9. Closure steps
10. An evaluation process 

The 4th Edition (2015)

1. Recruitment
2. Screening
3. Training
4. Matching & Initiation
5. Monitoring & Support
6. Closure

Use Elements of Effective Practice to Evaluate Time & Resources

Percentage of Staff Time Expended

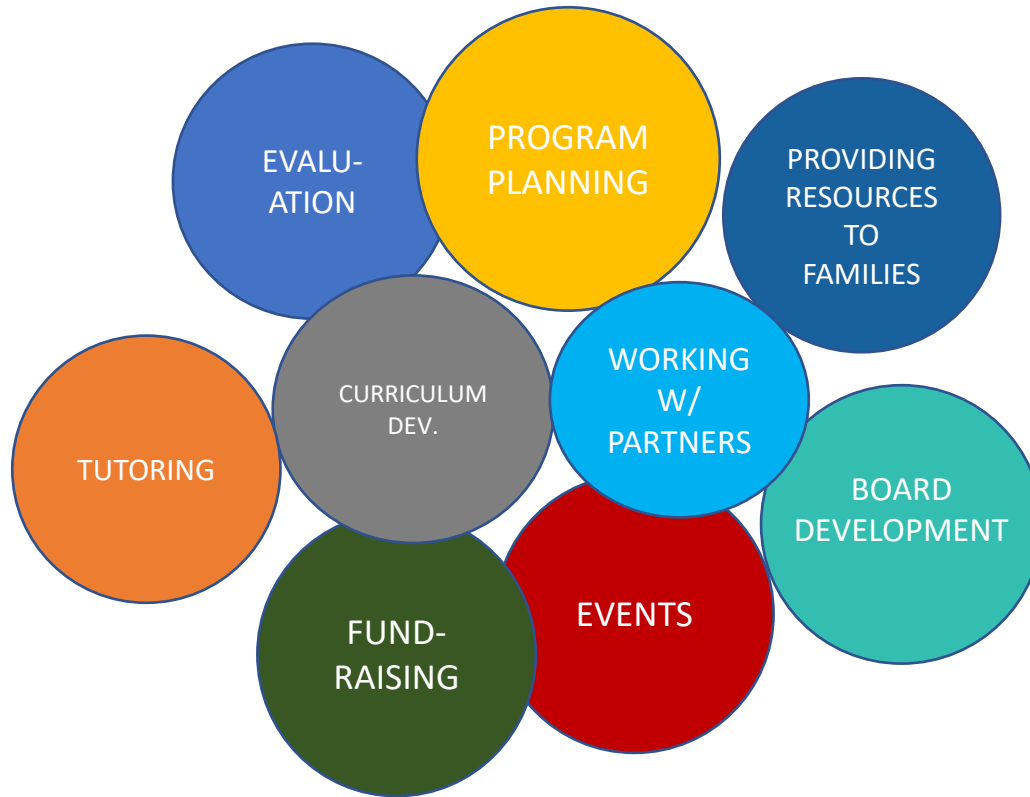


■ Recruitment ■ Screening ■ Training ■ Matching ■ Monitoring ■ Closure

Evaluate current effort -- time spent on each task and then multiply for expansion.

Recruitment & Monitoring are often the biggest time consumers -- in this example 50% and 20%

Other Time Consuming Tasks for Program Staff



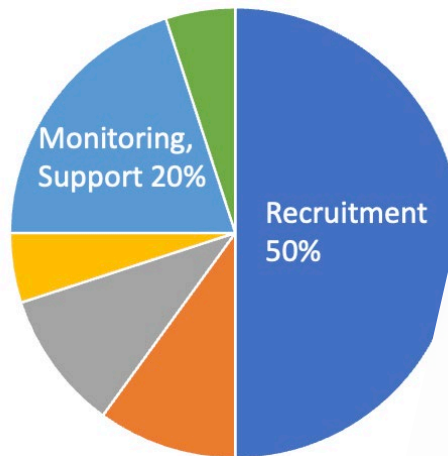
A STAFF PERSON'S
OTHER JOBS &
RESPONSIBILITIES
(THEY MAY NOT BE
FULL TIME STAFF)



Calculating Resources Needed for Expansion

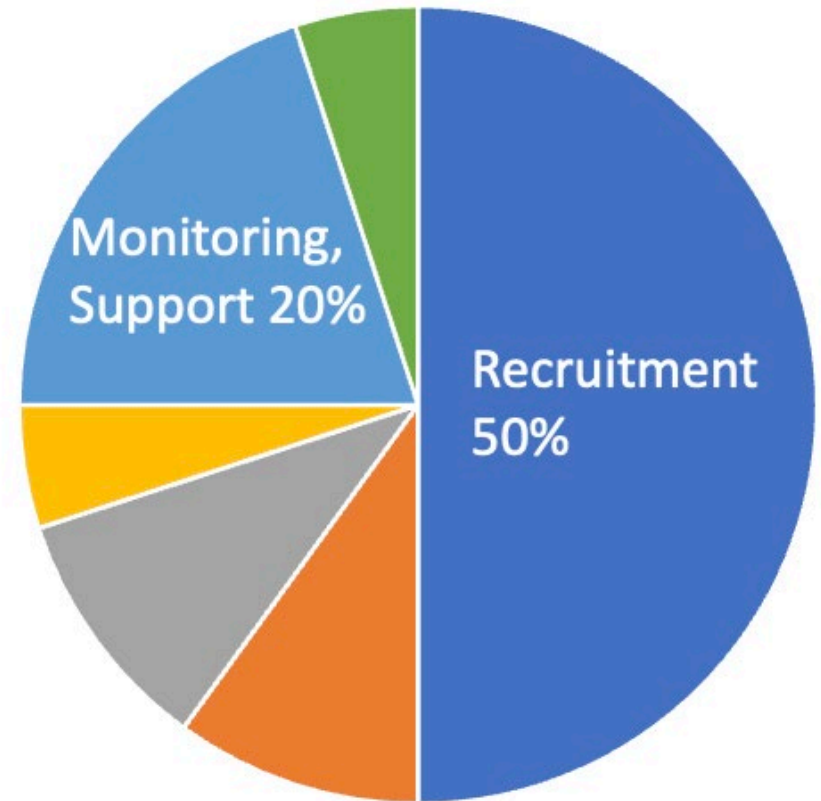
1. Calculate the time it takes to provide services for the existing number of current mentees.
2. Do the math -- multiply the time, given the larger number of mentees you wish to serve.
3. Hire new staff or seek volunteers to assist with these tasks.

Multiply the time for the Effective Practice tasks plus auxiliary responsibilities



Seeking Assistance with Program Tasks

1. Request help with the most time-consuming tasks: In this example, taking recruitment off a person's plate doubles their time available.
2. Assigning tasks: People are best in their comfort zones/wheelhouses.
3. Pay your help: Interns & volunteer staff are great, but paying promotes accountability.



Educate Stakeholders On Time & Resources Needed

People who are not hands on in a program often don't understand the time and staffing required.

Educate stakeholders-- emphasize that SAFETY (which relates to reducing liability) is the #1 priority for mentoring efforts. Growth & development of mentees is # 2, but "safety first!"

Let them know that it takes money, staffing and organizational support to run a safe and effective mentoring program.

Strategies for Expansion: New or Small Programs

1. New or small programs need to create a history of providing services (funders don't want to fund ideas).
2. History making can start with a small cohort (e.g., 5 matches), simple evaluation results, anecdotal outcomes.
3. Expansion necessitates a solid operating system with policies and procedures; program forms; recruitment, screening, training processes, and all program materials & tracking systems in place.
4. If your system isn't airtight seek help: E.g., National Mentoring Resource Center, no-cost assistance.

Los Angeles Team Mentoring

- William Figueroa, Director of Programs
- Founded in the aftermath of the 1992 LA riots
- Connects 1300 middle school youth with 330 caring adult mentors weekly
- Operates within the second largest school district in the country exclusively serving Title-I middle schools from 3:00-6:00 PM
- Has served over 30,000 at-risk middle school youth
- 3:10/12 mentor to mentee ratio



Breaking the Mold -- Questions (1)

After the past two years, the whole world, including has had to adjust and recalibrate to a new “normal?” What does this mean for youth mentoring programs?

Questions to consider in the face of change:

1. Is there now a need to shift your priorities? What parts of your program can be reworked and or what parts of your program are no longer viable?
2. How can you continue to bring out the BEST in your work in this new “normal?”
3. What does recruitment like now post pandemic? Are you able to recruit volunteers as before?

Breaking the Mold -- Questions (2)

4. Given that volunteers seem more pressed for time, and because video conferencing is now mainstream, should we adjust our training procedures?
5. Are you finding it difficult to recruit and retain qualified staff? What strategies might you employ to recruit and retain high quality staff?
6. What do you anticipate the world will look like moving forward?

Breaking the Mold -- New Models

Time to toss out the old and break the mold as we expand our program's services in the wake of COVID. Let's explore opportunities to think out of the box. What new approaches or practices can we implement in order to adjust to our new "normal." Let's begin with considering new models:

- **Group Mentoring-** An effective approach that allows for fewer resources (mentors specifically) but allows for more mentees to be served at the same time.
- **E-Mentoring-** Mentoring utilizing online platforms/software that allows participants to communicate at their own convenience and without geographical barriers.
- **Partnerships-** Team up with a partner organization to supplement or enhance/ broaden your services

Breaking the Mold: Group Mentoring

LATM's team (group) approach to mentoring:

- 3:12 mentor to mentee ration in our groups
- Traditionally served 1,000 + middle school youth with the support of 330 mentors weekly within LAUSD, and this year expanding to San Diego Unified
- Recently forced to pivot to virtual mentoring, currently serving 800 youth this year
- LATM uses a team/group mentoring model to deliver social and emotional learning

Breaking the Mold: E-Mentoring

e-Works is LATM's new virtual youth mentoring program. Youth are given year-long access to a team of 3-4 volunteer mentors, 10-15 peers, and 1 experienced staff member through a secure online platform.

They participate in weekly mentoring sessions that follow a multimodal social and emotional learning-based curriculum.

Additionally, they can attend skills-based workshops and virtual fieldtrips led by our trusted partners.

NOTE: *If you are considering a virtual format, it's important to remember structure, structure, structure-- structure is key! Make sure to have clear guidelines, expectations and if possible, activities to help support engagement.*

Breaking the Mold: Benefits of E-Mentoring (1)

1. Increased footprint

- Allows program to reach youth anywhere, without any geographical barriers (E.g., youth living in rural areas or youth with disabilities)
- Additionally, same effect, allows mentors to mentor without any concern for geography or windshield time

2. Greater likelihood for mentor matches

- More and more volunteers, corporate and college, are looking for virtual opportunities. And, in an e-format, corporate mentors and college students can participate at their convenience
- Allows a tremendous opportunity to secure corporate and college adoptions which oftentimes offers *flash mentoring*

Breaking the Mold: Benefits of E-Mentoring (2)

3. E-mentoring meets youth where they are

- Our digital world is increasingly growing and an e-format, for this new generation of kids, is meeting them exactly where they exist
- Greater likelihood for more consistent attendance and retention
- Format works well with shyer youth

Breaking the Mold: Mentor Recruitment (1)

Now that we've explored different models, let's investigate different methods to recruit and train in our amplified digital world. The models previously discussed integrate well with the following recruitment strategies:

- 1. Corporate/College Adoptions-** Again, with more and more employees and students working remotely, and companies/colleges still desiring to fulfill their community engagement initiatives, there is now tremendous opportunity to recruit partners for either format (virtual/group)
- 2. High School Partnerships-** If you would like to develop or integrate a peer-to-peer experience, the virtual format is a great option

Breaking the Mold: Mentor Recruitment (2)

3. Recruit from other cities within your state- As the mentor pool continues to shrink post Covid, an e-mentoring programs allows you to cast a wider net

4. Tap into your Social Media- Our emerging Gen-Z generation is very comfortable with social media and a great tool to recruit mentors; ask your Board Members, staff, existing mentors and others in your networks to like and share your pages

5. Senior or Veteran Groups- If choosing an e-program, seniors are a great resource just as long as they are carefully trained on how to use your software

Breaking the Mold: Staffing

We are living in an upside-down world—a new normal, where country is experiencing The Great Resignation--making it increasingly difficult to retain and recruit talent. How can we recruit and retain high achieving super stars?

- **Compensation/benefits-** Are there ways to increase wages & or other benefits? (health, vision, dental, 401K, day care, supplemental insurance)
- **Remote work:** Is there space to allow for more remote work?
- **Bring your kids or pets to work:** Daycare expenses are at all time high, not to mention, there is a huge population of pet lovers in our world. This in mind, Is there opportunity to allow staff to bring their kids or pets to work. Maybe not everyday, but maybe once or twice a week
- **Additional PTO/Personal days-** If it doesn't impact or burden your team too much, are you able to offer additional time off?
- **Simply, ask:** If you have members on your team that you highly value, pull them aside and ask what can you offer to enhance their experience

Breaking the Mold: Training

As more companies and colleges offer remote work/remote learning, more volunteers look for convenient volunteer opportunities. And in our proliferating digital world, online training is becoming a practical choice for today's busy volunteers. Some thoughts on training in our expanding digital world:

- **Online and on-going Training-** Divide your existing training as you see fit. What aspects of your training can be converted to online?
- **Mentee and Mentor Interviews/Check-ins-** Allows your organization and clients more flexibility to schedule times to meet
- **Parent Workshops-** With so many of our mentees having caretakers with rigid schedules, online workshops are a great way to reach more families
- **Student Field trips-** Our new online world allows us to create virtual experiences from anywhere in the world

Be A Mentor -- Background

- Robert Goetsch – Founder / Executive Director
- Founded October 1992 (30 plus years of operation)
- Matched 4,000 youth 1:1 with adult volunteer mentors
- Created Volunteer Management Systems (VMS)
 - In-person / Group / Virtual
 - Front office check-in with badge printing
- Shifted mission for less direct service & inclusion of mentor scaling efforts
- Funding incubator – School Districts licensed to use VMS



Covid Impact

- Funding reduced by 70%
- Staff reduction
- Lack of Volunteers
- Mentees isolated with lack of support
- Completed Virtual Module for VMS Software Platform



Covid Recovery and Reopening

- Unrestricted stimulus dollars
- SBA loan – low interest rate – 30 years
- Bank Line of Credit
- Invested in people
- Invested in systems
 - Zoho CRM
 - ZoomInfo
 - Automated email campaigns
- Corporate employee engagement
- Federal Grant Awards - \$1,600,000.00



Current Mentoring Programs (1)

- US Office of Juvenile Justice & Delinquency Prevention
 - Youth Affected by Opioid and other Drug Misuse
 - Substance abuse treatment partner – La Familia
 - 130 youth mentored over 3 years
- US Office of Juvenile Justice and Delinquency Prevention
 - Justice System involved Youth
 - SF Bay Area Partner – Richmond Police Activities League
 - So. California Partner – Lost Angels
 - 250 youth mentored over 3 years



Current Mentoring Programs (2)

- Alameda County Office of Education
 - Current and aging out foster youth
 - Partners are agencies providing services to foster youth
 - 25 foster youth mentored each year
 - Expecting to expand number of foster youth mentored
- Virtual Academic Mentoring Program
 - Proprietary to Be A Mentor
 - Post Covid effort to provide academic support
 - Mentors recruited nationwide
 - Targeting thousands of mentee connections



Meeting Post Covid Needs

[3 min Video](#)

- Virtual Academic Mentoring Program
 - Mentor profiles
 - Meeting reminder notices
 - Group and individual video calls
 - Imbedded Zoom Video
 - After session review notes
- Mentee enrollment
 - Parents search database to build short list of prospective mentors
 - Dialogue with prospective mentors to discuss suitability for parent's child
 - Parent chooses mentor and connects mentor child
- Mentor Recruitment
 - Social Media
 - Online Bulletin Boards
 - Google Ads
 - Businesses nationwide – Employee Engagement



Financial Cliff Challenge


Federal Grants end 2025 (\$1.6 Million)

- Mentor-mentee matches to support
 - 450 – 500 in-person matches
 - 600 – 650 virtual matches
- Covid recovery
 - New staff
 - New development systems
- Mitigate need to reduce staffing
 - Replace grant revenue with new business development staff and systems
 - Apply for new government grants with partners where mentoring is a value add
 - Monetize VMS Software platform
 - For profit company
 - Investor capital
 - Contract school districts to use VMS for Volunteer Management
 - Pay royalty to Be A Mentor



Audience Q&A



**COLLABORATIVE
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WEBINAR SERIES

Contact Our Panelists

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Additional Resources

Contact Us!

Email us with any feedback or questions at collaborativewebinarseries@mentoring.org!

Affiliates

Affiliates serve as a clearinghouse for training, resources, public awareness and advocacy. Find your local affiliate here: <http://www.mentoring.org/our-work/our-affiliates/>

Mentoring Connector

Recruit mentors by submitting your program to the Mentoring Connector
<https://connect.mentoring.org/admin>

National Mentoring Resource Center

Check out the [OJJDP National Mentoring Resource Center](#) to access evidence-based mentoring resources and to apply for no-cost training and technical assistance

2024 National Mentoring Summit

Workshop Applications are OPEN!

We now accepting workshop proposals for the 2024 National Mentoring Summit. This is a great opportunity for mentoring researchers, program staff members, and advocates to share their expertise, inspire others, and help guide the movement forward.

Workshop proposals will be accepted **until May 31**.

Workshop Design Info Session

Thinking about presenting at the 2024 National #MentoringSummit? Join MENTOR on May 2 at 1 PM EST to learn ways you can intentionally design a workshop that is relevant to, engages, and effectively informs Summit attendees. Register on our website!

Questions?

Please email Jake Sullivan at summitworkshops@mentoring.org.

Remember...

After the webinar:

- Please help us out by answering survey questions at the end of the webinar.
- Everyone will get an email with information on how to download the slides, recording, and resources on the CMWS webpage on the MENTOR website:

Join Us Next Month!

Integrating Self Care Into Practice & Modelling
Wellness among Mentoring Practitioners

May 22nd

1 PM EST / 10 AM PST



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