

Fresno Unified School District
MENTORING

Mentoring Procedure Handbook



Preparing Career Ready Graduates

July 2008



Preparing Career Ready Graduates

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**No significant learning occurs without
a significant relationship**

Dr. James P. Comer

FUSD Mentor Office (Mission Statement)

To develop a **culture of mentoring**, in the Fresno Unified School District, that will increase the number of quality mentoring relationships for students to enable them to reach their full academic potential.

Program Goals (Students)

- Improve School Attendance
 - Improve Academic Achievement
 - Improve Social Competence
 - Decrease problem/high risk behaviors
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Steps to develop a culture of mentoring (recruitment strategies)

1. School Engagement

Increase schools' awareness of the benefits of mentoring and the various mentoring resources available for students. Encourage staff (teachers, administrators, coaches, etc.) to participate in formal and informal mentoring relationships with students. Provide professional support and learning opportunities, based on best practices, to develop or expand mentoring programs at school sites.

2. District Staff Engagement/Collaboration

Increase staff's awareness of the benefits of mentor relationships for students (mentees) and adults (mentors). Encourage district staff to participate in formal and informal mentoring relationships.

3. Community Engagement

Increase the community's awareness of the benefits of mentor relationships for students (mentees) and adults (mentors) and of the need for more dedicated volunteers.

4. Creating New Partnerships and Expanding/Coordinating Existing Partnerships (Community, Civic, Business, and Faith-Based)

Create/develop partnerships with a diverse base of community agencies, civic groups, faith-based organizations, and businesses to increase mentor relationships in schools and address gaps in service(s). Increase capacity of existing mentor partnerships.

Advisory Committee

The Advisory Committee is a multidisciplinary team consisting of FUSD Staff, local Community Based Organizations, and community members. The committee will provide input and recommendations to the FUSD Mentor Coordinator regarding mentoring in FUSD and the Fresno community. The FUSD Mentoring Coordinator is responsible for bringing forward these recommendations to FUSD Administration. The committee operates in an advisory capacity only.

Informal and Formal Mentoring

Formal Mentoring

Mentoring is a structured and trusting relationship that brings a young person together with a caring individual who provides guidance, support and encouragement aimed at developing the mentee's competence and character. The policies and procedures in this manual address this form of mentoring.

Elements of Effective Practice, 2nd , 2003

Informal Mentoring

The relationship is spontaneously developed with a young person the adult knows, within the context of a naturally occurring opportunity such as being a coach, teacher, and/or staff person.

Mentoring Your Way, Mentor, 2006

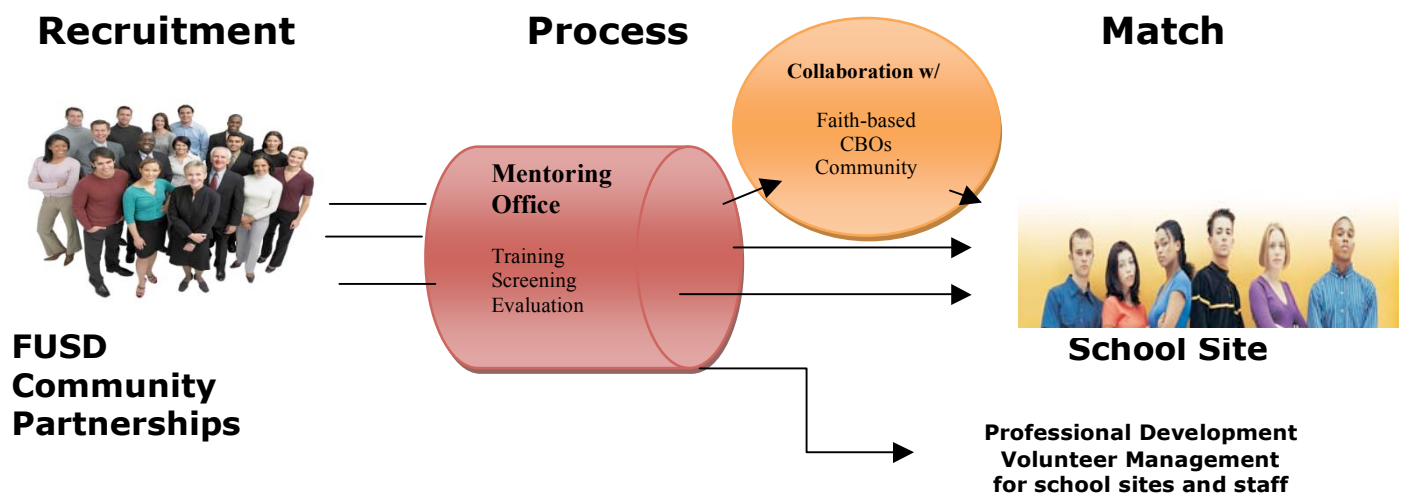
Mentoring Approaches:

- **Traditional Mentoring** (one-on-one with an adult)
- **Group Mentoring** (one adult with up to four students)
- **Team Mentoring** (adults working with small groups of young people)
- **Peer Mentoring** (caring youth mentoring other youth)
- **Academic Mentoring** (one mentor working with a student to improve academic performance)

FUSD Mentoring Programs:

- **School-Based/After School** - Mentoring takes place at the school-site
 - **Community-Based** - Mentoring takes place off campus
 - **Worksite-Based** - Mentoring takes place at the mentor's workplace
 - **Faith-Based** - Mentoring takes place at, or under the auspices of, a religiously affiliated congregation
 - **E-mentoring** - Mentoring occurs on-line
 - **Adopt-a-School Partnership** - A Community, Faith Based/ Business Group providing mentors to on specific school site
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FUSD MENTORING PROCESS:



FUSD Mentor Procedures

The procedures addressed in this handbook are based upon research, best practices, and resources available through nationally recognized mentoring organizations. The procedures should be utilized by FUSD schools in establishing and operating school/community based mentoring programs. The FUSD Mentoring Office will work closely with the school sites to ensure that these guidelines are implemented and operated successfully.

In addition, the FUSD Mentoring Office will work closely with new and existing community based organizations to ensure that their practices in providing mentoring services are aligned with FUSD Mentoring procedures, and are consistent with best practices in the area of mentoring.

Recruitment Procedure

There will be innovative ongoing recruitment activities for new mentors. As such, an Annual Recruitment Plan will be developed and will include recruitment goals; strategies to achieve those goals; an annual timeline; and budgetary implications.

The Fresno Unified School District will recruit new mentors as well as collaborate and partner with other agencies to recruit quality mentors. FUSD designated school-site staff and the FUSD Mentor Coordinator will ensure recruitment of diverse groups that meet the needs of FUSD students.

Eligibility Procedure

Each participant in a mentor program will meet the defined eligibility criteria. FUSD staff will be knowledgeable of and understand all eligibility criteria required for mentor and mentee participation in any mentoring program serving FUSD schools.

In any case when all eligibility requirements are not clearly met, the extenuating circumstances may be reviewed at the discretion of the FUSD Mentor Coordinator. In rare instances, exception may then be allowed with the written approval of the FUSD Mentor Coordinator.

Mentor Eligibility Requirements

- 18 years of age (with the exception of peer mentors)
- Willingness to adhere to all FUSD policies and procedures and FUSD Mentoring polices and procedures
- Willingness to communicate with the mentor weekly
- Agree to a one-year (or school year) commitment to the program
- Complete the screening procedure
- Agree to attend mentor trainings as required
- Communicate regularly with designated school-site staff and/or Mentor Coordinator; and submit monthly meeting and activity information
- Never arrested, charged, or convicted of child abuse or molestation
- Not a convicted felon
- Not have falsified information during the course of the screening

Mentee Eligibility Requirements

- 8–18 years of age
 - Demonstrate a desire to participate in the program, and be willing to abide by all FUSD Mentoring policies and procedures
 - Obtain parent/guardian permission and ongoing support for participation in the program
 - Agree to a one-year commitment to the program
 - Willingness to communicate with mentor on a weekly basis
 - Complete screening procedure for compatibility
 - Agree to attend mentee trainings as required
 - Willingness to communicate regularly with school site staff and Mentor Coordinator
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Screening Procedure

Each mentor and mentee applicant is required to complete a screening procedure prior to contact with the student. The Mentor Screening Guidelines Matrix (Attachment A) will be utilized to determine the level of screening that will occur. At minimum, the following screening procedures are required for mentor applicants. The school site and/or FUSD Mentoring Coordinator will ensure that each applicant completes these established minimum screening procedures:

- 1) Each applicant is required to complete a Mentor Application.
- 2) Mentor applicant will be required to complete a criminal background check (Live Scan – Fingerprinting Screening)
- 3) A Prospective Mentor Requirement Checklist (Attachment B) will be utilized by the designated School Site staff and/or FUSD Mentoring Office staff to track the screening process of each applicant to assure that no applicant is matched until screening is completed.
- 4) A file will be maintained for each applicant containing the Prospective Mentor Requirements Check list, Mentor Application, fingerprint clearance notification, and information from personal interviews (if necessary).
- 5) Applicants who pass all the screening processes are notified, congratulated, and invited to become mentors.
- 6) No reason will be provided to mentor applicants rejected from participation in the program.

Training Procedure

All mentors and mentees will attend an initial orientation/training session prior to being matched. The agendas will cover basic program guidelines, safety issues, and communication/relationship building skills. The orientation/training will be conducted by the FUSD Mentoring Office staff or qualified outside mentoring agencies. Ongoing training and support will be provided for the duration of the match.

Matching Procedure

The designated school site staff and/or Mentor Coordinator will follow the guidelines outlined in the match procedure prior to creating a mentor/mentee match. School staff will be asked to make recommendations for matches based on student's needs, behavior, personality traits, etc. Information from the mentor application will be utilized to make the best match between the mentor and mentee.

Staff will determine the suitability based on the following criteria:

- Preferences of the mentor, mentee, and/or parent/guardian
- Similar gender/ethnicity
- Common interests
- Geographic proximity
- Similar personalities

Matches must be either male adult to male youth, or female adult to female youth in a one-on-one mentor relationship. In special circumstances and with the FUSD Mentor Coordinator approval, it is acceptable for female mentors to be matched with male youth. It is never acceptable for male mentors to be matched with female youth.

Match Support and Supervision Procedure

Matches occurring at school sites will be under the supervision of a designated school site staff person(s). Staff must gather mentoring information monthly, including the dates and times spent participating in mentoring activities, and assess the success of the match from all party's perspectives. In the case of match difficulties, discord, or concerns; appropriate discussion and intervention must be undertaken to improve or rectify problem areas. The FUSD Mentor Coordinator will work with school sites and staff to implement these support and supervision procedures.

Recognition Procedure

All participants including mentors, mentees, and parents/guardians should be recognized as important to the success of the mentoring program. Particular emphasis will be placed upon recognizing the program volunteers or mentors.

It is the responsibility of the FUSD Mentor Coordinator to, at minimum, plan and implements the following recognition activities:

- Host an annual recognition event including selection of a mentor, mentee, and parent/guardian of the year; along with other outstanding service or performance acknowledgments
- Feature a mentor, mentee, parent/guardian, or general match success story in the FUSD newsletter
- Establish a mentor recognition award system for length of service
- Utilize outstanding mentors to help deliver orientation and training sessions for the recruitment and matching of new mentors

Record-Keeping Procedure

A case file should be created for each potential mentor and mentee. All records are to be kept confidential and are to be covered by the conditions outlined in the confidentiality procedure. Archival records or those records of past applicants and participants will be maintained and kept confidential for a period of seven years after the close of their participation in the program.

The Mentoring Office staff and designated school site staff must keep stringent records of all program activities utilizing approved forms. All files should be regularly maintained and updated within an electronic database and/or hard copy filing system.

The creation of new forms or the revision of existing forms must be documented and kept within the Procedure Handbook.

Confidentiality Procedure

It is the procedure of the FUSD to protect the confidentiality of the mentees and their families. FUSD staff will only share information about mentors, mentees, and their families with other FUSD staff or partnering organizations.

Safekeeping of Confidential Records

The designated school site staff and/or Mentor Coordinator are considered the custodian of confidential records. It is their responsibility to supervise the management of confidential information in order to ensure safekeeping, accuracy, accountability, and compliance with procedures.

Transportation Procedure

The Mentor Coordinator and/or designated school site staff must ensure that all mentors meet the following criteria prior to transporting the mentee:

1. All mentors must possess a valid driver's license and present proof of auto insurance prior to transporting a mentee.
2. All mentors must own a car or have access to *reliable* insured transportation; all safety equipment including blinkers, lights, brake and back-up lights, seat belts, tires, and brakes must be in good operating condition.
3. The FUSD Mentoring Program requires that mentors obey all traffic laws, use seat belts, and headlights at all times.
4. Mentors must also avoid taking medication or using any other substances that may impair their ability to drive.
5. If an accident occurs while the mentor is engaged in mentoring, it should be reported to the FUSD Mentor Coordinator promptly.

If any of the above procedures are not adhered to, the mentor will not be allowed to transport the mentee in a private automobile.

Mandatory Reporting Procedure

All staff, mentors, and other representatives of the program must report any suspected child abuse and/or neglect of agency; clients, or program participants immediately. All such suspected reports must be made to designated school site staff and the Mentor Coordinator.

Unacceptable Behavior Procedure

Any unacceptable behaviors will not be tolerated on the part of mentors or mentees while participating in the program. This procedure, in no way, is intended to replace or take precedence over other procedures including, but not limited to, the following:

- Confidentiality Procedure

- Transportation Procedure
- Mandatory Reporting of Child Abuse and Neglect Procedure

A number of behaviors are regarded as incompatible with FUSD Mentoring Office goals, values, and program standards and therefore are considered unacceptable and prohibited while participants are engaged in mentoring activities:

- Unwelcome physical contact, such as inappropriate touching, patting, pinching, punching, and physical assault
- Unwelcome physical, verbal, visual, or behavioral mannerisms or conduct that denigrates, shows hostility, or aversion toward any individual
- Demeaning or exploitive behavior of either a sexual or nonsexual nature, including threats of such behavior
- Display of demeaning, suggestive, or pornographic material
- Denigration, public or private, of any mentee, parent/guardian, or family member
- Denigration, public or private, of political or religious institutions or their leaders
- Intentional violation of any local, state, or federal law
- Drinking while driving under the influence of alcohol
- Possession of illegal substances
- Discrimination of others on basis of sex, religion, race, ethnicity, etc.

Any unacceptable behavior as specified, but not limited to the above, will result in immediate suspension or termination from participation in the mentoring programs.

Closure Procedure

All mentors and mentees must participate in closure procedures when their match ends. Closure is defined as the ending of a formal match relationship regardless of the circumstances of the match ending; or whether they intend to have future contact informally beyond the match duration. While no party is expected to continue the relationship beyond the formal end of a match, matches may continue in the program beyond the contract period and receive ongoing support and supervision.

Closure can occur for any number of reasons including the contracted match duration has ended; one or both participants do not want to continue the match; there are changes in life circumstances in the lives of one or both of the match partners; or an individual no longer meets the requirements for

program participation. Hence, the match may end at the discretion of the mentor, mentee, parent/guardian, designated school site staff, and/or FUSD Mentor Coordinator. It is left to the discretion of the designated school site staff and/or FUSD Mentor Coordinator whether an individual will be reassigned to another match in the future based upon past participation performance, current goals, and program needs.

Future contact will be at the mutual and informal agreement of the mentor, mentee, and parent/guardian. If future contact is agreed upon, FUSD will not be responsible for monitoring and/or supporting the match after the match has ended. The designated school site staff and/or the FUSD Mentor Coordinator will inform all parties — the mentor, mentee, and parent/guardian — both verbally and in writing that the formal match has ended and that FUSD will not be liable for any incidences that occur after the match has closed.

Evaluation Procedure

Program evaluation will be a key component in measuring the success of its mentoring programs and for making continuous improvements in the effectiveness and delivery of mentoring services.

The following is evaluation data that will be collected: behavioral performance, academic performance, and school attendance.