

Research-Based Mentoring For At-Risk Youth

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S3 Grantee School Climate Symposium

Learning Objectives

- Familiarize participants with with research-based best practices
- Raise awareness of mentoring models and strategies that participants might use at their sites
- Understand the resources needed to develop and implement a youth mentoring effort

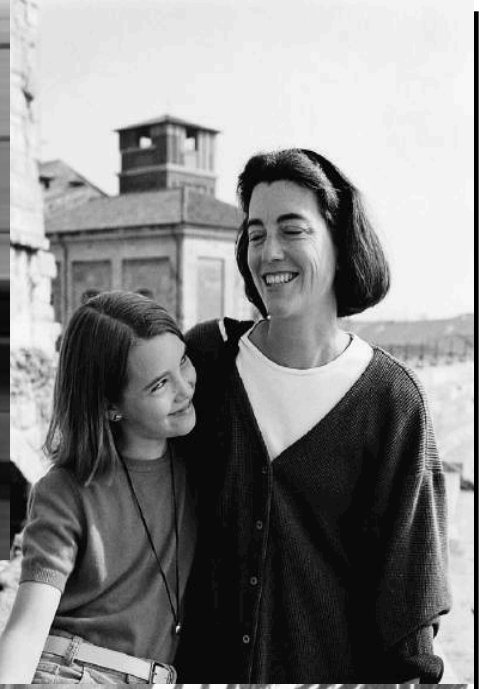
Your Mentoring Experiences

- How many of you have existing mentoring programs at your schools?
- How many are 1:1 programs?
- How many are group mentoring programs?
- How many are fully funded? Partially?

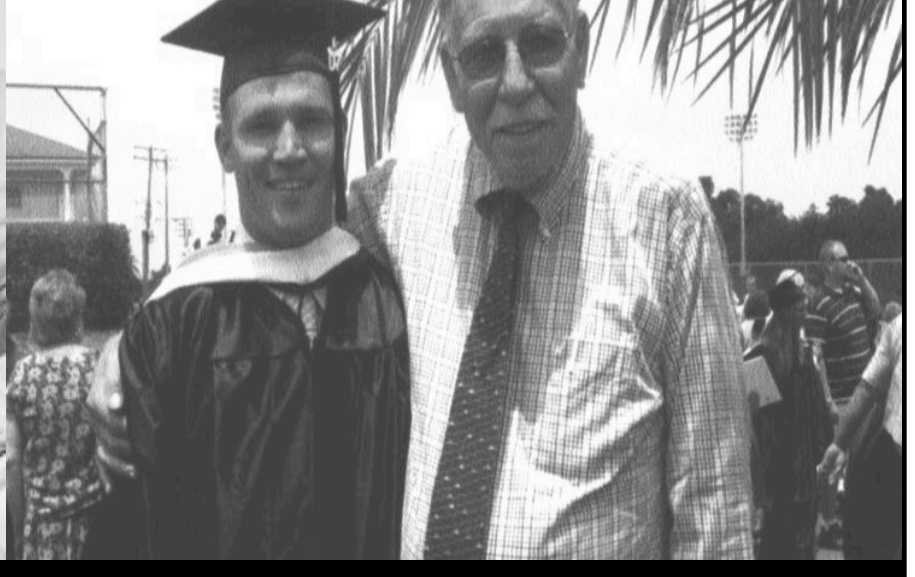
Why Mentoring?

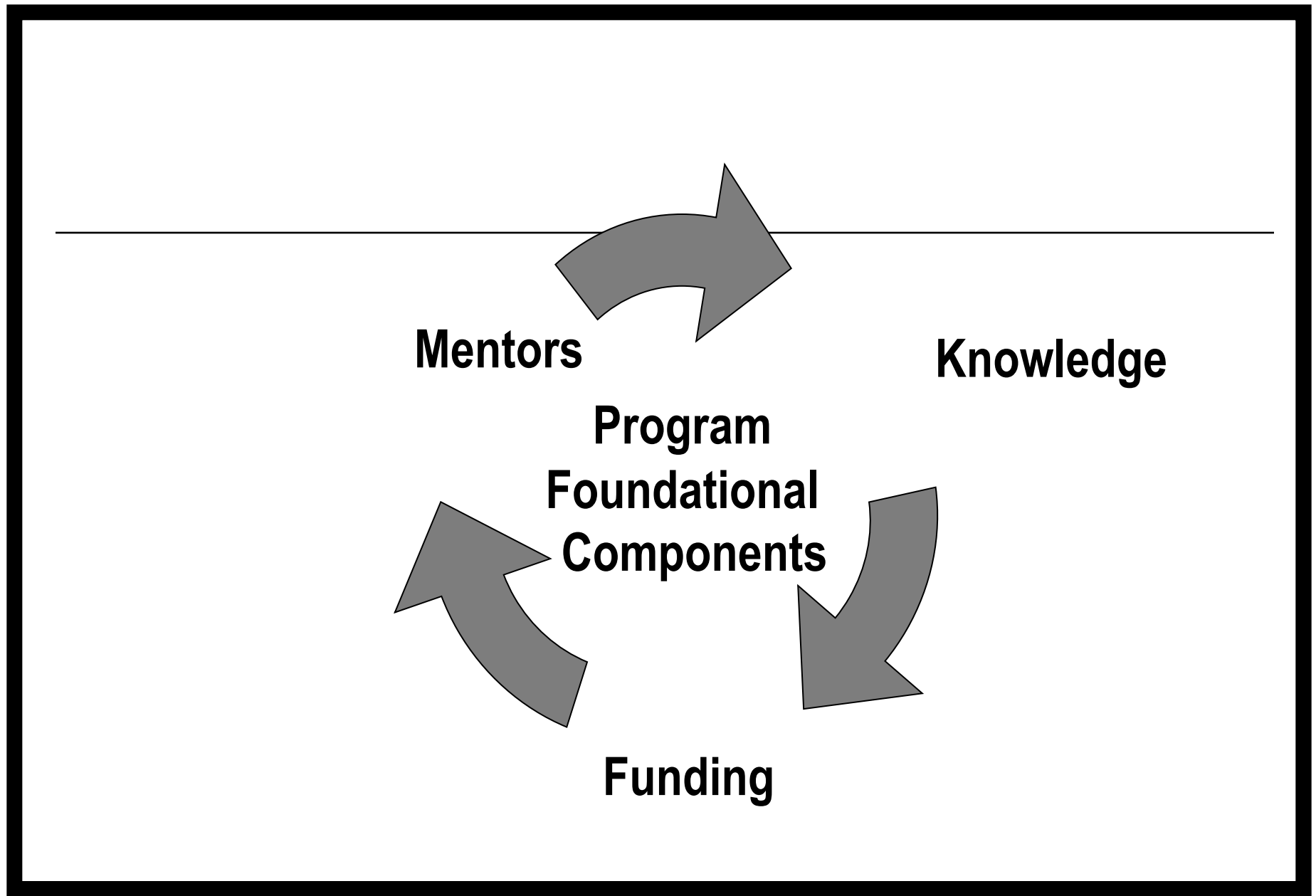


- Research confirms mentoring can be an effective tool for the growth and development of young people.
- Since the mid 1990s, mentoring has gained in popularity as an effective and relatively low-cost intervention for youth.
- Mentoring has been shown to reduce delinquency, school dropout rates, violence, teen pregnancy, and more.



Why Mentoring?





More Mentoring Basics...

- Two main types of mentoring:
 - 1-to-1 (adult-to-youth, or peer-to-peer)
 - Group mentoring
- The main cost of any program is for program staff.
- Guideline for 1:1--\$1,000 per match per year.
- It takes about six months to understand how all the pieces fit together.

Youth Mentoring: Some Basics

- There are few (no?) governmental requirements or licensing for youth mentoring.
- There are very few educational or certification programs for mentoring program staff.
- Because youth mentoring has not been institutionalized (like counseling & social work), non-regulation creates the dilemma of making many choices-- but it also provides an opportunity to be creative.



About 1:1 Mentoring

- 1:1 mentoring is considered the best model--mentees can develop trusting relationships.
- Match duration is typically 9 to 12 months, with weekly 1- to 2-hour meetings.
- Although effective, 1:1 can be costly, because these efforts need considerable staff time.
- Typically, 20 or more matches require at least one FTE program coordinator.

About Group Mentoring

- Usually goes in “cycles” of 10 to 20 weeks.
- Many programs “curriculum-based.” Some have quarterly themes: E.g., “Building Our Team, Finding My Strengths, Helping Others”
- Group mentoring uses the group milieu.
- Mentor to mentee ratio is important (e.g., 2-5, 1-3)
- This model can serve more youth for less money--12-20 youths, perhaps a .25 FTE.

1. Planning

10. Evaluation

2. Recruitment

9. Closure

3. Orientation

**8. Support,
Recognition,
Retention**



**10 Best
Practices**

4. Screening

5. Training

7. Monitoring

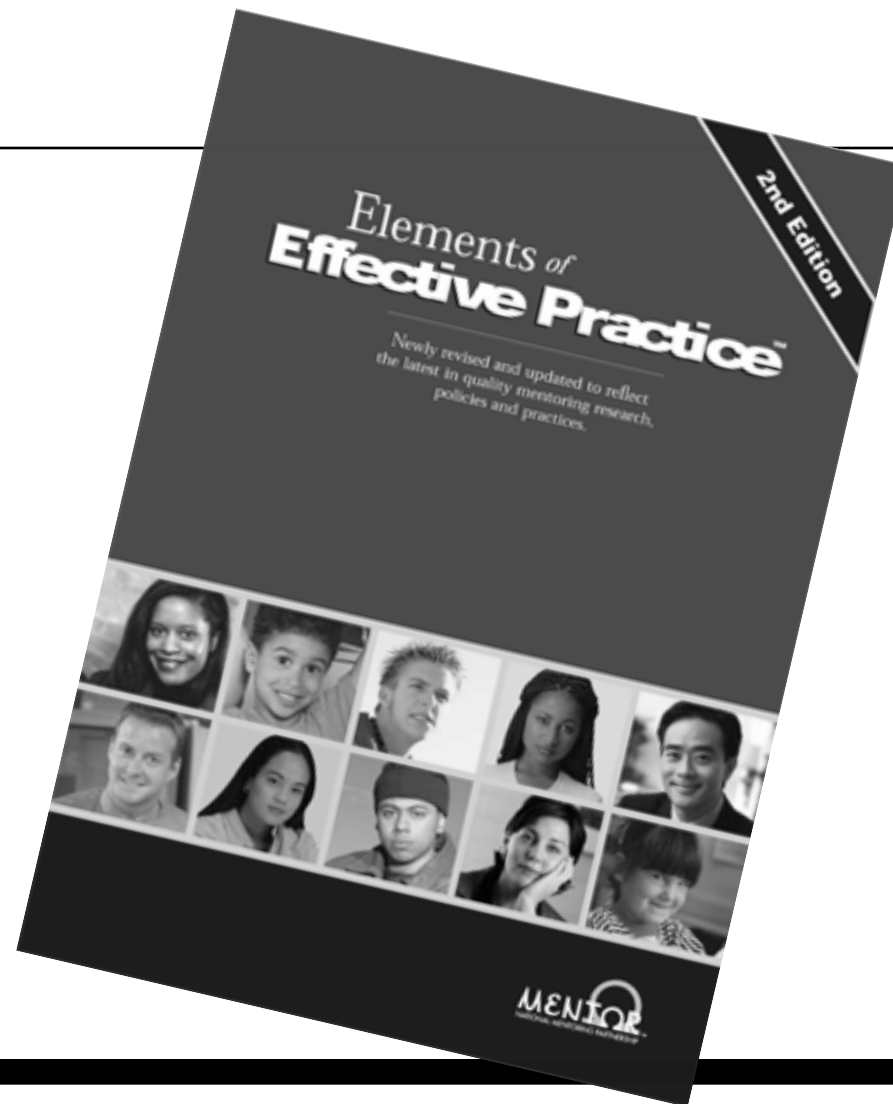
6. Matching

*These practices are research-based.
Primarily, we discuss the best practices shown in red.*

The 10 Best Practices Work!

- **Every possible mentoring program task is listed under a best practice area.**
- **Tasks are listed in chronological order.**
- **Long version has detailed descriptions.**
- **Failing to focus on any one BP task can create bring a program down.**

AKA: “Elements of Effective Practice”



Where to Start? -- Planning

- Bring together “Design Team” of 3 to 8 individuals to :
 - Develop the structure of the program, including mission, goals and objectives.
 - Work together to develop program materials.
 - Assist w/ mentor recruitment & resources.
 - (Good to utilize a mentoring consultant or experienced program coordinator, and relationship experts.)

What Written Materials Do Mentoring Programs Need?



- **Policy and Procedure Manual (& Forms)**
- **Mentor Training Manual**
- **Mentee Training Manual**
- **Parent Informational Packet**
- **Brochures, Flyers, Recruitment Pitches**

Resource for Developing Policies & Procedures

National Mentoring Center's

***Generic Mentoring
Program Policy &
Procedure Manual***



Communicating Policies & Procedures ("Program Rules") to Participants

- 1. Mentor Training Manual**
- 2. Mentee Training Manual**
- 3. Parent Orientation Packet**
- 4. Recruitment Pitches and Materials**

Mentor Recruitment is Key

- **Programs typically sink or swim based on their ability to recruit mentors.**
- **Mentor recruitment typically takes 50% to 70% of staff time, and staff time = money.**

Recruitment Activity Matrix

| Date | Task | Person Assigned | Outcome | Next Steps |
|------|------|-----------------|---------|------------|
| | | | | |
| | | | | |
| | | | | |

Mentor/Mentee Screening Process

1. Application
Process &
Review

2. Face-to-Face
Interviews

3. Criminal
Background
Checks

4. Reference
Checks

Training for Mentors

- **Initial Mentor Trainings, Often 3 - 4 Hours**
 - **Program history, mission & goals**
 - **Mentee population and their needs**
 - **Mentoring research & philosophies**
 - **Program rules**
 - **Communication skills**
 - **Match activities, and next steps**
- **Include ongoing mentor trainings**

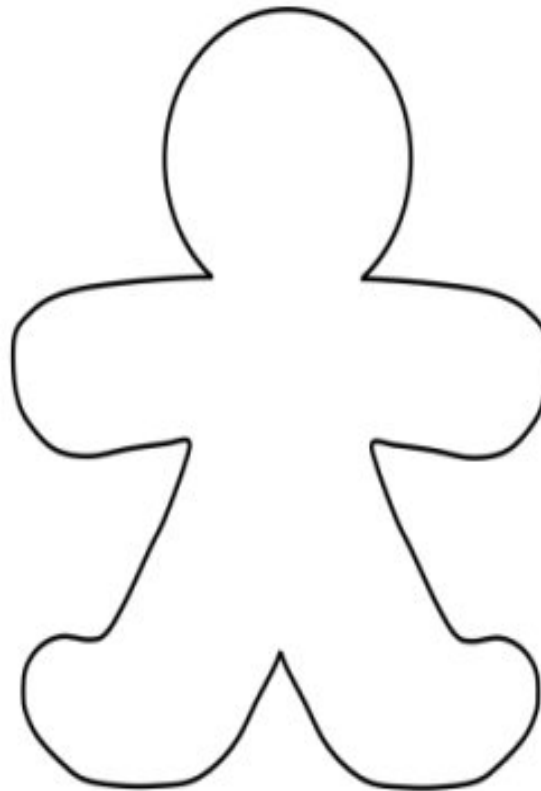
Mentoring Research & Philosophies

- **“Better to not mentor, than to try to mentor and fail.” – Dubois**
- **“The more ‘at-risk,’ the bigger the benefit”**
- **1995 P/PV study: “Developmental vs. Prescriptive Mentors”**
- **“Casual Conversations” – Karcher**
- **“The Three R’s of Mentoring”**
- **Mentor Expectations – “14x24x365 Rule”**

More Mentoring Concepts

- **“Mentors are from Mars, Mentees are from Venus.”**
- **Good mentors help their mentees make up their minds. Less effective mentors make up their mentee’s minds for them.**
- **Problem Solving for Empowerment:**
 1. **What’s going on? Tell me more.**
 2. **Ever been in a similar situation, or seen someone else in a similar situation?**
 3. **Do you have any ideas about what you should do?**

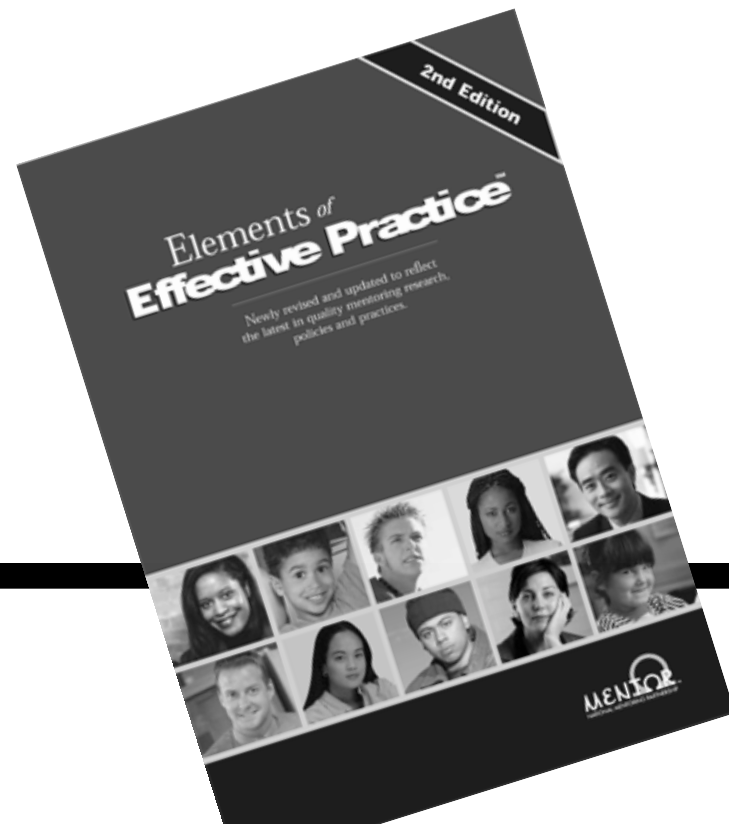
“Build an Ideal Mentor”



Of the Best Practices...

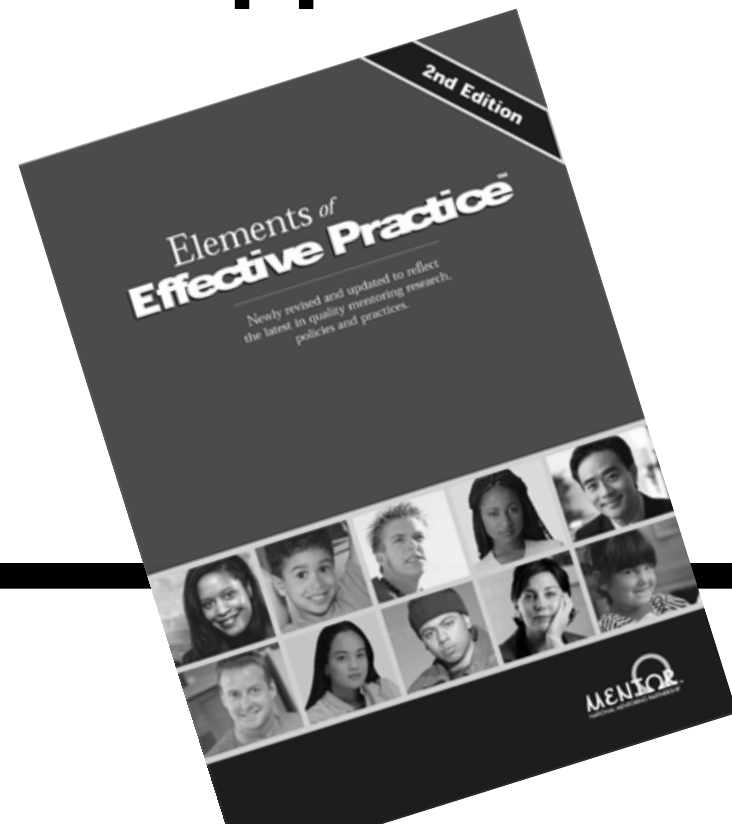
So Far We Have Discussed

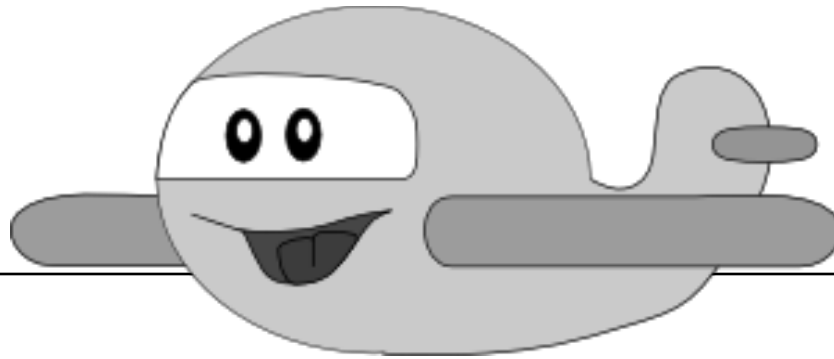
- **Planning (Including Program Materials, and Staffing)**
- **Recruitment**
- **Screening**
- **Training**



Other Best Practices Include...

- Matching
- Monitoring and Support
- Closure
- Evaluation





**If you have little money or staffing,
consider starting a very small
Pilot Program**

Group Question:



**What Do You See As The
Biggest Challenge in Developing
School-Based Mentoring
Programs?**

Activity

Options:

- Impromptu Panel of Experts
- Group Exercise on Program Development
- Both of the Above

References

- **Creating and Sustaining a Winning Match by Dustianne North & Jerry Sherk Produced by EMT Group**
- **National Mentoring Center: www.nwrel.org/mentoring**
- **Office of Juvenile Justice Planning www.ojjdp.ncirs.org**
- **www.emt.org**
- **www.Forumforyouth.org**
- **www.Mentoring.org**
- **www.Friendsforyouth.org**

References

- **Program Evaluation Resources:**
www.itiincorporated.com
- **University of Minnesota (on mentor recruitment)**
www.extension.umn.edu/distribution/citizenship/DH6497.html
- **When Stakes Are High: Research-based Mentoring For Youth With Multiple Risk Factors Written and Presented By: Brenda Ingram, M.S.W., L.C.S.W.; Denise Johnston, M.D.; Dustianne North, M.S.W.**

References

- **Elements of Effective Practice: 3rd Edition, National Mentoring Partnership (www.mentoring.org)**
- **Sustainability Planning Resource Development and Youth Mentoring Programs, National Mentoring Center, 2005**
- **Designing An Effective Training Program For Your Mentors, EMT Group Inc., June 2001**
- **Part 1: JUMPstarting Your Program, Module 5: Measuring Outcomes**

