



Learning Cohort

Launching a Mentoring Program For Youth in Foster Care

Session 4, May 24, 2024

Facilitator: Christina Haines



About Today's Session

- ❖ This webinar is being recorded.
 - The full recording may be shared with those who are late registrants.
 - An edited recording may be shared on SLM's Resources webpage at a later date.
- ❖ The slides from today's recording will be emailed to you after the session.
- ❖ Attendees are asked to use mute when not speaking.
 - There is interactive discussion and Q&A time in between each content section.
- ❖ At any point in the webinar, feel free to type questions and comments in the Chat box or use reactions.



Today's Facilitation



Christina Haines

(she/her/hers)

Chief Strategy Officer

Webinar Instructor and Facilitator



Liz Barker

(she/her/hers)

Program Coordinator

Webinar Administrative Support



Agenda

12:00 - 12:15PM	Welcome and Introductions
12:15 - 12:25PM	Evaluation
12:25 - 12:35PM	Interactive Time: Activity #1
12:35 - 12:45PM	Human Resources
12:45 - 12:55PM	Interactive Time: Activity #2
12:55 - 1:10PM	Sustainability
1:10 - 1:20PM	Interactive Time: Activity #3
1:20 - 1:30PM	Closing



Welcome and Introductions

- ❖ Please unmute and introduce yourself
 - Name and pronouns
 - In a sentence, how do you think program evaluation and resource management **contributes to positive youth outcomes?**



Learning Objectives

- ❑ To introduce participants to tools and practices for creating an **evaluation plan** for their program.
- ❑ To help participants think critically about **human resource planning** that **supports short- and long-term goals** for their program.
- ❑ To equip participants to create a **funding plan**.
- ❑ To offer resources and tools for fundraising that can be adapted to the program's geographic context.



Pedagogy

- ❖ This session will consist of **3 sections**
- ❖ Each section will include a **10-15 minute presentation**
- ❖ This will be followed by an **application** section, including:
 - An **interactive activity** where we learn from each other
 - Time for **Q&A** on the topic



Program Planning and Management

The Elements of Effective Practice for Mentoring, 4th Ed. Recommendations on evaluation, financial resources, and human resources:

- Make a resource development plan and budget
- Make an evaluation plan
- Create an Advisory Committee or Board of Directors
- Ensure adequate staffing to fulfill the best practices and program policies and procedures

Resource: [The Elements of Effective Practice for Mentoring, 4th Ed.](#) MENTOR, p. 76.

Evaluation

Section 1

What should be in your evaluation plan:

- Indicators and benchmarks of successful program implementation
- Feedback from participants and people affected
- Expected participant outcomes and benchmarks

Recommended as your program's resources allow:

- ★ Use a valid and reliable instrument to measure participant outcomes
- ★ Use a valid and reliable instrument to measure match closeness and satisfaction
- ★ Use archival data sources
- ★ Engagement with the broader research community

“Reliability means that the tool collects accurate and consistent information about the topic.
Validity means that the tool has been previously tested to assure the extent to which it gathers meaningful information about the topics it addresses.”

Resource: [The Elements of Effective Practice for Mentoring, 4th Ed.](#) MENTOR, p. 81.

The Spectrum of Outcome Evaluation

Outcomes Monitoring

- Requires less time and effort for early stage programs
- Includes pre- and post-mentorship evaluations (or even just post-mentorship)
- Less rigorous in terms of causality

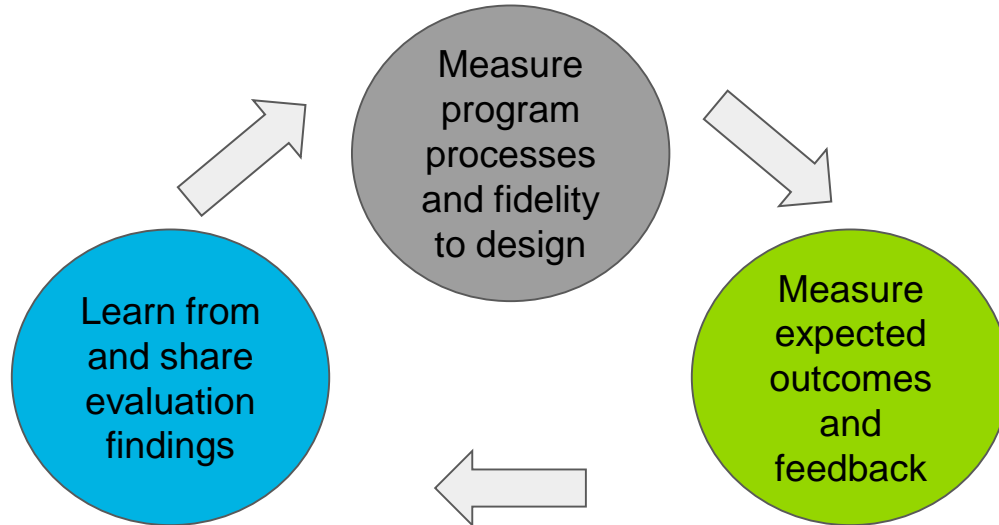
Impact Evaluation

- Requires more time and effort and likely an external evaluator
- Uses a comparison group of young people not receiving mentoring
- More likely to demonstrate if the mentoring program is the cause of outcomes

Source: [Getting Started with Program Evaluation](#). MENTOR. Chapter 4.

Evaluation

Section 1



Source: [Getting Started with Program Evaluation](#). MENTOR. Chapter 4.

- ❖ **Resource:** [Measurement Guidance Toolkit](#). National Mentoring Resource Center.
 - In-depth instructions and links for using valid and reliable evaluation tools that measure youth outcomes and protective or risk factors.
- ❖ **Resource:** [Getting Started with Program Evaluation](#). MENTOR.
 - A 5-chapter introductory training of 20-30 min videos, text, and an activity packet specifically for youth mentoring programs.
- ❖ **Resource:** [Starting a Youth Mentoring Program - Maintaining the Program](#) by MENTOR
 - Section VII. How to Establish Evaluation Criteria and Methods provides steps and ideas for choosing or designing measurements, as well as commentary on the value and utility of evaluation.
- ❖ **Program:** [Listen 4 Good](#)
 - Listen4Good was created in 2016 by Fund for Shared Insight as a part of its effort to promote high-quality listening and equity-driven feedback practices across the social sector.

Interactive Time



Activity 1

Group Discussion and Learning

- What are you most interested in assessing in your evaluation plan?
- What types of evaluation steps has your organization considered or implemented so far?
- What is a challenge you have experienced or anticipate experiencing for which we can do some group problem-solving brainstorming?

Reminder: What should be in your evaluation plan:

- Indicators and benchmarks of successful program implementation
- Feedback from participants and people affected
- Expected participant outcomes and benchmarks

Minimum Recommended Team Needed for Launch

Full-time Program Director/Manager

Example duties

- Policy and procedure creation
- Program fundraising
- Mentor training
- Evaluation

Part-time Program Support Staff

Example duties

- Match monitoring and support
- Mentor recruitment and screening
- Data management

Operational and Advisory Support

Example duties

- Clerical assistance
- Communications
- Event logistics
- Financial management
- Evaluation

Remember: If you feel pressure to cut corners on your own policies and procedures, it's a sign you do not have adequate staffing.

How many full-time staff do I need to support my target number of mentoring matches?

Each Match Support Staff member in a 1:1 mentoring program serving youth in foster care

Must maintain regular contact each month with:

- Mentee
- Mentor
- Caregiver
- Other Providers (e.g. group home staff, clinician, etc)



25 matches



75-100
Contacts
each month

Cohort versus Rolling Matches: Having a staffing plan for “crunch times”

Matches enroll as a cohort

- All matches begin and close during the same timeframe (e.g. Sept - June)
- Staff **must prepare for the next cohort during the end of the first cohort**, including mentor recruitment, screening, etc.

Matches enroll on a rolling basis

- Each match is beginning or closing at a different time
- Including program models where matches determine their closure date, including extending multiple years
- Staff must **continuously manage** support of existing matches with opening and closure of matches

Interactive Time

Activity 2

Self-Application Exercise: Relationship-management Realities

Step 1: Make a circle for each community you are part of (e.g. my family, my current friend groups, past friend groups, my colleagues, past colleagues, my school/alumni community, my clubs/activities, my neighbors, etc).

Step 2: Try to estimate how many people fall into each circle and how often you are in touch with each person.

What is ***Dunbar's Number***?

First proposed in the 1990s by anthropologist Robin Dunbar, it is a proposed cognitive limit to the number of people who can know one another in a stable relationship, including by remembering key facts like: who each person is and how each person relates to every other person.

It's theorized that humans can comfortably maintain **150 stable relationships**.



Reflection Questions

- Do you think it would be easy or hard to reach out to each person every single month?
 - If you answered “easy” what factors make it easy for you?
 - If you answered “hard” what would get in your way?
- From what you learned in the last two sessions, what tools or practices make it feasible for mentoring program staff to maintain contact with 100+ individuals each month?

Interactive Time

A bright green speech bubble with a white outline and a tail pointing towards the bottom left. Inside the bubble, the text "Activity 2b" is written in white, bold, sans-serif font.

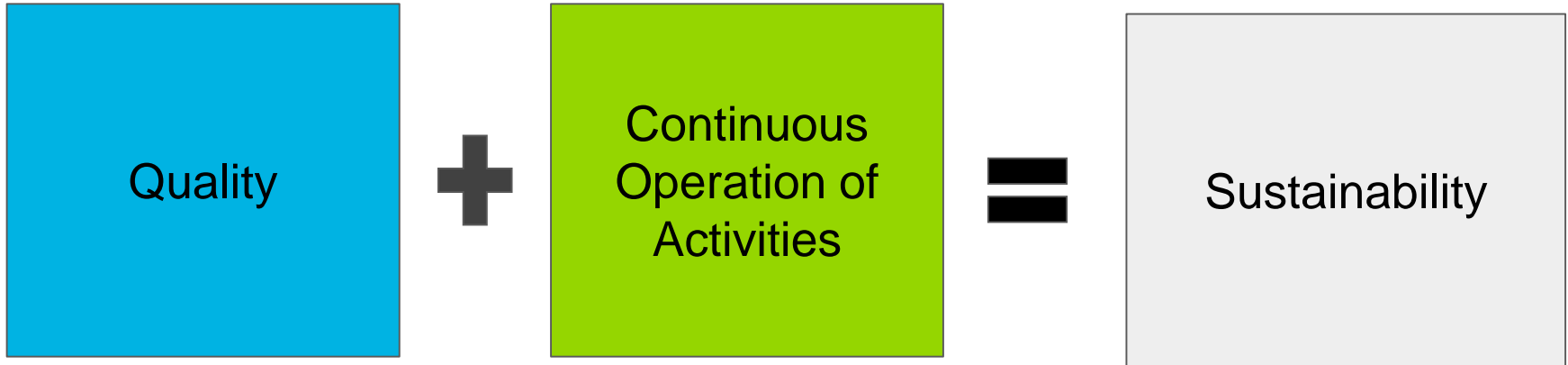
Activity 2b

Group Discussion: Growth Planning

- After the initial program launch, what staff or volunteer resources do you anticipate will be needed next in order to serve more young people or enrich services?

Sustainability

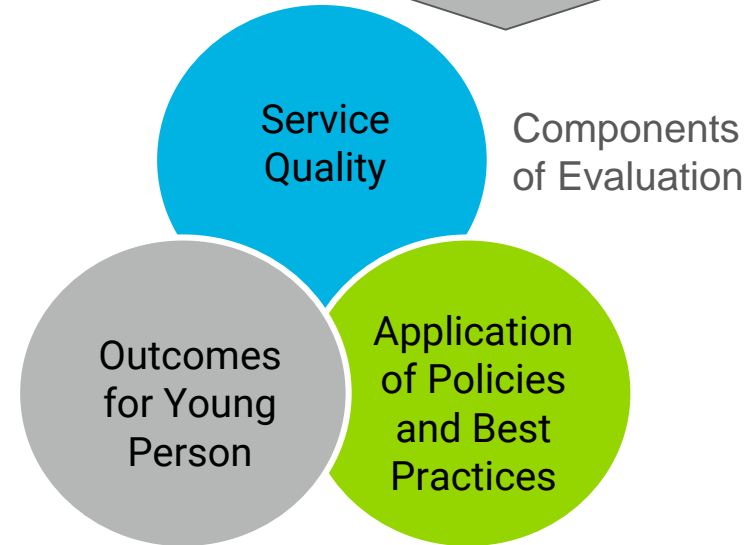
Section 3



Source: [Starting a Youth Mentoring Program - Maintaining the Program](#) by MENTOR

Sustainability dimensions to keep in mind:

- Adherence to your own policies and best practices
- Continuous improvement and updates to those practices
- Flexibility and contingency planning
- Durable financial support
- Staff retention and development
- Assessing and analyzing your program outcomes



Source: [Starting a Youth Mentoring Program - Maintaining the Program](#) by MENTOR

Budget and Funding Benchmarks

\$188,000

Amount of funding programs commonly seek for a first-time mentoring grant

\$3,764

Minimum estimated cost per match

20-25

Max recommended matches that one full-time staff member can support

Source for all 3 figures: "[Starting a Mentoring Program](#)" by The EMT Group, Inc., authors Dustianne North, Jerry Sherk, and Judy Strother, 1999. P. 2.
**Cost reflects inflation-adjusted dollars from 1999 to 2024*

Source: "[Starting a Mentoring Program](#)" by The EMT Group, Inc., authors Dustianne North, Jerry Sherk, and Judy Strother, 1999.

Sustainability

Diversified Funding Streams of varying length

Individual donors

Corporate sponsorship

Earned revenue

Grants (including from government sources, community foundations, family foundations, private foundations)

Budget

Budget to start the program

Budget to sustain the program

Section 3

Accounting and Financial Management Practices

- Internal financial controls
- Auditing requirements
- Financial management systems
- Liability and risk management protocols (including insurance)



Sustainability

Section 3

Resources - Finding Funding

- ❖ [The United Way](#) (in 37 countries and 1,100 communities)
- ❖ [National Council of Nonprofits](#)
- ❖ [The Chronicle of Philanthropy](#)
- ❖ **Article:** [“How to Secure Startup Grants for Nonprofits”](#) by Kristine Ensor. DonorBox Blog. May 23, 2024
- ❖ Grant Writing courses: your local adult education program, free or low-cost online courses from Coursera, Udemy, or LinkedIn

Scenario Analysis

A 1:1 mentoring program has just completed a Theory of Change, policies and procedures manual, and has all of the *Elements of Effective Practice* ready to go. The program created these materials with a team of 3 committed volunteers who are graduate students.

They have secured fiscal sponsorship with a community development organization and \$30K in funding from 4 individual donors. They have established a partnership with the local Child Protective Services office who would like to refer 20 young people this year, and 30-50 in the following year.



What should some of their next steps be?



Office Hours

- 20-minute appointments to discuss 1-2 specific questions or challenges for your program
- Schedule via [Calendly](#)
 - ◆ <https://calendly.com/christinamariehaines/30min>

**Thursday, June 6,
3:00 - 5:00 PM EDT**

**Friday, June 7,
9:00 - 11:00 AM
EDT**



Closing

Thank you for your participation and commitment to growing mentorship for young people impacted by foster care!

Final Session

Focus Group is planned for Friday, May 31, 2024
12:00 - 1:00PM EDT via Zoom