



MENTOR Strategic Plan

America needs mentoring...

3 million youth benefit today, but 15 – 20 million more are in need

Research proves high-quality mentoring relationships:

- Help improve academic performance and reduce the likelihood of dropping out
- Help reduce the incidence of high-risk behaviors such as delinquency, substance use and abuse, carrying a weapon, unsafe sex and violence
- Help young people live up to their academic, emotional and social potential
- Help develop the competence and character to succeed as adults



...and mentoring needs MENTOR

- Less than 500,000 mentoring matches are supported by programs with national mentoring headquarters
 - Big Brothers, Big Sisters is the leading national program serving under 10% of the formal matches in America
- Of over 5000 programs, more than 80% lack the support, money and regular training to ensure quality and growth to serve more youth
 - Fewer than 750 programs (<20%) have headquarters to which they can turn (e.g., BBBSA, Boys and Girls Clubs)
 - Vast majority (~ 80%) operate with tiny staff (less than 5) and with an annual budget of less than \$250K



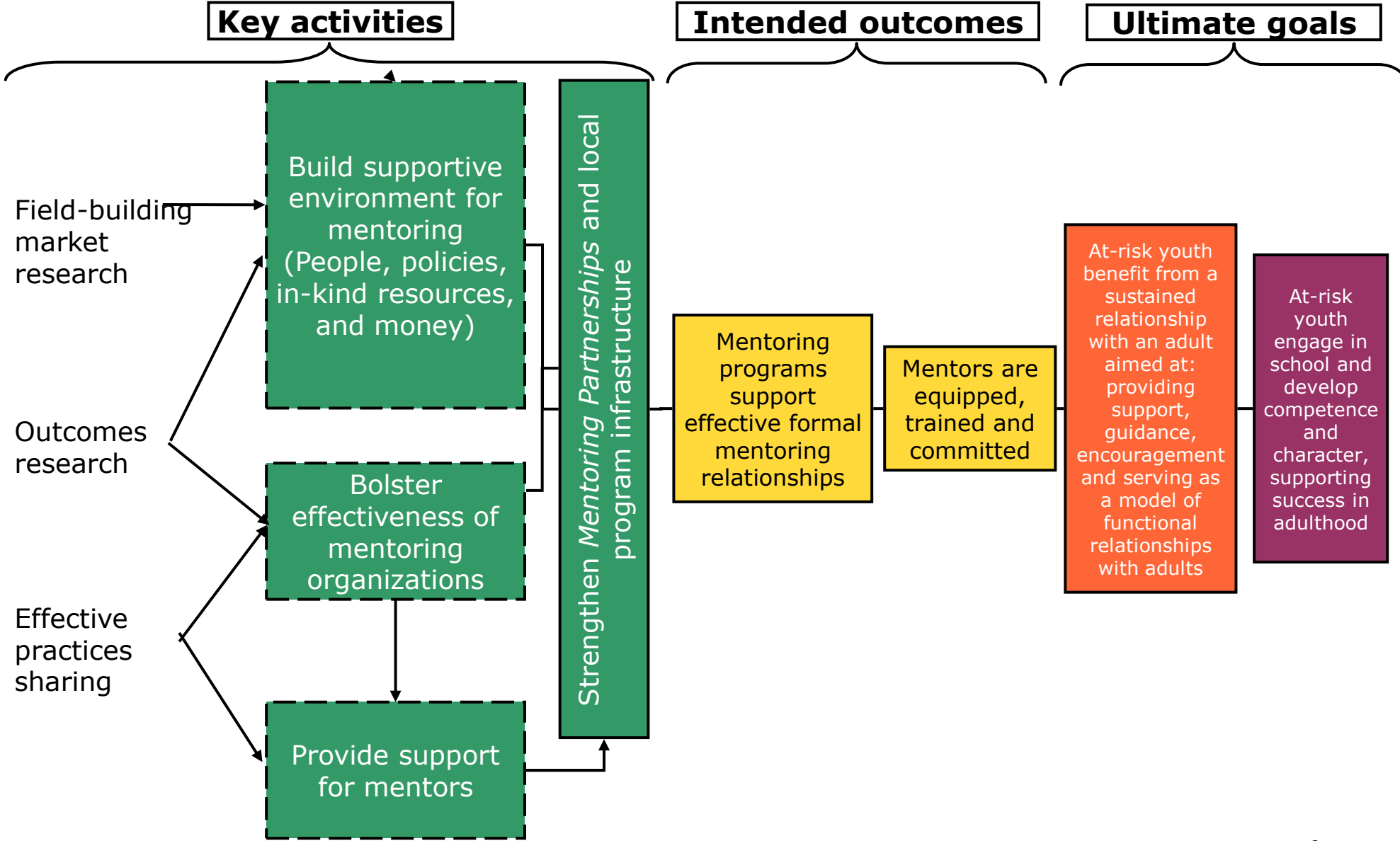
America needs mentoring...and
mentoring needs MENTOR.



MENTOR's strength has been in building the field and tools of mentoring

- Research
 - National polling
 - Original program research
 - Center for Evidence-Based Mentoring at UMass - Boston
- Funding
 - \$100M in federal funding available annually for mentoring
 - Assistance to *Mentoring Partnerships (MP's)* in developing state funding streams
- Awareness
 - Mentoring.org
 - National Mentoring Month and National Mentoring Summit
 - National Agenda for Action
- Policy
 - Release-time off for mentoring
 - Mentoring legislation (e.g., Children Protection Improvement Act and federal funds)
 - Inserting evidence-based mentoring into gov't policy and funding streams (e.g. development of educational policy, programs for disconnected youth, mentoring practices to inform workforce development, etc.)
- Tools
 - *Elements of Effective Practice* and related products
 - MentorPRO
 - Volunteer Referral System
- Infrastructure
 - Developed model for and seeded Mentoring Partnerships (MP's)
 - Ongoing support and shared knowledge across MP's

MENTOR and the network have identified key activities to build effective mentoring in America



MENTOR's mission is to connect at-risk youth with the power of mentoring

- MENTOR seeks to help young people (ages 6 – 18) who are at risk of failing and who can benefit most from a formal, sustained, age-appropriate mentoring relationship*.
 - MENTOR supports extending the benefits of mentoring to children across a range of ages, recognizing that the benefits of mentoring vary with age (e.g. increased self-esteem, strengthened communication skills, better attitudes toward school and increased employment opportunity.)
- MENTOR serves these youth by working to build the field of mentoring and supporting the organizations who create and support mentoring relationships.
 - MENTOR operates a national office that leads field-building activities and maintains and offers support to a database of 5000 mentoring programs located throughout the nation
 - MENTOR collaborates with and supports a network of *Mentoring Partnerships* to deliver more intense support to programs and to drive locally-based field-building efforts.

Notes: *MENTOR defines a sustained mentoring relationship as regular meetings of at least four hours monthly over one year (or defined period for site-based mentoring) with an adult over age 18 aimed at providing support, guidance and encouragement.

MENTOR, the *Mentoring Partnerships*, and the Board Steering Committee recommend a new more aggressive growth and service plan

The new plan is to cover the country entirely and to double the number of quality mentoring relationships across the country

- *Transform "Database" into National Youth Mentoring Network to better connect all mentoring programs to basic resources.*
- *Build and strengthen the Mentoring Partnerships, especially in states and metropolitan areas with greatest number of at-risk youth.*
- *Increase collaboration with other national networks.*
- *Continue leadership in field-building and resource development for mentoring programs.*

The plan is to grow the MENTOR network to support effective mentoring nationwide

All US communities

National Youth Mentoring Network (MENTOR-driven national coverage):

A national system to connect, represent, and deliver mentoring resources to programs across America and to make available information on effective mentoring to mentors and other caring adults

(Components: database of all programs, web-based communications from and to programs, proactive distribution of tools and resources and regular convenings)

Functioning Mentoring Partnerships

Hands-on, locally-based program support.

(Focus on: program outreach, training and T/A, mentor referrals, local convenings, adoption of effective tools)

Full-service Mentoring Partnerships

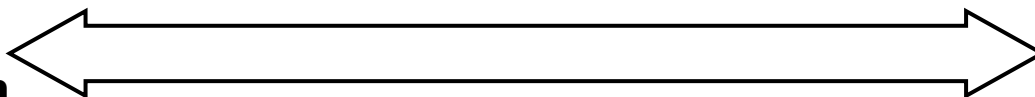
Higher intensity, locally-based program support and field-building.

(Focus on all above and: galvanizing and connecting local resources to programs, building awareness and prominence of mentoring, advocacy, advanced training and T/A)

Highest priority cities/states

Intense support and collaboration

Distribution of mentoring resources



The members of this national effort have different roles in building effective mentoring

MENTOR	<i>Mentoring Partnerships</i>	Mentoring programs
<ul style="list-style-type: none">• Coordinate national field-building and research• Centralize resources to build quality of mentoring programs• Develop and build effective national infrastructure	<ul style="list-style-type: none">• Lead local field-building efforts and support national initiatives• Serve as front-line support to mentoring programs• Support development of effective infrastructure nationally and lead local infrastructure development	<ul style="list-style-type: none">• Connect youth aged 6-18 with a sustained formal relationship with an adult• Participate in <i>National Youth Mentoring Network</i>• Capitalize on and support national and local field-building efforts

The members of this national effort have different roles in building effective mentoring

DETAIL

MENTOR

Mentoring Partnerships

Mentoring programs

- **Lead nat'l field-building and research**
 - Coordinate field-building research and national poll of mentoring
 - Lead federal advocacy efforts; connect *MPs* to build state-level capabilities
 - Lead media and event campaigns; cultivate national media relationships
 - Support *MPs* in local field-building activities
 - Establish relationships with national institutions to galvanize resources for mentoring
 - Build MENTOR brand for benefit of all *MPs* and mentoring programs
- **Centralize resources to build quality of mentoring programs**
 - Create, publish and promote tools to build effective practices
 - Contribute to program accreditation by leading effort to establish and enforce standards
 - Provide access to experts for *MPs*
 - Compile and publish resources for mentors
- **Develop and build effective national infrastructure**
 - Create nationwide system to support programs without an *MP*
 - Support *MP* capacity through direct training/TA, convening and communication among *MPs*
 - Foster incipient *MPs* through leadership development & other resources
- **Lead local field-building efforts and support national initiatives**
 - Determine need for and conduct state-level field research, leveraging national efforts
 - Lead local media and event campaigns to raise awareness and recruit/refer mentors
 - Support and leverage institutional relationships locally
 - Lead state-level advocacy, collaborating with federal efforts
- **Serve as front-line support to mentoring programs**
 - Provide TA and training to promote quality and expand capacity
 - Contribute field insight to creation and identification of tools for programs
 - Support and encourage programs in outcomes measurement efforts
 - Recruit and refer mentors
 - Convene mentors for in-person gatherings to share experiences
 - Contribute to program accreditation, potentially as "certifiers"
- **Support development of effective infrastructure nationally and lead local infrastructure development**
 - Identify, share and leverage effective practices
 - Model best practices locally
- **Connect youth aged 6-18 with a sustained formal relationship with an adult**
 - Create and support formal mentoring relationships
 - Recruit, train and support mentors using *Elements of Effective Practice* and other resources
- **Participate in National Youth Mentoring Network**
 - Register in database
 - Collect and report data to inform program improvement and support research efforts
 - Provide input to national to support field-building and tool development
- **Capitalize on national and local field-building efforts**
 - Leverage media and events to cultivate money and mentors
 - Provide mentoring and philanthropic opportunities for local corporations and employers

Mentoring Partnerships participate in MENTOR network at varying levels of intensity

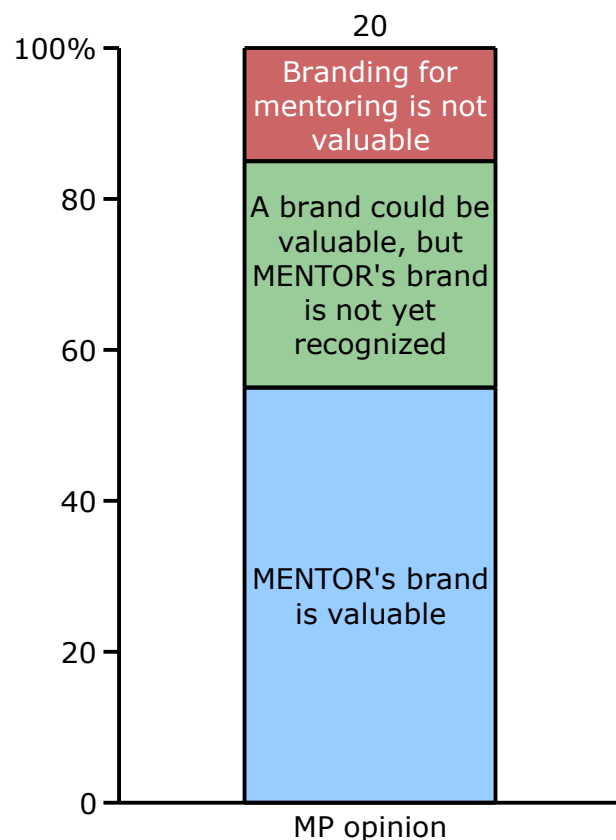
	Emerging <i>MPs</i>	Functioning <i>Mentoring Partnerships</i>	Full-service <i>Mentoring Partnerships</i>
Capabilities required	<ul style="list-style-type: none"> Emerging local leadership 	<ul style="list-style-type: none"> Active Leadership Council At least 1 FTE 	All functioning <i>MP</i> capabilities, plus: <ul style="list-style-type: none"> Dedicated ED and at least 2 other FTEs Established mechanisms for provider involvement
Activities	<ul style="list-style-type: none"> Building knowledge of current state of mentoring in local area Building relationships with key local leaders and mentoring program staff Developing and implementing a plan to achieve functioning <i>MP</i> status within 2 years 	<ul style="list-style-type: none"> Seeks out and collaborates with local programs representing mentoring in all its forms Provides basic training and T/A Promotes adoption of resources (e.g., Elements, MentorPRO, SafetyNet) Participates in National Mentoring Month Refers mentors Collects data on mentoring programs and mentoring relationships 	All functioning <i>MP</i> activities, plus: <ul style="list-style-type: none"> Provides advanced training and TA Supports implementation of key MENTOR products and initiatives (e.g., MentorPRO) Conducts local advocacy and awareness-building Conducts mentor recruitment Galvanize and broker local sources of financial support and other support Expands number of mentoring relationships
Services received from MENTOR	<ul style="list-style-type: none"> Annual <i>MP</i> convening (Based on mutual agreement) Coaching and grants to help achieve functioning status 	<ul style="list-style-type: none"> Annual <i>MP</i> convening Training materials on basic topics and MENTOR products National Mentoring Month materials and tips Best practices in mentor referrals Updates on new mentoring research findings Technical assistance via telephone (Based on mutual agreement) Coaching and grants to help achieve full-service status 	All functioning <i>MP</i> services, plus: <ul style="list-style-type: none"> Training materials and support on advanced topics Implementation support for key MENTOR products and initiatives (e.g., MentorPRO) Consultation on product and initiative development Materials and coaching to build state-level capabilities (e.g., advocacy and public awareness) Co-branding opportunities Support to leverage relationships with national institutions and local affiliates
Responsibilities to MENTOR	<ul style="list-style-type: none"> Provide information on <i>MP</i> activities Attend annual <i>MP</i> convening Show progress on 2 year plan to achieve functional <i>MP</i> status Use MENTOR brand (for new partnerships) 	<ul style="list-style-type: none"> Provide data on the state of mentoring and <i>MP</i> activities Provide updates on key trends and events impacting mentoring in local area Identify, share and leverage effective practices Assist with populating and maintaining national database of mentoring programs Provide feedback on training materials Lead staff attends annual <i>MP</i> convening Use MENTOR brand (for new partnerships) 	All functioning <i>MP</i> responsibilities, plus: <ul style="list-style-type: none"> Contribute field insight to development of tools, products and initiatives Identify, share and leverage effective practices about supporting mentoring programs and operating a mentoring partnership If desired, provide master trainers for national training activities

Mentoring Partnerships utilize five structures, in three broad legal types

Legal status	Structure	MPs	Examples
<ul style="list-style-type: none"> Separate 501c3 	<ul style="list-style-type: none"> Independently operating 	<ul style="list-style-type: none"> Massachusetts Minnesota Nebraska Oregon Penn-Pittsburgh Rhode Island Vermont 	<ul style="list-style-type: none"> The Massachusetts Mentoring Partnership is an independent 501c3 with its own board of directors, total autonomy over budget, etc. The Rhode Island Mentoring Partnership began as an initiative of the Chamber Education Foundation, but now is independent
	<ul style="list-style-type: none"> Housed at a larger organization 	<ul style="list-style-type: none"> Maine Virginia Washington* 	<ul style="list-style-type: none"> Virginia is housed at VCU. It raises 100% of its budget and maintains autonomy over spending. It pays VCU ~\$15K for facilities and admin support
<ul style="list-style-type: none"> Shared 501c3 	<ul style="list-style-type: none"> Managed as an initiative of a larger nonprofit 	<ul style="list-style-type: none"> Arizona Indiana Maryland Ohio-Columbus Penn-Philadelphia Tenn-Memphis 	<ul style="list-style-type: none"> Indiana Mentoring Partnership is housed as an operating program of the Indiana Youth Institute. Arizona is a part of Communities in Schools of Arizona
	<ul style="list-style-type: none"> Wholly-owned by MENTOR 	<ul style="list-style-type: none"> NY-Long Island NY-New York City 	<ul style="list-style-type: none"> The Mentoring Partnerships of Long Island and New York are part of MENTOR National
<ul style="list-style-type: none"> Government or quasi-public 	<ul style="list-style-type: none"> Public-private partnership / quasi-governmental 	<ul style="list-style-type: none"> Connecticut Delaware Iowa Kansas Michigan North Carolina Virginia-Fairfax 	<ul style="list-style-type: none"> Iowa, Kansas, Michigan and NC are all part of their state's Commission on Volunteerism and Community Service and CIS

Many *Mentoring Partnerships* believe there is value in a national brand for mentoring, although they recognize the challenges in building one

Percent of MPs



"It helps legitimize what we're doing. When there's a national brand, it makes it that much more powerful and more recognizable."

"National Mentoring Month gives us a focal point to work from."

"It would be better to be branded as a field and a movement. But it didn't pay out timing-wise – some of us had positioned and branded before MENTOR came out with the double omegas."

Mentoring Partnerships perceive value in being part of a national network because it lends legitimacy and provides opportunities to share materials and ideas

"We still struggle with convincing people that mentoring is a good idea. Having a national voice brings a level of credibility that we're trying to foster within our state."

"We often say that we're part of a national organization that has offices in other parts of the country, with a similar mission to support mentoring."

"When MENTOR convened the MP network at the State Caucus, it was a very valuable forum for sharing best practices and discussing very specific concerns."

Mentoring Partnerships value support from MENTOR National, and desire more opportunities to tap experience of other *Mentoring Partnerships*

Valued support currently received from MENTOR National

- Many MPs mentioned:
 - High-quality materials and tools for training, advocacy, and public awareness, such as the Elements of Effective Practice and national PSAs
- A few MPs mentioned:
 - Federal advocacy
 - Dissemination of high-quality research
 - Support for National Mentoring Month

Additional desired support

- Many MPs mentioned:
 - Communication and best practice sharing among the *MP* network, including opportunities to meet each other and share information

Mentoring Partnerships which have become inactive or defunct mainly failed due to a lack of management and operational control resulting in a funding or leadership crisis

MP's most commonly fail when they are embedded in a larger organization (i.e. they don't have control over their own operation and strategic sustainability) and/or when they exist in a political context (i.e. subject to changing priorities when elected officials and funding changes).

<i>MP</i>	<i>Structure</i>	<i>Reason for ceasing/ changing operations</i>
California	<ul style="list-style-type: none"> Originally part of the governor's office, then part of California Service Corps 	<ul style="list-style-type: none"> Political transition in California
FL-Tampa	<ul style="list-style-type: none"> Originally independent, then an initiative of the United Way of Tampa Bay 	<ul style="list-style-type: none"> Lack of funding Changing priorities at the United Way
California-LA (Note: Still operating but no longer focused on supporting local mentoring programs)	<ul style="list-style-type: none"> Originally part of MENTOR as one of the first One-to-One sites, then an independent nonprofit 	<ul style="list-style-type: none"> Leadership transition to a new ED who wanted to focus on education reform
Georgia	<ul style="list-style-type: none"> Housed within a larger non-profit, Communities in Schools (CIS). 	<ul style="list-style-type: none"> No longer a strategic priority for CIS. Lack of funding/changing priorities in the organization housing the MP.
New Hampshire	<ul style="list-style-type: none"> Separate 501(c)3 	<ul style="list-style-type: none"> Weak leadership council
VA-Charlottesville	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Superseded by VA <i>Mentoring Partnership</i>

Staff leadership and planning are key to preventing and weathering difficult situations

"My predecessor left us in disarray, and wasn't perceived well in the community. We've had to do a lot of rebuilding bridges."

"We had a three-year corporate grant, with the idea that we would create a plan to replace the money, but the board and ED basically stopped fundraising while they had the grant. That ED quit when the funding ran out, and then we really had to work to find new funding sources."

"We did a fundraising development plan last year, and it was critical for us. Without it, we wouldn't be here. We have a strategic planning session coming up with key stakeholders – a full day session to critique our new strategic plan."

"We are building key partnerships and building a framework on how we will see mentoring in the next year and future (without the governor's leadership). We are looking at establishing a 'Chair Emeritus' to be a driving force to keep mentoring at the forefront to politicians and policy makers."

Most *Mentoring Partnerships* found fundraising a constant struggle, but expressed optimism that they could continue to meet the challenge

"We realize we must develop a more aggressive attitude towards fundraising. The climate is challenging, but we believe that we can creatively find ways to do it."

"It's gotten easier over the years. Because we are an intermediary, some foundations or corporations are not willing to support us, but the funders that we get generally give year after year. We're still not as diversified as we'd like – for the long term, we've got to get individual donors."

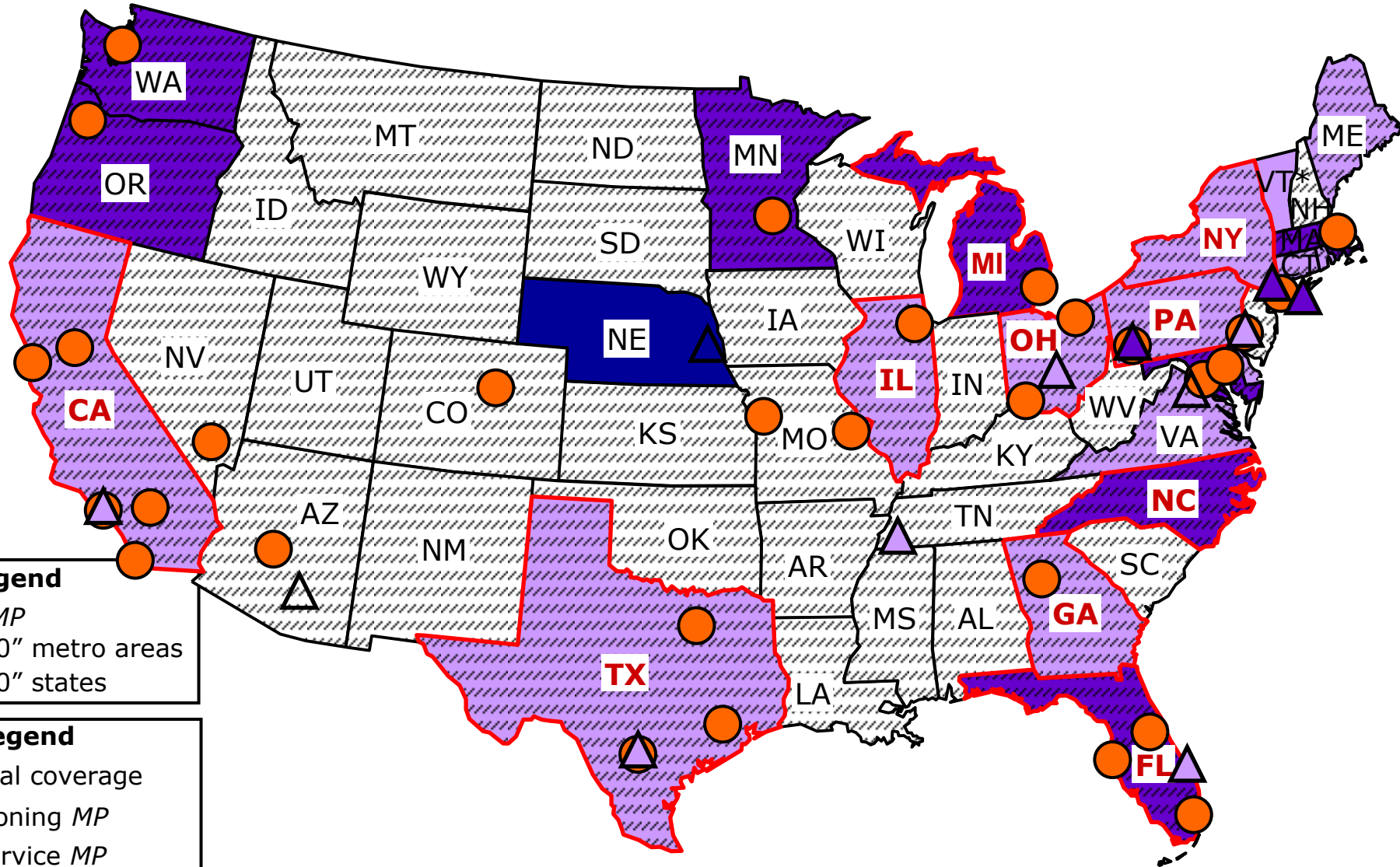
Mentoring Partnership capacity and number of at-risk youth inform network priorities

Number of at-risk youth

		High	Medium	Low
		Top 10 states and top 10 metropolitan areas	States with a top 30 metropolitan area	All others
Current MP capacity	High	<ul style="list-style-type: none"> • Florida (Miami, Tampa, Orlando) • Pennsylvania-Pittsburgh (REST OF PA INCLUDED IN RED) 	<ul style="list-style-type: none"> • Maryland (Baltimore) • Minnesota (Minneapolis) • Oregon (Portland) • Washington (Seattle) 	<ul style="list-style-type: none"> • Delaware • Ohio-Columbus • Rhode Island <p>6%</p> <p><i>Maintain support</i></p>
	Med.	<p><i>Grow first</i></p> <ul style="list-style-type: none"> • New York (NYC) • North Carolina <p>27%</p> <p>Second priority:</p> <ul style="list-style-type: none"> • Michigan (Detroit) 	<p>Second priority:</p> <ul style="list-style-type: none"> • Massachusetts (Boston) 	<ul style="list-style-type: none"> • Connecticut • Florida-Palm Beach (ALL OF FLORIDA INCLUDED IN GREEN) • Maine • Tennessee-Memphis (REST OF TN INCLUDED IN WHITE) • Virginia
	Low	<p>36%</p> <p>All others</p> <p>First priority:</p> <ul style="list-style-type: none"> • Illinois (Chicago) • California (Los Angeles, San Bernardino, San Francisco, San Diego, Sacramento) • Texas (Dallas, Houston, San Antonio) <p>Second priority:</p> <ul style="list-style-type: none"> • Ohio (Cleveland, Cincinnati) (COLUMBUS INCLUDED IN OLIVE) • Georgia (Atlanta) <p>Third priority:</p> <ul style="list-style-type: none"> • Pennsylvania (Philadelphia) (ALL PA EXCEPT PITTSBURGH) <p><i>First expansion</i></p>	<ul style="list-style-type: none"> • District of Columbia • Arizona (Phoenix) • Colorado (Denver) • Missouri (St. Louis, Kansas City) • Nevada (Las Vegas) • New Jersey (NYC area) <p>9%</p> <p><i>Next expansion</i></p>	<ul style="list-style-type: none"> • Passive support for current lower capacity MPs: Alabama, Arizona-Tucson, Nebraska-Omaha, Utah, Vermont, Virginia-Fairfax (AZ INCLUDED IN GRAY, VA INCLUDED IN OLIVE) • 21 other states (IN, LA, WI, SC, KY, OK, MS, AR, IA, KS, NM, WV, NE, ID, NH, HI, MT, AK, SD, ND, WY) <p>22%</p> <p><i>Long-term priority</i></p>

Note: *YMR" means youth in mentoring relationships per 1K youth; See Appendix for summary findings from MP research.
Top 10 metro areas are in **bold**; Locations without MP coverage are in *italics*

New network goal: national coverage with *MPs* covering the largest states and metro areas



*Vermont is a low priority areas with an existing *MP* presence

Note: Top at-risk areas determined by the total number of youth aged 6-17 below the poverty level, including 40% of all other youth; the top states and metro areas shown account for ~65% of the total youth in poverty in the US; Source: US Census, 2005 American Community Survey

Plan for network development requires new and expanded activities at MENTOR

To develop ...

MENTOR will...

MENTOR will need staff who...

National Youth Mentoring Network

- Create, publish and promote tools to support mentoring programs and mentors
- Provide access to training and TA for programs without a *MP*
- Assemble a unified national database of formal mentoring programs
- Communicate resources to programs and enable feedback
- Facilitate convening and communication among programs

- **Develop, distribute and support tools and resources**
 - Continue development of MentorPRO, Volunteer Referral Service, and other tools and resources
 - Develop new training and TA materials
 - Develop accreditation standards for mentoring programs*
- **Build and maintain system for national coverage**
 - Build and maintain national database of programs
 - Publicize resources
 - Provide training and TA to programs without *MPs*
- **Manage technology platform**
 - Develop MENTOR Web site to support communication, hosting and tool distribution activities
- **Organize convenings/ conferences**
 - Organize logistics of conferences and regional convenings
 - Coordinate MENTOR participation in conferences hosted by others

Mentoring Partnerships

- Promote leadership capacity and organizational effectiveness of participating *MPs*
- Convene *MPs* to share best practices and promote ongoing improvement
- Support creation of new *MPs*

- **Coach & Support Mentoring Partnerships**
 - Direct one-on-one coaching for the EDs and key staff of *MPs*
 - Act as 'point person' to connect *MPs* with resources (e.g., advocacy advice, tech support for web hosting, national institutions etc.) and refer to peers with similar experiences
 - Capture/document effective practices
 - Support *MP* planning and capacity-building efforts
 - Support administration of *MP* assessment
 - Train *MPs* in select capabilities, e.g., state advocacy
- **Identify and foster incipient *MPs***
 - Leverage national database to establish local needs and interest
 - Work with potential EDs and new *MP* board chairs to launch successful new *MPs*

While building network infrastructure, MENTOR will continue leadership in field-building

- Greater investment in building the MENTOR brand to bolster efforts of all network participants
 - Greater emphasis on positioning MENTOR as the national resource for youth mentoring (via conferences, tool promotion)
 - Dedication of national staff and resources to marketing and brand-building activities (e.g., widely-recognized celebrities as part of team of national spokespeople)
- “Higher potency” federal and state advocacy
 - Continue current activities with similar approach
 - Leverage national network to bolster case for greater support for mentoring
- More active collaborations with other national youth serving organizations
 - Preliminary commitments reached with four organizations
 - Dedication of resources to better serve these “national accounts”
- Slightly expanded role in research coordination
 - Dedication of staff resources to focus on original research and research coordination (via *Research and Policy Council* and collaboration with other researching organizations)

To create significant increase in effective mentoring MENTOR will pursue well integrated set of programmatic and organizational objectives, 2013-2015

- **Strengthen *Mentoring Partnerships* and local program infrastructure to double reach (~50-60% of at-risk youth)**
 - Establish *Mentoring Partnership* presence in highest priority states and metro areas
 - Develop full-service partnership presence in priority areas with functioning *MP's*
- **Build supportive environment for mentoring**
 - Firmly establish the national MENTOR brand
 - Expand national advocacy and awareness; continue national polling
 - Increase availability of institutional resources to programs
 - Leverage strong, cooperative relationships with key national organizations
- **Bolster effectiveness of programs nationwide:
*National Youth Mentoring Network***
 - Expand national database of mentoring programs
 - Distribute and support *Elements of Effective Practices*
 - Drive technology adoption
 - Increase availability of conferences and knowledge-sharing opportunities
- **Expand research base**
 - Advance RPC research agenda
 - Increase the application of mentoring research by practitioners
 - Broaden adoption of MENTOR's definitions in mentoring field research

Increasing effective mentoring requires a stronger MENTOR

Organizational objectives 2013-2015

- **Align MENTOR organization with strategic objectives**
 - Expand Board of Directors and ensure that skills and experience align with strategic goals
 - Ensure skills and experience of MENTOR staff team align with strategic goals
 - Develop solid financial, technical and human infrastructure to create foundation
- **Broaden and diversify revenue base**
 - Continue deepening Board leadership in this area
 - Increase proportion of contributions from foundation sources
- **Track and report progress**
 - Measure growth in mentoring in America
 - Track achievement of programmatic objectives
 - Track achievement of organizational objectives
 - Enforce accountability