



Mass Mentoring Partnership Stewardship Report January – June, 2008

Financial Update

Following “A Night to Honor Ted Kelly” in January (see below) which raised almost \$900,000, MMP is currently in its strongest financial position to date. Based on the success of this event and guidance from MMP’s Strategic Finance Committee, the board approved the establishment of a \$500,000 board designated reserve to help ensure financial stability for MMP. Based on “Passion & Purpose: Raising the Fiscal Fitness Bar for Massachusetts Nonprofits” a recent report released by The Boston Foundation, MMP is achieving many of the practices which indicate a sound and sustainable financial business model, among them: diversified revenue base; regularly running a surplus; and 3-6 months of cash on hand. MMP has aggressive growth goals and priorities with strong financial implications as a result of our recently completed strategic plan and we are currently working on an implementation plan which will include developing fundraising strategies to sustain and continue effective growth.

Training and Strategic Services

New Training Workshops

MMP has greatly broadened the scope and depth of training and organizational capacity building services this year. With support from the Highland Street Foundation, MMP has pioneered five new training workshops since January on topics that are critical to program effectiveness and sustainability. The new trainings include:

- Match Support: What Do Mentors and Mentees Need from Program Staff to Build Successful Relationships?
- Developing Workplace Partnerships to Support Mentor Recruitment
- Mentor Screening for Effectiveness and Safety
- Bringing Home the Money: An Introduction to Grant-writing
- Building a Diversified Funding Base



Core Introductory Trainings

While adding these new trainings to our scope of services, MMP has continued to provide its core introductory program development and mentor/mentee trainings. After a pilot phase in the fall of 2007, MMP introduced newly revised curricula this year for Mentoring A-Z, Mentoring 101, and Train the Trainer on Mentoring 101. With support from the Mitsubishi Electric America Foundation, these new curricula are the product of collaboration with Partners for Youth with Disabilities that focused on ensuring that the materials and services we provide are inclusive of youth and mentors with disabilities. Since January of this year, MMP has delivered the following:

- Mentoring A-Z: An Introduction to the Elements of Building an Effective Mentoring Program
 - 7 workshops held in Greater Boston, Western MA, and Central MA, attended by a total of 44 staff from 27 organizations considering, or in the early stages of, program development
- Mentoring 101: How to Maximize the Mentoring Relationship for New Mentors
 - 12 workshops held in Greater Boston, Northeastern MA, Western MA, and Cape Cod, attended by a total of 181 volunteers from 7 programs
- Mentoring 101: How to Maximize the Mentoring Relationship for New Mentees
 - 2 workshops held in Greater Boston and Lawrence for 25 mentees from 2 programs
- Train the Trainer on Mentoring 101: Facilitating Training for New Mentors & Mentees
 - Trained staff from 4 programs in Western MA to facilitate their own introductory training for new volunteers and new mentees

Quality-Based Membership Initiative

In January, MMP launched the pilot of its Quality-Based Membership Initiative (QBMI) with lead support from the State Street Foundation. The initiative provides a structure for mentoring programs to benchmark their program practices and operations against nationally recognized standards through a self-assessment process. Fifteen programs that are diverse in program model, size, experience, geographic location, and depth of relationship with MMP are taking part in the pilot. These programs have submitted self-assessments, currently be reviewed by MMP staff and together the program staff and MMP will develop a “Road to Membership” work plan which outlines the training and technical assistance MMP staff will provide to help strengthen their program. The QBMI is designed to be an inclusive, yet challenging opportunity for programs to maximize their effectiveness and to benefit from an “indicator of quality” that publicly acknowledges their adherence to research-based practices known to drive positive outcomes for youth. The programs will provide feedback and evaluation of the QBMI materials and process, which will be invaluable as we prepare for a phased roll-out of this initiative, scheduled to launch in the fall of this year. The QBMI model is a leader in the nation and Bridgespan and MENTOR are researching the model for possible replication.

AmeriCorps Ambassadors of Mentoring

Months of planning at MMP culminated with the award of an AmeriCorps grant to launch our first team of Ambassadors for Mentoring. Twenty AmeriCorps members will volunteer a year of service at 18 mentoring programs and at MMP, providing capacity-building services designed to strengthen the programs’ ability to fulfill their respective missions. This spring, we chose the host sites through a competitive RFP process and we are working with the host sites to select and match Ambassadors to programs. Ambassadors will spend the year working on projects ranging from developing new strategies to recruit a diverse mentor pool to creating culturally appropriate mentor training workshops. The Ambassadors are scheduled to begin their year of service in August. This program is another important plank in the foundation of support MMP is leveraging to strengthen youth mentoring in Massachusetts.

Procter & Gamble Resource Development Initiative

To support the long-term sustainability of mentoring programs, MMP focused its attention this winter on a dual-pronged initiative of training and technical assistance in the area of financial resource development. Funded by Procter & Gamble’s “Live, Learn, and Thrive” program, MMP utilized the services of a development consultant to design a training curriculum on grant writing and financial resource diversification that is specifically geared to the youth mentoring field. The consultant trained our Training & Strategic Services staff team to deliver the curriculum, and they piloted the trainings together this spring. In the second stage of the work, MMP used a competitive RFP process to select four mentoring programs that will receive up to 300 hours of technical assistance from the consultant this summer and fall to strengthen an element of their fundraising capacity.

Marketing and Mentor Recruitment

National Mentoring Month

January was National Mentoring Month and MMP once again executed a comprehensive campaign to recruit mentors and raise awareness of youth mentoring. In addition to the events listed below, MMP held a recognition event at Fenway Park for mentors recruited through the Red Sox Mentoring Challenge and facilitated the honoring of a mentor from Brothers Big Sisters of Central Massachusetts as a Celtics “Hero Among Us” at a Celtics game.

- **Youth Mentoring Day at the State House:** MMP and the Massachusetts Service Alliance collaborated to heighten public awareness about the impact of youth mentoring and the need for mentors, as well as thank legislators who have supported mentoring, at the annual “Youth Mentoring Day at the State House” on January 23rd. The event featured and recognized Senator Steven C. Panagiotakos, and State Representatives Thomas P. Kennedy and Jeffrey Sanchez. Two publicly-funded mentoring programs in our network participated in the event. In addition, MMP hosted a mentor recruitment fair for mentoring programs to recruit state employees under the SERV program (see below).



- **Youth Mentoring Forum:** More than 120 people attended the second annual “Youth Mentoring Forum,” hosted by MMP and State Street, which addressed the critical issue of recruiting male mentors and mentors of color. This event featured keynote speaker Kristin McSwain, Director of AmeriCorps State and National; and panelists Renee Spencer, Ed.D., from Boston University’s School of Social Work who specializes in youth mentoring; Kelley Chunn, a multicultural PR and marketing expert; and William Pollack, Ph.D., director of the Center for Men and Young Men at McLean Hospital and the author of *Real Boys*. We utilized the feedback from attendees at the Forum to help shape the framework for our Mentors of Color recruitment campaign (see below).
- **Media Outreach:** MMP distributed public service announcements produced by the Harvard Mentoring Project to local television stations, as well as customized Red Sox Mentoring Challenge spots. The PSAs aired on Comcast, WCVB-Channel 5 and WHDH-Channel 7.

Red Sox Mentoring Challenge

Now in its third season, the Red Sox Mentoring Challenge campaign has recruited more than 1,000 potential



mentors across Massachusetts and these volunteers have been referred to more than a dozen mentoring programs in the MMP network. On-air promotions from NESN and WEEI included interviews with MMP CEO David Shapiro, Terry Francona and John Farrell that coincided with Champions of Mentoring Breakfast and Mentoring Night at Fenway Park. WEEI and other Entercom radio stations WRKO.com, WAAF.com and 93.7MIKEFM.com have been streaming Red Sox Mentoring Challenge PSAs since early spring and the Red Sox have continued to help with campaign promotions, including hanging our Challenge banner across the Green

Monster during the pre-game of Mentoring Night. Other media partners that have recently come on board to promote the campaign include *The Bay State Banner*, a weekly urban newspaper with Boston and Springfield circulations, and Mix 93.1 WHYN, a Springfield-area radio station.

Mentors of Color Campaign

Through our market research, national data, and feedback from youth mentoring programs in our network, it is clear that recruiting men and people of color is a primary challenge for mentoring programs. According to *Mass Mentoring Counts*, approximately three-quarters of adults serving as mentors are Caucasian. This is in stark contrast to the makeup of mentees: approximately three-quarters of those mentored are youth of color. In

response to this issue, and with support from the Fieldstone Foundation, MMP launched a campaign in April specifically targeting potential mentors of color. With guidance from MMP Board Member Duane Jackson, we held discovery meetings with key community and business leaders to understand the challenging recruitment climate and determine strategies to best reach the target population. Some of the key findings from these meetings include: the need for effectively involving a community approach to recruit people of color as mentors; the need to use several different marketing mediums to get the message out to the community; and the need to engage the faith-based community at some level. MMP has begun to create partnerships with the YMCA



Black Achievers Branch; the Eliot Church of Roxbury; “Wake Up with Corey and Drea,” a television show on BNN-TV Channel 9 and 23; and *The Bay State Banner*. In addition, we discussed the topic on the Carole Copeland-Thomas radio show “Focus on Empowerment” on WBNW 1120AM in May. The interview was broadcast throughout the Greater Boston market and will be used for promotional purposes going forward. Future activities for this campaign include exploring strategic partnerships with the National Black MBA Association, Urban League’s Young Professional Network and the Urban League Guild, Concerned Black Men of Massachusetts, Black Ministerial Alliance, and Daniel Rivers’ Black Professional Networking Group. Additionally, Rev. Evan Hines of the Eliot Church will host a faith-based roundtable later this summer to better understand how to effectively engage and sustain the faith-based community in mentoring.

Match Activities

MMP continues to offer subsidized activities for matches to provide structured avenues for them to spend



time together and contribute to the overall recruitment of mentors and mentor retention. Of particular note this year, MMP was selected as one of four community partners to participate in a new ticket exchange program with the Celtics in which season ticket holders donated their tickets back to MMP to distribute to matches. 287 Celtics tickets were distributed this season. Additionally, following Champions of Mentoring MMP and the Red Sox teamed once again up to host "Mentoring Night at Fenway Park," where more than 700 mentors and mentees from across Massachusetts were in the bleachers for the Red Sox vs. Rays game. Many matches were chosen to participate in a range of pre-game activities as well,

including reading the starting lineups on NESN, singing the National Anthem, throwing out the ceremonial first pitch, and announcing "play ball" from the field to start the game.

SERV (State Employees Responding to Volunteerism)

In an effort to recruit more state employees to volunteer as mentors and promote the state's generous volunteer leave policy, MMP has intensified its efforts with various state offices, by working closely with the SERV coordinator to identify key state offices and departments that would be most interested in learning more about youth mentoring. MMP has reached out to these departments and introduced them to local mentoring programs that might be of interest. MMP staff members have also attended eight Group Insurance Commission fairs, which hundreds of state employees attended, that resulted in approximately 50 state employee mentors. As a result of a presentation to the SERV Task Force in June, MMP will be holding information sessions in many of these offices later this summer and fall.



Organizational Advancements

A Night to Honor Ted Kelly



On January 31, MMP honored its outgoing Board Chair and Liberty Mutual Chairman and CEO, Ted Kelly in a night that commemorated Ted's leadership of MMP and the positive changes and growth in youth mentoring in Massachusetts during his seven-year tenure. Held at the JFK Library and Museum, there were over 500 guests in attendance and the event raised almost \$900,000, making it the largest fundraiser in MMP's history. A highlight of the evening was three mentees who received \$15,000 KELLY awards to be used for educational pursuits over the next three years. The "Keep Encouraging Lifelong Learning for Youth" awards, established in honor of Ted

and Debbie Kelly, were presented to mentees who were nominated by their mentors and have persevered through adversity. Winners hail from Salem, Framingham, and Boston.

Champions of Mentoring

On June 4, MMP hosted its fourth annual "Champions of Mentoring" Breakfast presented by Citi at Fenway Park. More than 300 guests attended the breakfast which raised more than \$150,000. MMP honored three outstanding supporters of youth mentoring with its annual Champions of Mentoring awards: Conover Tuttle Pace for their pro-bono marketing support of MMP and their involvement with Everybody Wins Metro Boston; The Standard-Times (New Bedford) and The Herald News (Fall River) for their continued promotion and mentor recruitment support of the SMILES mentoring program; and Janara Ambramsen and Leslie Lawrence, a teacher and a mentor, for their successful partnership with Springfield School Volunteers and inspiring more than 100 adults to become mentors in Springfield. NESN Red Sox Studio Host Tom Caron emceed the event and moderated a question and answer session with Red Sox Manager Terry Francona and Rays Manager Joe Maddon. Red Sox Pitching Coach John Farrell and Red Sox Sean Casey joined Francona for the live auction, where they led a lively bidding session which raised over \$26,000 and offered one-of-a-kind items, like a pitching lesson with Farrell and a hitting lesson with Casey.



Strategic Plan

Supported by the Boston Foundation, we recently completed a strategic planning process with Wellspring Consulting to define a long-term vision for MMP, define our role within the youth mentoring community, and determine strategic priorities, as well as what it will take organizationally and financially to accomplish these goals. This process incorporated interviews with 47 MMP stakeholders including MMP Board and staff members, experts in the field of youth mentoring (researchers, state intermediaries, funders), and programs ranging in model, size, geography, and target populations. As mentioned above, we are currently working on an implementation plan with Wellspring to begin to carry out our new priorities and we are working to create a communications plan around the strategy for our programs and partners. Enclosed with this report is a summary of the key findings of the plan, as well as our resulting strategic priorities for the next five years.