

# Mentoring: at the crossroads of education, business and community

The power and promise of private  
sector engagement in youth mentoring



**EY**

Building a better  
working world

**MENTOR**  
NATIONAL MENTORING PARTNERSHIP

# Welcome



At both EY and MENTOR: The National Mentoring Partnership (MENTOR), we believe strongly in the power of mentoring.

Recent research from [MENTOR](#) found that young people who are at risk for not completing high school but who have a mentor are far more likely to go on to college, participate in positive activities and volunteer in their communities. The resulting mentoring effect ensures that our next generation is well-prepared to lead in the diverse 21st-century global economy. Yet, one in three young people will grow up without a mentor. We believe that working to connect youth to meaningful relationships with adults is a compelling community need.

At MENTOR, we are driven to close this mentoring gap. For 25 years, we have served the mentoring field by providing a unified public voice and building cross-sector collaborations, establishing and supporting a national network of affiliate *Mentoring Partnerships*, developing and delivering resources to mentoring programs, and promoting quality mentoring through evidence-based standards. Our goal is to ensure that all young people are met with the quality mentoring that will help them achieve at school, in the community and, ultimately, in the workforce.

At EY, our member firms hire tens of thousands of smart young people around the world every year; and offer them the training, the coaching, and the experiences they need to grow professionally. And for as long as we have been mentoring our own employees inside the firm, we've been mentoring young people in our communities. Six years ago, we made the decision to create a signature program: [College MAP](#). This highly successful volunteer program, now in 26 cities across the US, is dedicated to providing access to higher education for underserved youth by engaging our people as mentors who offer personal support, coaching and guidance through the college application and admission processes. Mentoring embodies our core belief in purpose-driven work. We know our people are having an impact in their communities through mentoring – and they are growing as a result of it.

We have also seen and heard that our colleagues in the private sector are helping young people achieve positive outcomes through mentoring. MENTOR's research captures many of the innovations, trends and best practices leveraged by leading national, regional and local companies currently engaged in youth mentoring.

Mentoring works. To help determine current leading practices for corporations interested in developing their mentoring commitment, we are proud to have teamed together to produce *Mentoring: at the crossroads of education, business and community*.

Both our organizations look at *Mentoring: at the crossroads of education, business and community* not only as a way to elevate the practices outlined, but also as a part of creating a dialogue with other organizations that are interested in joining us in spreading both the good word and the good work of getting involved in youth mentoring. Together, we can find the ramps and pathways to productive, sustainable and fulfilling lives for the almost six million 16 to 24-year olds currently disconnected from both school and work.

---

Together, we can find the ramps and pathways to productive, sustainable and fulfilling lives for the almost six million 16 to 24-year olds currently disconnected from both school and work.

---

We look forward to hearing from you.

**Nancy Altobello**  
EY Global Vice Chair of Talent

**David Shapiro**  
CEO, MENTOR: The National Mentoring Partnership

# Contents

EY and MENTOR would like to thank the following companies for contributing to this research:

American Express

AT&T

Bank of America

Bloomberg

Blue Cross Blue Shield Association

Citi

Coastway Community Bank

Comcast\*

Ernst & Young LLP\*

First Niagara

GE

IBM\*

Intel

Luxottica

3M\*

The Ritz-Carlton

State Street

Viacom

\*Case studies: 3M (page 16), Comcast (page 18), EY (page 20) and IBM (page 22)

## Section 1: Why mentoring? 2

Introduction 3

The landscape of corporate engagement in youth mentoring in the US 5

## Section 2: How is business engaged in mentoring? 8

*Insight:* the strong business case for youth mentoring 9

▶ Fostering employee engagement, satisfaction and retention 10

▶ Cultivating and developing the future workforce 10

▶ Supporting vibrant communities (which include viable customers) 12

▶ Aligning mentoring engagement with corporate strengths 12

*Insight:* the diversity of corporate engagement in youth mentoring 14

▶ Types of community partners 14

▶ Employee mentoring program characteristics 17

▶ Mentoring goals 19

▶ Development of technology or curriculum solutions 21

▶ Capacity building and other activities 23

*Insight:* core components and best practices of effective corporate engagement in youth mentoring programs 24

▶ Strong commitment from leadership and a culture of mentoring 24

▶ Thoughtfully developed relationships with partners 25

▶ Genuine and targeted employee engagement 26

▶ Alignment with the *Elements of Effective Practice in Mentoring™* 29

## Section 3: What's next? 30

Challenges and solutions 31

Paths forward: how private sector engagement can further enhance the youth mentoring movement 32

▶ Foster long-term engagement with youth 32

▶ Facilitate increased peer learning and idea sharing among service providers and private sector actors focused on mentoring 33

▶ Invest in proven evidence-based programming 33

▶ Tell the story of youth mentoring 34

The future: extending and expanding the mentoring effect 35

# 01

## Why mentoring?



Changing the trajectory of thousands of young people's lives through *mentoring*.

# Introduction

There is a long tradition, going back centuries, of strong societies nurturing the next generation of workers and craftsmen – using structures such as apprenticeships, internships and formal guilds to reach out to youth and help them find fulfilling, meaningful vocations. By intentionally guiding and educating young people to find and develop rewarding careers, communities and even entire nations can help to ensure that there is a stable social foundation, a continuity of goods and services, and a citizenry capable of pursuing their dreams and contributing to the greater good.

The transition from childhood and adolescence to young adulthood and a career path has become far too perilous and unpredictable for many of the country's youth. In spite of our nation's considerable resources, too many of our youth are impacted by poverty and community violence, too many of our students struggle to complete their education, and too many young adults have trouble finding a career foothold in our current economy. Clearly, we must do more to nurture youth through their challenges, ensure their personal and educational development, and support their efforts to join and contribute to our workforce.

This report examines the ways in which some of the top US businesses are joining with leaders in the public and non-profit sectors to meet this challenge.

---

One study estimates that the human potential lost as a result of our educational achievement gap results in the economic equivalent of a permanent national recession.<sup>1</sup>

---

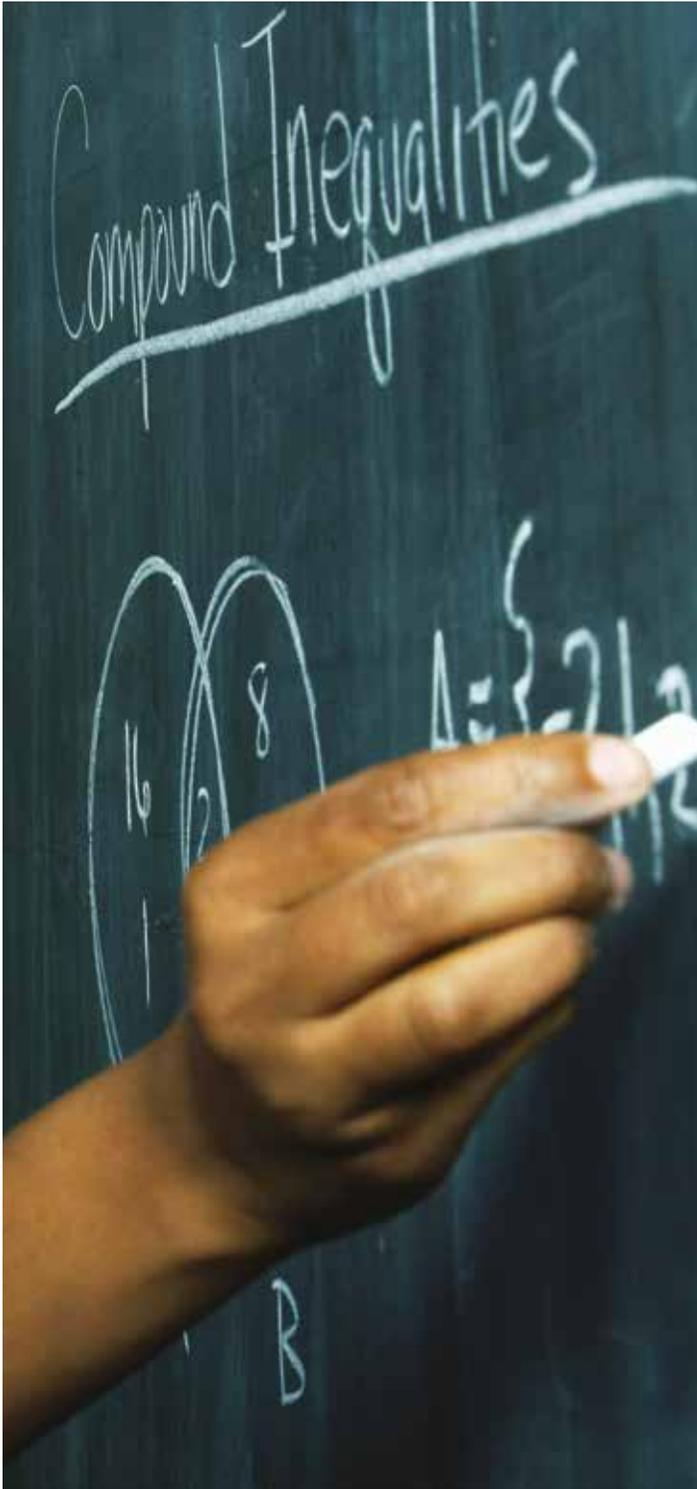
The companies profiled and discussed here are changing the trajectory of thousands of young people's lives through *mentoring*, using the power of human relationships to provide youth with the guidance, support and opportunities they need to thrive. These companies are marshalling their skills, expertise, resources and substantial human capital to provide support, connectivity and a path into the world of employment for youth across the US – often in creative and innovative ways. And in doing so, they are reviving the old idea that a strong society, like a strong business, ensures a skilled future workforce and a prosperous community. These companies understand that mentoring is essential to their own future and the future of our nation – and that as educational and employment pathways have become more complicated, the private sector role must evolve.

---

## Mentoring: addressing the challenge of youth employment

<b>5.6m</b>	In the US, 5.6 million youth (ages 16–24) are disconnected from education and work.	<b>1/5</b>	One in five American youth did not finish high school in 2013.	<b>52%</b>	Only 52% of youth were employed during the summer of 2014.
-------------	---	------------	--	------------	--

---



## About this report

This report examines private sector engagement in youth mentoring across the United States, starting with an overview of the youth mentoring movement, then offering perspectives on trends and best practices in corporate engagement and snapshots of a range of initiatives. The information provided here is based on a series of structured interviews MENTOR conducted with 18 of the nation's leading mentoring efforts in the private sector. In these interviews, we explored:

- ▶ Companies' motivations for getting involved in mentoring
- ▶ The ways mentoring benefits companies and their employees
- ▶ The myriad approaches companies take to support programs and meet youth needs
- ▶ How companies leverage their strengths to maximize impact
- ▶ The biggest challenges and successes to date

We also spoke with representatives from leading youth-serving organizations and MENTOR's network of affiliate *Mentoring Partnerships* to get their perspectives on corporate engagement and support in the mentoring field.

The pages that follow offer a fascinating look at the many ways that corporate America is engaging, supporting and participating in the youth mentoring movement. Our hope is that these case studies, program profiles and insights from the field will inspire others – from Fortune 500 companies to local and regional business – to get involved in mentoring in a variety of ways. The stories of these 18 corporate youth mentoring leaders paint a clear picture of a growing movement. They also provide valuable examples, information and advice for those who are thinking about getting off the sidelines and making a profound difference in the lives of our youth.

# The landscape of corporate engagement in youth mentoring in the US

## A brief history of mentoring

Youth mentoring has its roots in the establishment of Big Brothers (which eventually became Big Brothers Big Sisters of America) and a few other similar entities in response to the establishment of juvenile courts in the early 1900s.<sup>2</sup> The broad-based modern mentoring movement, however, really began in earnest in the early 1990s as the benefits of mentoring became increasingly clear. MENTOR was founded at this time on the premise that no single mentoring organization could serve all youth in the country, and that expanding program capacity would require infrastructure, standards for safety and effectiveness, and a movement to broadly advocate and drive support for mentoring.

This growing movement received a boost from research conducted by Public/Private Ventures on the Big Brothers Big Sisters (BBBS) program model. This research demonstrated that caring adult mentors could produce significant changes in the behaviors, attitudes and well-being of youth. In addition to validating BBBS' long track record of serving youth in need, the media attention and policymaker interest in the wake of this research elevated mentoring from a charitable act applied to small numbers of youth to a potentially potent strategy for tackling large-scale youth development goals and for addressing serious social problems. Finally, in 1997, the Presidents' Summit

**1990**  
MENTOR founded

---

**1995**  
*Elements of Effective Practice for Mentoring™* published

---

**1997**  
Presidents' Summit for America's Future

---

**2002**  
First National Mentoring Month

---

**2014**  
*The Mentoring Effect* published

---

for America's Future was convened, leading to the formation of America's Promise Alliance, of which MENTOR is a founding partner. America's Promise Alliance is the nation's largest multisector alliance focused on the well-being of young people. The alliance heralds caring adults, such as mentors, as one of the Five Promises to children and youth that form the conditions they need to achieve adult success.

Public investment from federal and state government in the 2000s rapidly expanded the number of mentoring programs across the country, as well as the diversity of program settings and goals. This evolution led to the provision of formal mentoring in schools, youth development programs, juvenile justice settings, houses of worship and countless youth employment contexts. New mentoring structures arose, such as group settings, near-age peer relationships and online mentoring. And some of the nation's more forward-thinking corporations began exploring how mentoring fit with both their philanthropic and business goals, finding ways to connect their employees to youth. These changes dovetailed with an overall growth in corporations' efforts to align their philanthropy with their employees' volunteerism and to facilitate employee volunteerism in a more intentional manner.

The rapid expansion of mentoring outpaced the growth of knowledge of effective mentoring methods and how to establish and run an effective program. Researchers have worked hard to better understand exactly why mentoring works and how it can be scaled for maximum results. Key pieces of research and theory – such as the 2002 meta-analysis by Dr. David DuBois and colleagues of effective program practices and Dr. Jean Rhodes' work on the relationship components that produce changes in a young person – helped improve the quality and consistency of mentoring programs. MENTOR's *Elements of Effective Practice for Mentoring™* was also instrumental in translating this emerging research into a set of standards that, with continuous updates, still provide the backbone of high-quality mentoring services today.



---

One in three young people will reach the age of 19 without ever having a mentor of any kind.

---

As the field has matured, the evidence that mentoring can be effective and impactful has grown. A 2011 meta-analysis by DuBois and colleagues showed that mentoring programs can have a meaningful impact across a broad range of youth outcomes, with a variety of program models and among diverse youth populations. MENTOR's 2014 report, *The Mentoring Effect: Young People's Perspectives on the Outcomes and Availability of Mentoring*,<sup>3</sup> asked youth directly about the impact mentors (both programmatic and informal) had on their lives and the evidence was overwhelming: youth with mentors were more likely to be successful in school, more likely to be leaders in their communities and more likely to enter into young adulthood with opportunities for ongoing education and career choices.

But in spite of all of this expansion, innovation and evidence of impact, the mentoring field is at a critical juncture. Although there are an estimated 30 million young people in the US who will have either an informal mentor or a mentor through a structured program while growing up, questions remain about how best to bring mentoring to the 16 million youth – one in three – who will reach the age of 19 without ever having a mentor of any kind.<sup>4</sup>

Similar to most public spending, public investment in mentoring has plateaued for many years, and there are concerns that the demands of modern life may make it difficult to significantly grow the pool of adult community volunteers available to mentor youth. And the seemingly endless parade of grim statistics about the current and future prospects of the nation's youth serve as a constant reminder that the mentoring movement, along with all movements for better support and opportunity for America's youth, faces serious headwinds and must seek constant innovation, leverage points and continuous improvement if it is to continue scaling.

### **Engaging and learning from corporate leaders**

Increasing engagement by the nation's business community in youth mentoring is critical to its long-term success. The private sector is uniquely positioned to provide support to mentoring programs in a variety of ways. This report highlights many of the organizations leading this charge.

---

Youth with mentors were more likely to be successful in school, more likely to be leaders in their communities and more likely to enter into young adulthood with opportunities for ongoing education and career choices.

---

There is no question that corporations and businesses can support youth mentoring programs through financial investment nationally and locally – in fact, the largest and most mature mentoring programs all benefit from financial support and/or other relationships with the business community. The 18 corporations interviewed for this study do more. Their engagement in youth mentoring, as described in this report is multifaceted, bringing business acumen, experience in managing and developing talent, and the passion of thousands of volunteer mentors across the US to the cause. They also have demonstrated their deep commitment to the concept of mentoring and understand that mentoring today's youth makes sense from multiple business perspectives:

- ▶ Engaging employees, providing opportunities for skill building and improving retention.
- ▶ Developing the future talent pipeline by preparing young people for college and careers.
- ▶ Strengthening viable communities (which includes viable customers).

If the mentoring movement is to continue growing and changing lives, then increased private sector involvement is necessary. By providing a roadmap for leadership, partnership with mentoring programs and ongoing support, mentoring will take hold.

To illustrate what this involvement can look like, this report highlights several case studies and the following insights gleaned from the interviews with these corporate youth mentoring leaders:

- ▶ The strong business case for mentorship and ways that companies incorporate mentoring into their broader strategic agenda and build engagement opportunities that fit their values, goals and capacities
- ▶ The diverse program models and forms of support that can emerge when corporate goals and resources intersect with youth and community needs
- ▶ The core components and best practices of effective corporate youth mentoring programs

We hope you find these insights and examples to be both educational and inspiring. We believe this report illustrates only the beginning of a new era of strategic, intentional and sustainable corporate-nonprofit collaboration in youth mentoring.



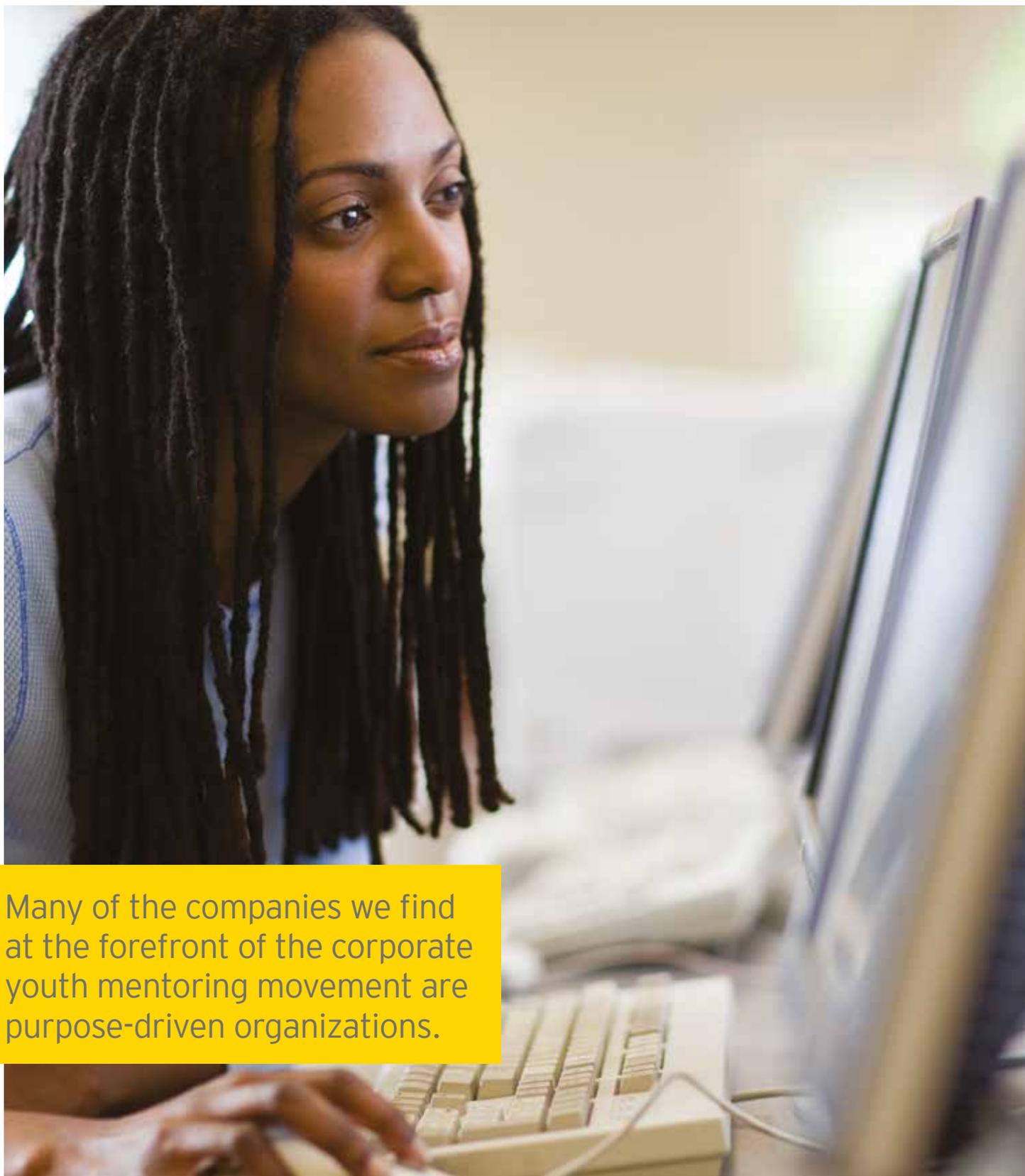
High school liaison, EY mentor and two College MAP Scholars meet for a mentoring session

“Research has shown that for young people, having mentors – caring, capable and committed adults who are invested in their lives – is one of the most important contributors to positive youth development. Simply put – mentors matter. At EY, we encourage our people to volunteer as youth mentors; by doing so, they strengthen our communities and they also contribute to EY. The experience of mentoring youth makes our people better coaches, better managers and more inclusive leaders.”

**Nancy Altobello, EY Global Vice Chair of Talent**

# 02

## How is business engaged in mentoring?



Many of the companies we find at the forefront of the corporate youth mentoring movement are purpose-driven organizations.

# Insight: the strong business case for youth mentoring

As a starting point for this exploration of corporate engagement in youth mentoring, we wanted to look at the motivations behind these companies' involvement. Why did they commit their resources to this particular cause? What did they hope to get from their participation? Occasionally, the public can have an almost cynical expectation that companies get involved in social causes solely as a public relations strategy, something done only to make the brand look better to a potential customer.

While these 18 companies certainly *do* hope that their mentoring involvement leads to increased positive reputations in their communities, that motivation was actually the *least common* reason cited for their involvement. Instead, what we found was a deep commitment to youth mentoring that focused not on the benefits to their brand, but rather on the benefits to young people and society as a whole. Not surprisingly, many of the companies we find at the forefront of the corporate youth mentoring movement are purpose-driven organizations, with goals that extend beyond simply creating shareholder value. They integrate the needs of multiple stakeholders (not just shareholders and customers but also employees and communities)

into their business strategy, because they understand that this is essential for achieving sustainable growth. A focus on mentoring is one manifestation of their broader commitment to investing in the next generation of talent, strengthening local communities and empowering employees to take action in a way that is meaningful to them.

As one representative from 3M put it: "This is the vision of our company: 3M innovation improving every life. This volunteering is part of what we can do to enhance, improve and advance things here and around the world – helping students and youth achieve."

While the notions of "giving back" and "it's the right thing to do" were mentioned by almost every company we spoke with, the specific reasons that these companies cited for focusing on mentoring reflected a deeper awareness on the part of leadership that these initiatives are in the "sweet spot" where business strategy, organizational competencies and societal needs intersect. With big ideas and finite resources, leading companies see mentoring as a way to maximize the benefits that corporate responsibility (CR) efforts can bring to their communities.



## Three key reasons the companies engage in youth mentoring:

- ▶ Fostering employee engagement, satisfaction and retention
- ▶ Cultivating and developing their future workforce
- ▶ Supporting vibrant communities (which include viable customers)

---

## Fostering employee engagement, satisfaction and retention

Every company in this report noted that mentoring is a critical way to attract and retain high-quality employees. In many instances, companies mentioned that potential hires, especially millennials and recent college graduates, are drawn to companies that offer opportunities for community engagement and volunteerism. EY has made its mentoring involvement a differentiating factor in its employee recruitment strategy. As one representative from EY noted, “It has been a great tool for us from a recruiting perspective. Our recruiters use it in showing how we’re engaged in the community because everybody knows the work we do. We highlight these opportunities to get engaged.” For example, Ernst & Young LLP’s College MAP (Mentoring for Access and Persistence) program, developed and delivered in collaboration with College For Every Student, offers EY employees in 26 different cities the opportunity to volunteer their time as mentors by helping students navigate the application and financial aid process, providing access to resources and exposing them to the benefits of higher education.

One representative from Intel noted, “We find that in terms of employee engagement and retention, there is a reputational pull of doing this kind of [mentoring] work, especially for potential hires coming out of the universities where they have experienced mentoring relationships.”

As one representative from Citi said, “It’s that piece around the desire of individuals to work for an organization that is socially responsible and civically engaged ... this resonates with our employees and they want to be a part of it.” An Intel representative agreed about the ways in which mentoring opportunities strengthened the relationship between employee and company: “For employees who feel deeply passionate about the opportunity to reach out and really do something, this is an area that can have real payback simply in terms of how the employees feel about working for a company that supports them in this kind of effort.” Intel also noted that much of the mentoring done by its employees is organized by various employee affinity groups – African-Americans, Native Americans, Latino Americans, women – which spearhead the efforts to engage youth in mentoring with the support of the human resources function and the larger company.

---

Mentoring is the number one form of skills-based volunteering, according to a recent report by A Billion + Change, a Points of Light Foundation initiative.

---

3M noted that new employees who get involved in mentoring tend to become more invested in their work and are happier working for the company. The biannual Global People Survey administered at EY consistently finds that employees who participate in the flagship College MAP program are more engaged with the firm (including reporting better relationships with their managers, feeling more pride in the firm and being more likely to recommend EY as a great place to work) than a sample of their peers who are not involved in the program.

But mentoring goes beyond just making employees feel good about the values of the company they work for. It is also viewed as a critical component of professional development and employee growth. In fact, mentoring was cited in a recent report by A Billion + Change, a Points of Light Foundation initiative, as the number one form of skills-based volunteerism companies offer their employees.<sup>5</sup> Many companies said that employees involved in mentoring develop improved communication and customer service skills, a better understanding of customer and community needs and a deeper appreciation for the cultural, ethnic and racial diversity of both the youth they served and their coworkers. This mentoring-driven professional development can extend to all layers of the organization, influencing how managers interact with junior employees and improving interpersonal communication and cultural competency throughout the company.

## Cultivating and developing the future workforce

In addition to attracting and retaining high-quality employees today, all of the companies in the study emphasized the importance of developing the employees of tomorrow. Much has been written recently about the difficulty some industries are having finding qualified and well-prepared employees. It’s estimated that over 60% of all new jobs in the next decade will require some post-secondary education,<sup>6</sup> yet far too many youth struggle to build the academic skills needed to enter college. They also often lack the financial resources and support networks required to make it to college graduation.

The companies featured here are being proactive about developing their future workforce. Their work in mentoring fits into a new paradigm of creating and fostering pipelines and pathways rather than focusing only on training once employees arrive. For example, Bloomberg's growth as a company has led it to be more proactive about finding future employees: "As we've evolved and then become a much larger company with more and more stakeholders, the business case for us is really about talent development and diversifying our talent pipeline. We recognize that today's youth are the future of our company going forward and we need to take responsibility for better preparing them for tangible roles in the corporate workforce."

---

More than 60% of all new jobs will require post-secondary education.

---

Bloomberg is also moving toward initiatives focused on college and career readiness to make the connection to opportunities at the company even more explicit to youth: "We will introduce all students in our network to Bloomberg as an enterprise and what it means to work at Bloomberg, what Bloomberg culture is, and the skills that you need to prepare yourself for college and beyond. ... Those are the things that we'll develop internally and make available to all of the mentees in our programs because we recognize that no longer can corporations say, 'We want to diversify our pipeline and bring [in] qualified candidates.' We need to take responsibility in helping to create well-qualified candidates."

Another example of this focused workforce development through mentoring can be found at Intel, which places an emphasis on encouraging mentees to pursue STEM (science, technology, engineering and mathematics) careers. In addition to Intel's work

with adolescents to build interest in STEM, the company is also part of a coalition leading the Stay With It campaign, which provides online mentoring support for STEM undergraduates across the country, including ongoing encouragement and career advice. In particular, Intel is focused on youth of color and young women, who are both significantly overrepresented among those who drop out. The company noted that "of those students who enroll as undergraduates, intending to major in engineering and computer science, 50% drop out in their freshman year. That's a huge issue. If that single data point could be shifted, it would solve the shortage of engineers in the country right there."

EY is a global leader in assurance, tax, advisory and transaction services, fields that require strong analytical skills and a high level of technical competence. But the company's success in the market rests largely on the "soft skills" of its people: their ability to develop strong relationships with clients and to coach and develop young people in the course of building the highest-performing teams. Every year, the company hires tens of thousands of qualified young people, trains them with valuable skills and integrates them into client-serving teams. In fact, the average age of an EY person around the world is about 28 years old. Mentoring is the glue that makes

---

"We recognize that today's youth are the future of our company going forward and we need to take responsibility for better preparing them for tangible roles in the corporate workforce."

---



Jana M. Planka, Executive Vice President and Chief Retail Officer, Coastway Community Bank, addressing the 2014 National Mentoring Summit

---

A company doesn't have to have a national footprint to have the resources and assets to contribute to mentoring in unique ways.

---

these results possible. And EY's community mentoring programs give the firm a way to leverage its experience as a learning organization on behalf of communities around the world.

Companies like State Street and Viacom also noted that engaging the employees of tomorrow through mentoring is a great way to increase diversity within their companies, in terms of both employee demographics and different perspectives and experiences. One Viacom representative notes: "We want *new and fresh ideas* in our industry. We want not only to have productive relationships with [youth] in high school, but also to track them in college. Then in college if we feel that they're qualified and the passion is still there and they pass the interview, we would love to have them be interns and then, eventually, be employees. To build that kind of long-term relationship with them is key and it is really us trying to shape our own future through these kids with potential."

### **Supporting vibrant communities (which include viable customers)**

These companies also recognize that they are part of the communities where they are located, that their businesses will struggle if educational systems or the community itself is struggling. A representative from American Express framed this as their "commitment to service and giving back to communities where employees live and work, helping in your own backyard." IBM explained its emphasis on education this way: "We live and we work in these communities where these kids live. We have a responsibility to do as much as we can to help them and make these communities thrive – and education is certainly a big factor in that."

A representative from AT&T also noted that successful mentoring programs help students to graduate high school ready for college, which leads to greater career success. This benefits our nation and our economy – "which in turn helps our firm – with a talent pipeline of prospective employees and stronger consumers."

### **Aligning mentoring engagement with corporate strengths**

Another theme that emerged from our interviews was the creative ways in which these companies leverage their capacities and internal skills to support not only youth mentoring programs, but other key factors in youths' lives as well.

A great example of companies leveraging their own strengths can be found in the work of GE, whose employees are heavily involved in school-based mentoring, both in person and online. In addition to providing these valuable mentoring hours, GE leadership also gets involved in supporting leaders in the educational system. The company's CEOs and other top executives provide mentoring on leadership and organizational management to superintendents or other district leaders. They use their considerable management expertise to provide one-on-one professional coaching on strategic planning and to help solve issues at the district or school level. A GE representative notes, "We may identify areas [in the school system] that are not working to full capacity and [involve] a GE executive trained in Six Sigma (GE's process improvement methodology) who has coached others on projects and who has a higher level of expertise." This type of engagement not only supports youth, but also uses GE's expertise to bring about system-level change that can further enhance outcomes.

Another example of figuring out how to align mentoring opportunities with organizational strengths can be found at The Ritz-Carlton, which encourages employees at all levels of the organization to mentor. Companies in the hospitality industry feature many diverse jobs and skills under one roof – everything from cleaning staff and desk clerks, to chefs, event planners, maintenance staff and managers. The Ritz-Carlton's mentoring program leverages this strength to give youth a very broad and diverse experience. In its Succeed Through Service program, The Ritz-Carlton gives every employee an opportunity to interact with students in teaching and mentoring around career exploration,



Mentor and mentee in The Ritz-Carlton's Succeed Through Service program

development of life skills, and civic engagement and responsibility. Students from a local school are connected with The Ritz-Carlton employees both at the workplace and in classrooms using a flexible approach to volunteering that utilizes employee expertise, talents and skills. For example, a chef from a Ritz-Carlton restaurant may be teaching life skills about healthy eating, food preparation techniques and the basics of managing and operating a commercial kitchen. The hotel's accounting staff may be helping develop financial literacy, managers can teach planning and organizational skills, and front desk staff can provide lessons in customer service and "people" skills. The Ritz-Carlton's Succeed Through Service curriculum is an open source, available to be adapted by others who want to build something similar in their organizations.

Many of the organizations we spoke with talked about using one of their most important assets: their physical space. Several respondents commented on the importance of young people visiting, touring and becoming familiar with corporate settings. These on-site interactions usually involve tours of corporate facilities, meals in the company cafeteria and presentations by senior leadership. Companies such as GE, Luxottica and The Ritz-Carlton all offer opportunities for young people to meet their mentors at the workplace. For many young people, this is the first time they have ever been in a corporate environment, which can open their minds to the possibilities that their future careers might hold.

Perhaps best of all, a company doesn't have to have a national footprint to have the resources and assets to contribute to mentoring in unique ways. Coastway Community Bank in Rhode Island, which has fewer than 150 employees, has also leveraged its strengths, using its employees to teach financial education and money management to the youth they mentor. In fact, the bank's initial foray into mentoring began with its close customer relationships: 20 years ago, a long-term customer asked a single teller to get involved in mentoring a child. They've been at it ever since, and today, over 95% of Coastway's employees volunteer in some capacity with a community or youth-serving organization.

These examples illustrate that the key to making private sector engagement in mentoring work is to identify the ways in which mentoring helps the company's bottom line and how the unique assets of the organization can maximize the impact. The next section of this report further illustrates the tremendously diverse ways in which companies are getting involved in youth mentoring.

---

# Insight: the diversity of corporate engagement in youth mentoring

Corporate leaders have found a wide variety of ways to engage with youth mentoring. In addition to providing financial funding, which is the cornerstone of many programs, these organizations are committed to aligning their engagement in youth mentoring with their values and skills. This section highlights the diverse ways that companies are advancing youth mentoring, focusing on what they do above and beyond providing financial support. Included are four case studies of representative corporate partners, illustrating what this engagement looks like in action and many examples of the options and entry points for supporting the mentoring movement.

## Types of community partners

It's notable that all of the companies we spoke with have long-standing partnerships with organizations that help them fulfill their mentoring missions. Through these programs and settings, corporate mentors work with youth of all ages on a range of goals, sometimes including but not limited to career goals. Many of these partners are national service providers, but more often than not, companies partner with local affiliates, intentionally keeping the work in specific communities

even when making a nationwide commitment. By establishing relationships with large organizations with a national footprint, corporations can reap the benefits of working with a national partner (name recognition, robust systems, processes and standards, investment in talent development, materials and methodologies, etc.) and a local community-based organization (strong local roots and channels).

AT&T's Aspire Mentoring Academy's funding of nonprofits is a clear example of this approach: AT&T has connected with a team of nonprofits including national-level service providers such as BBBS, Communities in Schools and DECA, nationally to foster local employee mentoring opportunities in communities nationwide where there are concentrations of AT&T employees. Their representative noted, "We manage the nation-wide programs from of our headquarters, in Dallas, but the programs are implemented locally where a vast network of local AT&T employee volunteer leaders coordinate with the nonprofits' staff in each community served."

EY strikes a balance between strong national relationships managed by its Americas Corporate Responsibility team and vibrant collaborative



**For these 18 companies, engagement varies along several parameters:**

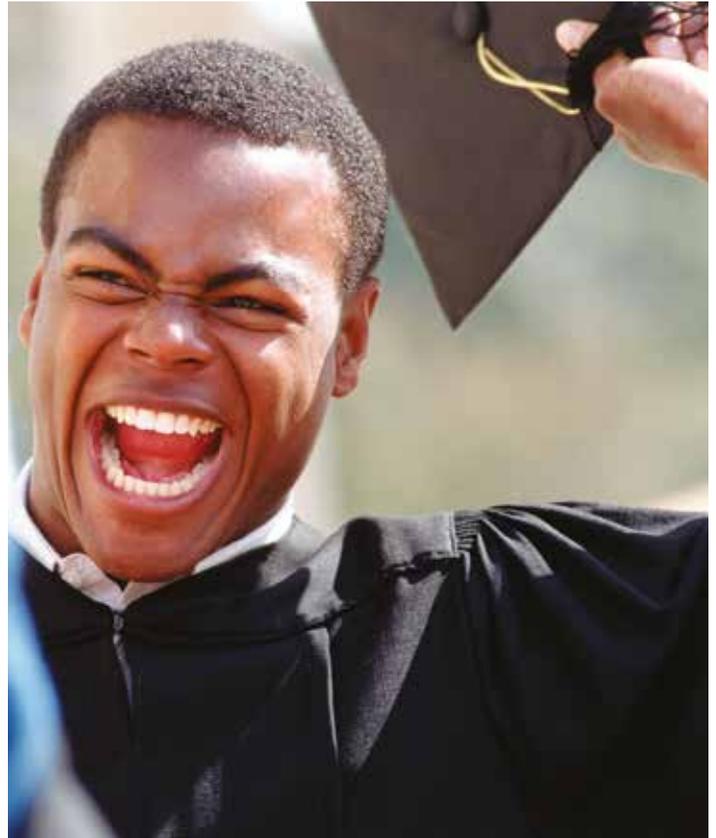
- ▶ Types of community partners
- ▶ Employee mentoring program characteristics
- ▶ Mentoring goals
- ▶ Development of technology or curriculum solutions
- ▶ Capacity-building and other support activities

relationships at the regional/local office levels. By designating Boys and Girls Clubs, Junior Achievement, Network for Teaching Entrepreneurship (NFTE) and United Way as “focus organizations,” EY is able to prioritize these organizations for differential investment, leadership engagement on boards in cities where EY operates and skills-based volunteering.

But the companies profiled here are also engaged with many different grassroots and local nonprofit partners serving a specific geographic area or community need – for example, Luxottica works extensively with the Cincinnati Youth Collaborative, while AT&T brings STEM-focused e-mentoring opportunities to Bay Area students through the We Teach Science program.

Schools and school districts are common partners. Six of the 18 companies we interviewed have direct partnerships with schools and districts to deliver mentoring support, and an additional four work in schools through a nonprofit partner.

While these partners serve youth of a variety of ages, several companies have also developed partnerships more intentionally focused on older youth who are directly heading into career and post-secondary education opportunities. For example, Bank of America provides support to YearUp, which offers internships and other skill development opportunities to older youth.



“Mentoring creates critical connections that foster young people’s skills development and takes place in many shapes and forms. Beyond our philanthropic support of mentoring programs across the country, our employees are passionate about sharing their expertise and leveraging their skills through mentoring. Through these efforts, we bring the full resources of our company to help put young people on the path to success.”

**Kerry Sullivan, President, Bank of America Charitable Foundation**

---

## Case study

# 3M

As a leader in the manufacturing sector, 3M has used its experience building successful products to develop an impressive suite of youth mentoring programs and activities. At a national level, 3M partners with leading K-12 STEM and business organizations, such as FIRST LEGO League, FIRST Robotics, Project Lead the Way, Mathcounts and Junior Achievement, as well as with United Way Worldwide and Boys and Girls Clubs, to assist with quality out-of-school-time programming.

At its St. Paul, Minnesota, headquarters, the full diversity of its mentoring and educational investments shines through. Among the programs offered are:

- ▶ 3M Visiting Wizards (volunteers inspire students through hands-on experiments in the classroom)
- ▶ 3M STEP (Science Training Encouragement Program – provides classes and internships for high school students)
- ▶ 3M TECH (volunteers visit classrooms to discuss STEM careers)
- ▶ 3M TWIST (Teachers Working in Science and Technology – science teachers spend summers working in labs with 3M scientists)

In addition to these science-focused programs, thousands of 3M volunteers are involved in mentoring activities through the 3M St. Paul Public School Partnership.

One example of this partnership can be found at Johnson High School, where 3M mentors build online mentoring relationships using a curriculum developed by teachers and a community partner called BestPrep. The program, in its ninth year, matches 400 employees and students annually. The mentors and mentees communicate with each other via email for seven weeks, with one meet-and-greet in the middle of the program. At the end of the term, another 100 3M volunteers go to the school to

“3M’s reputation in leadership development extends beyond our campus into the community. Building sustainable communities through our “people partnerships” encourages student achievement and access to STEM and Business. Whether 3Mers share success as Visiting Wizards or (Sales) Force for the Kids ... Mentoring Matters!”

**Kim Price, Vice President, 3Mgives**



3M mentor and mentee at Latino E-mentor Program Celebration 2014

conduct mock interviews with students as the capstone of the company's "Frameworks" course. The program emphasizes career exploration, goal setting, conflict resolution and college planning.

In addition to this direct mentoring involvement, 3M has been a trusted partner of the Mentoring Partnership of Minnesota, supporting its annual training conferences and capacity-building efforts, such as its Quality Mentoring Assessment Path initiative (see page 33 for more details about these capacity-building efforts, which are part of MENTOR's National Quality Mentoring System project).



3M volunteer leads a science demonstration

## Employee mentoring program characteristics

All 18 organizations encourage employees to mentor, making it possible for them to volunteer during business hours, but that mentoring happens in many different ways.

- ▶ **In person and online.** Most programs connect mentors and youth in person, but several also support e-mentoring options. For example, many AT&T employees participate in e-mentoring relationships in which they help youth explore careers using an evidence-based curriculum. Both Citi and IBM use a blend of in-person and online meetings for their employees – through a partnership with iMentor in the case of Citi, and at IBM, where employees travel extensively, through use of an in-house e-mentoring platform.
- ▶ **At worksites and at schools.** Our research found an even mix of programs where employees visit schools and those where youth meet with employees at the business or out in the community. EY has found, as have many organizations, that there are benefits to both approaches. Having students participate in mentoring at the office makes it easier for employees to volunteer and exposes the students to an office work environment. Mentoring at the school, in turn, allows EY mentors to connect with the students in their environment and to interact with teachers and school administrators, gaining a sense of the real-life experience of the students.
- ▶ **Both short-term and longer-term relationships.** We found several program models where the employee-youth engagement is fairly short-term – a few career-day visits or a series of facilitated meetings to build skills or do focused teaching. Other programs, such as those offered by State Street, provide relationships that last three to six months. Still other programs are building the kinds of long-term relationships – a full school or calendar year and beyond – that produce the strongest impacts.

Case study

# Comcast

Comcast has a deep and far-ranging investment in youth mentoring and offers an excellent example of what a multifaceted approach to mentoring engagement can look like. Much of its mentoring work emphasizes educational outcomes, such as improved grades, positive behaviors and increased attendance.

Through national partnerships with organizations like City Year, Big Brothers Big Sisters of America, and Boys and Girls Clubs, Comcast provides both financial support and mentoring opportunities for local employees. The company also works with other youth-serving organizations, such as First Robotics, Easter Seals, Lift and The Arc, to create a wide variety of ways its employees can “give back.”

In addition to working with these established nonprofits, Comcast also has an in-house internship program where young adults are brought into the company and are mentored by staff and management.

Employees who mentor can meet with their mentees in person at school, in the community or at the job site, depending on the program. For example, in Comcast’s work with BBBS, it’s common for a match to begin meeting at the workplace before evolving into a more typical community-based match. When working with

“We are especially proud of the fact that our company believes in the nonprofit programs we work with and we stand behind them. This tone fosters a culture in which employees are willing to take the time to get involved and to help make a difference in these kids’ lives. It’s not always easy to find the time so when you have a group of people who are so committed that they make the time, it’s especially rewarding.”

**Fred Maahs, Director of Community Investment, National Partnerships, and Vice President, Comcast Foundation**

a community partner, the expectation is that the employee will remain engaged throughout the entire school year or beyond, in accordance with the requirements of the program.

Comcast feels that much of its success is predicated on two simple factors: making sure employees have time off to volunteer and illustrating the importance of volunteering through the involvement of the company’s executive leadership, some of whom serve as mentors themselves.



Comcast mentors and mentees



## Mentoring goals

By far, the most common set of goals for these programs relates to education and academic achievement, specifically:

- ▶ Enhancing the confidence of students
- ▶ Improving school attendance and classroom behavior
- ▶ Improving standard test scores
- ▶ Graduating from high school
- ▶ Preparing, persisting in and completing college
- ▶ Developing specific skills needed for careers
- ▶ Gaining exposure and expressing interest in STEM topics or careers

These goals align with the emphasis on education and workforce development that drives much of the motivation behind these programs.

But achieving these goals often requires companies to focus on a more complete and well-rounded set of issues. Companies like Luxottica talked about their emphasis on life skills and exposing youth to new ideas and experiences. Others, such as State Street, discussed how many of their programs emphasize soft skills, such as problem solving, effective communication, leadership and job readiness. While EY's College MAP program focuses explicitly on helping underserved students apply to and succeed in college, mentors also work with students on the life skills needed to achieve that goal. EY is involved with other programs, such as NFTE's Adopt-a-Class Program, that tap into EY's extensive experience with entrepreneurship to develop the business skills of young people. Other companies noted broad positive youth development goals, especially when working with younger mentees. Some Blue Cross and Blue Shield companies even weave health-related goals into their mentoring engagements. These programs are not designed just to groom a future workforce; they are supporting youth as they develop into healthy adults, well-rounded citizens and community leaders.



---

## Case study



One of EY's strategic areas of focus for corporate responsibility is "developing future generations of talent." A key lever is youth mentoring. In the US, Ernst & Young LLP's long-standing involvement in youth mentoring has been crystallized into a signature program, College MAP (Mentoring for Access and Persistence), that uses mentoring to expand the population of underserved youth who apply to and graduate from college. In the US, 60% of jobs will require a post-secondary education by 2018. Yet fewer than 10% of high school graduates from the lowest economic quintile graduate from college.

College MAP illustrates the depth of the firm's commitment to mentoring. With a delivery model that includes a two-plus-year commitment by EY mentors, College MAP (which was developed by EY in collaboration with the nonprofit organization College For Every Student) is in 26 US markets, with more than 650 EY professionals serving as mentors to more than 1,000 youth. In each market, teams of EY mentors support groups of underserved students (called "Scholars") from a local school using a curriculum that supports high school graduation through the development of life skills such as goal setting, behavioral persistence and managing personal finances. The EY mentors also work with the College MAP Scholars to navigate the process of exploring post-secondary education opportunities by helping with college and financial aid applications, exploring academic majors and organizing (and chaperoning) campus visits. As the EY representative said, "Our mentors are working with students to create an aptitude and understanding of what is required of a young person to be able to navigate through a college exploration and access process." The EY College MAP Scholarship Fund solicits contributions from EY professionals that are matched by the Ernst & Young Foundation to help College MAP Scholars pay for college tuition and expenses.

Many EY professionals – especially those who are first-generation college graduates themselves – are proud to serve as College MAP mentors for students facing similar challenges. As one mentor explained: "I relate to these kids because I was one of them. I grew up in the Bronx. I was the first one in my family to go to college. When I got to college, I realized that just changing my attitude and my work habits made a huge difference ... I'm someone they can see as a role model."

"College MAP makes a huge difference to the College MAP Scholars we mentor. It literally changes the trajectory of their entire lives and often of their younger siblings' lives as well. The unexpected benefit of the program has been the impact on our own people: giving them opportunities to become better leaders, public speakers and team members, and (totally unexpectedly) connecting them far more strongly and personally to one another and to the firm."

**Deborah K. Holmes,**  
**EY Americas Director of Corporate Responsibility**

Getting students into college is not enough: persistence is an even greater challenge for underserved youth. As outlined in a recent *New York Times Magazine* cover story, fewer than 10% of students born into the bottom quintile of the income distribution will collect a bachelor's degree by age 24, compared to almost 90% of freshmen born into families in the top income quintile. Three main factors together create the high dropout rate among low-income students: ongoing financial struggles, inadequate academic preparation and overall lack of belief in themselves that can make even minor obstacles seem insurmountable. The persistence component of EY's College MAP program gives College MAP Scholars access to a network of services and ongoing mentoring to help them thrive during and complete their post-secondary education.

Mentoring in the community both builds on and extends EY's commitment to mentoring as a core professional competency among its employees. And the topic of college access is particularly meaningful at a firm where, according to an informal survey, nearly one-third of the workforce is first-generation college graduates. The College MAP program gives EY colleagues the opportunity to share their life experiences and journeys not only with the College MAP Scholars they mentor but also with one another, deepening their work relationships and increasing their engagement with the firm.

In 2014, EY formalized its investment in College MAP through a commitment to the Clinton Global Initiative to continue expanding the program throughout the US, with a goal of reaching 35 cities by 2018.

While College MAP is EY's signature program focused on developing future generations of talent through mentoring, the firm's involvement with the issue extends beyond College MAP. In 2007, EY joined forces with PBS to improve math literacy for children aged 8-11 by sponsoring the Emmy Award-winning program *Cyberchase* and creating a curriculum that supports volunteers in bringing math concepts to life for students through interactive hands-on activities. The materials are available not only to EY professionals but also online to anyone else who wants to download them at [www.ey.com/us/cyberchase](http://www.ey.com/us/cyberchase).

EY also makes a differential investment in mentoring through community engagement in the US. Boys and Girls Clubs, Junior Achievement, NFTE and the United Way have all been designated as "focus organizations," which means they earn EY's support and investment – 100+ EY executives serving on boards, EY professionals volunteering and EY fundraisers directing differential dollars – at the national and local levels. In addition to their involvement in these "focus organizations," EY professionals in nearly 100 US cities work directly with local schools and agencies to connect with students who need mentoring and support. These combined efforts have reached thousands of youth, providing mentors, role models and resources that enrich their education. Here are some examples of what this looks like on the ground:

- ▶ In Chicago, EY is a key contributor to the Perspectives Charter Schools that began in 2006 – and today, in addition to offering College MAP, EY provides internships, donates to a Perspectives scholarship fund and Holiday Giving Drive, and lends the firm's talent and commitment to these students. EY announced last summer that the firm will donate \$450,000 to Perspectives over the next three years.
- ▶ In New York, the EY mentoring program at the Adlai E. Stevenson Educational Campus (formerly Adlai Stevenson High School) in the Bronx recently celebrated its 22nd anniversary. Beginning in 1992, nearly 500 students attending Stevenson have been paired with EY mentors. The program leverages educational support that Good Shepherd Services provides to develop positive, career-focused relationships with students.

## Development of technology or curriculum solutions

Nine of the companies we interviewed have developed a curriculum that their employee mentors and youth follow during at least some of their time together. In some cases, such as The Ritz-Carlton's Succeed Through Service program or AT&T's career-based modules, the curriculum was developed in-house to provide structure to the volunteer opportunity. In other cases, companies supply the volunteers but simply inform curriculum design or delegate entirely to their valued partner organizations. One company representative explained: "We actually, by design, do not develop our own program content and that is why we actually try to find partners who have a long, established, sustained curriculum. We look for partners with stability, because we know we don't have that internal [curriculum development] expertise, nor do we have that time."

In some cases, the curriculum is supported by technology. IBM's MentorPlace provides a rich example. Its e-mentoring platform has the ability to bring caring, academic and career-focused mentoring relationships to any school willing to commit to the program and go through the program and technology training. These relationships also can meet in person, but this is a clear example of a company coming to a partner organization with a ready-to-implement mentoring platform and delivery system.



A College MAP Scholar at the year-end celebration

Case study

# IBM

IBM has supported a wide variety of educational investments; since 2003, 17 million volunteer hours have been logged in the company's On Demand Communities initiative, which includes its involvement in mentoring. Over the years, IBM has developed creative and flexible ways to invest in youth mentoring, especially via online school-based mentoring. Its MentorPlace program works directly with schools (or with nonprofit partners working in the schools) to provide both online mentoring with employees and face-to-face interactions with mentors either at IBM or at school-sponsored events, which the company views as critical in-person meetings. IBM works closely with school and district administrators to figure out the best fit for the program and how best to integrate it into entire schools or individual classrooms.

The mentoring provided emphasizes specific educational goals, such as increased awareness of STEM careers and improved academic performance (especially in STEM subjects). But the company is equally proud of its e-mentoring platform's ability to help youth develop soft skills, such as communication skills, relationship skills and addressing life challenges. Mentors serve as role models who can open students' minds to the possibilities before them in school and in life.



IBM mentors and mentees

"E-mentoring is an important part of IBM's commitment to public education and raising student achievement. Through IBM MentorPlace, the company's global employees are providing thousands of young people around the world with online academic assistance and career counseling."

**Stanley Litow, President of IBM International Foundation and Vice President, IBM Corporate Citizenship and Corporate Affairs**

The IBM program is managed by its Corporate Citizenship and Corporate Affairs department, which coordinates the programs in the US and around the world. This staff builds relationships with the schools or other partners help set up the programs, recruit mentors and ensure that the programs are managed effectively. These program managers also meet monthly to share best practices and discuss ways of improving the program and building more effective partnerships.

IBM spurs employee engagement through company policies, such as a mandated 40 hours of professional development every year. The company allows volunteer time to count toward those 40 hours and views the mentoring experience as one that can bring tremendous interpersonal skill development to IBM's workforce. The flexibility of the MentorPlace platform makes it easy for employees to meet that 40-hour goal, regardless of their schedule or workload.



## Capacity-building and other support activities

There are also many other forms of engagement, often behind the scenes of the direct mentoring services, that can deepen corporate support.

- ▶ **Board involvement with community partners.** Nine of the companies we interviewed said that one or more members of their executive leadership serve on the boards of either national or local nonprofits, although there may be others whose board involvement was not mentioned. This board involvement illustrates that a company is deeply committed to working with a particular nonprofit and facilitates deeper collaboration and resource alignment.
- ▶ **Working with intermediaries, such as *Mentoring Partnerships*.** Seven companies indicated they work in some capacity with members of MENTOR's network of affiliate *Mentoring Partnerships*. These organizations galvanize local or statewide mentoring movements, providing the leadership and infrastructure necessary to support the expansion of quality mentoring relationships. By investing in these intermediaries, companies are not only supporting their own programs but also creating infrastructure for the entire community or region. Blue Cross and Blue Shield companies provide regional leadership through board service on several *Mentoring Partnerships*, bringing their expertise, leadership and resources to these critical capacity-building organizations.
- ▶ **Evaluation and research.** Five companies mentioned that there are formal external evaluators measuring the impact of their mentoring efforts. Several others noted that their nonprofit partners handle the evaluation aspects of their programs. All 18 track some key data points, such as mentoring hours, changes in youth behaviors or educational progress. There may be an opportunity here for corporate youth mentoring programs to provide additional value to the field by investing even more in rigorous evaluation of their programs in an effort to advance the evidence base for their innovative curricula, program models and platforms.
- ▶ **Development of parallel programming.** Several organizations leverage their business capabilities to build the capacity of their partners. For example, through its More Than Philanthropy approach, Citi provides additional support for mentored youth and boosts the impact of the programs it invests in. "When we work with a partner, we do so in a way that we fund them through capacity building too, not only writing them a check but also in providing subject matter expertise in a specific area, such as college savings. Because Citi has expertise in that, we provide a platform for a savings project to help these kids save for college. Because of this, mentors from Citi can have a big impact on helping young people and families learn how to save and pay for college."
- ▶ **Creating peer learning opportunities.** Perhaps the best example of peer learning is the AT&T Aspire Mentoring Academy. The academy brings together national and local grantees for facilitated peer learning, sharing of information on improving service delivery and program evaluation, and other cross-grantee projects that boost the impact across their mentoring portfolio. Additionally, in 2015, AT&T will partner with MENTOR and the Corporation for National and Community Service to launch the Aspire Mentoring Corps, which will place capacity-building VISTAs at several *Mentoring Partnerships* around the country to further scale private sector engagement in mentoring and share effective corporate engagement strategies among programs.



2014 National Mentoring Summit

---

# Insight: core components and best practices of effective corporate engagement in youth mentoring programs

While each of the companies that contributed to this report finds ways to tailor its mentoring involvement to meet its unique strengths and goals, some common themes and best practices emerged from our interviews. There are clearly some consistent factors that allow these companies' mentoring programs to thrive and produce impactful results for young people and communities.

## Strong commitment from leadership and a culture of mentoring

All 18 companies mentioned that leadership from top executives and management is critical to the success of the program. Not only does this leadership ensure that the company's engagement in mentoring is

adequately resourced but, in many cases, it sets the tone for a culture of mentoring throughout the entire organization. At EY, the "tone at the top" begins with the global CEO and the organization's purpose: building a better working world – and is bolstered by the Senior Vice Chair and Chief Operating Officer's (COO) visible sponsorship of College MAP. As a first-generation college graduate, he speaks openly and movingly at firm gatherings about his own challenges. The tone set by the COO is reinforced in each of the 26 cities where College MAP operates by the local EY executive who sponsors the program.

Intel noted that the strong mentoring culture *inside* the company is what allowed them to be effective when taking mentoring to youth in the community: "Mentoring



David Shapiro, CEO, MENTOR, Kerry Sullivan, President, Bank of America Charitable Foundation, Wendy Spencer, CEO, Corporation for National and Community Service at the 2014 National Mentoring Summit

### Critical success factors

- ▶ Strong commitment from leadership and a culture of mentoring
- ▶ Thoughtfully developed relationships with partners
- ▶ Genuine and targeted employee engagement
- ▶ Alignment with the *Elements of Effective Practice for Mentoring™*

inside Intel consists of both extensive formal and informal programs to foster mentoring of new employees and of younger employees by more experienced and more senior leaders. There's a wide range of that kind of activity. It sets up an environment in which a lot of people have been trained in how to be effective mentors. That then has given them skills that they are now taking externally as well. One representative from IBM noted, "I think that encourages other people to volunteer when they see that executives in the company see this is valuable and are spending their personal time with it."

The Ritz-Carlton reports that the company's CEO is actively engaged in both speaking with youth in its mentoring program and orienting new employees to the value of the program. "He does our employee orientation programs with all of our new hotels and he actively engages in all aspects of our Community Footprints program. It's very easy for him to do that because he really sees that connection and the role that we play in helping students better prepare for work and life. I do think it's very impactful."

So rather than making mentoring a top-down activity that employees are pushed into, executive and management-level leaders set a tone that mentoring matters, they illustrate why mentoring and community engagement is good for the organization, and they back up their philosophies with a diverse range of direct involvement in their programs. As a representative from Coastway Community Bank explained, the company's CEO ensures that employees know how important this is: "The number one thing is consistency in terms of being there every week. ... Our CEO says there's nothing, including your work, that stands in the way of going to your mentoring appointment every week."

### Thoughtfully developed relationships with partners

As noted earlier in this report, all of these corporate youth mentoring programs rely on partnerships with nonprofits and schools. Several representatives we spoke with said they work closely with their partners to produce programs that are a win-win for everyone involved. These effective relationships start by finding a good fit between partner needs and company resources, but also need to be grounded in mutual respect and clear communication.



Gary Belske, EY Americas Deputy Managing Partner and Chief Operating Officer, meeting with College MAP Scholars

---

The strong mentoring culture *inside* the company is what allowed it to be effective when taking mentoring to youth in the community.

---



“We are firm believers that you don’t go into a partnership with all of the answers but rather with an idea about how to find the solution. We believe you will have success and long-term partnership if you truly enter into the relationship with respect for each other, willingness to listen and learn, and the ability to identify and implement solutions together.”

**Kelli Wells, Executive Director, Education and Skills, GE**

State Street representatives noted that much of its capacity-building work with its program partners is dependent on mutual trust and open communication: “We’re seeing improvement in mentoring outcomes because of the way we’re going about our due diligence with our grant partners and then putting money behind supporting their improvement. I think what we try to do is build trust too. Don’t be afraid to tell us what’s not working because, hey, we might help you out with it!”

Representatives from EY noted that these relationships take time to develop and that sometimes trust can only be earned by demonstrating that the company is committed to long-term engagement: “I think that the consistency of us being here has been one of the most successful factors in building a relationship with [the not-for-profit organizations], so that they trust us.” EY works to understand the priorities of its program relationships to better help them achieve their goals. For example, EY shares information about the nonprofit in internal and external communications, invites them to share the spotlight at conferences, and lends experience and business knowledge through board membership.

Many also noted that it’s important for partners to provide the company (and employee mentors) with meaningful feedback about how the program is going. One representative from Comcast noted, “When you get reports back from a partner that reflect the impact as high, as wide, and as deep as it has been for us, it really shows that our investment, both from a financial perspective and especially from an employee resource perspective, really does make a difference.”

## Genuine and targeted employee engagement

It’s difficult to have a successful corporate youth mentoring program without engaged mentors, and these companies all pay considerable attention to getting employees interested in the mentoring opportunity and maintaining that engagement through targeted support.

One common strategy for initial recruitment is to have managers or leaders of various teams or units in the company do targeted outreach to employees they think would be a good fit for the program. A typical sentiment was: “Our employees are motivated by receiving a personal invitation. You think about how many emails somebody gets on a regular basis. But if it’s your leader that asks, they are more apt to pay attention!”

Others actively recruit *groups* of employees, such as in the example of Citi: “We target and work with our affinity diversity networks, many of whose members have benefited themselves from a mentor and are now ready and in a position to give back.” Six of the companies we interviewed said that they have particular success targeting their younger, millennial-generation employees. As one representative said, “You know what? It’s really not a hard sell, because millennials look for organizations that are giving back. They want to work for organizations that give. We show, and demonstrate, that life-work balance. They really want that.”

Companies leverage several key activities to foster employee engagement:

- ▶ **Developing recruitment campaigns and materials.** Several noted that employees have a lot of questions about mentoring and the level of commitment. So materials like brochures and handbooks that explain the commitment, the goals and the benefits to the employees are critical in getting employees interested. Several companies noted that they task their marketing or creative teams with developing campaigns to get employees interested. For example, First Niagara has done video public service announcements that play internally and externally: “Our former CEO appeared in a great video we did a couple of years ago where he was with kids just talking about the importance of mentoring.” Other common recruitment techniques include intranet websites, lunch-and-learn presentations, promotions on internal television channels throughout the campus or building, and inviting nonprofit or school staff to the company to talk about the program.
- ▶ **Talking often, and compellingly, about mentoring opportunities at internal conferences and other, external events.** A dozen of the companies we spoke with specifically mentioned that internal presentations and special mentoring recruitment events are common engagement strategies. In some cases, it is a CEO or other top executive doing the main “pitch,” while others utilize project leads or representatives from employee affinity groups. During these speaking opportunities, leaders talk about the many success stories and measures of impact that let employees know that mentoring is a solid investment of their time (or even their donations).



First Niagara mentor and mentee

A few respondents noted that external speaking engagements can also help pique the interest of employees who are on the fence about mentoring a child, as well as build collaboration opportunities with others. And it is the intention that this report will provide corporate leaders with information and examples that will help them speak more frequently and powerfully about the mentoring movement and the value it brings to both employees and companies.

- ▶ **Providing a variety of mentoring options through different community partners.** Not every program will be the right fit for an employee’s schedule and interests. Many of the more successful companies we interviewed provide many different mentoring options – short- or long-term, at work or in the community, in person or online, one-on-one or group, and so forth. For example, the wide variety of volunteer options provided to 3M employees (see page 16) offers a great example of how diverse opportunities give all employees a chance to give back at a level that feels right for them. *Mentoring Partnerships*, as intermediaries, are able to construct a range of options for companies.



- ▶ **Providing policies and incentives that encourage engagement.** Many of the companies we talked to offer paid leave time or schedule flexibility for their employees' mentoring activities, for example, Bank of America offers employees two hours of paid time-off a week to volunteer, which can easily facilitate most mentoring outings. Others, such as Coastway, weave mentoring accomplishments into annual performance reviews or other employee evaluations.
- ▶ **Training mentors, providing them with curriculum and relationship tools, and ongoing support.** As noted previously, most of these corporate youth mentoring programs have some kind of curriculum that helps the mentoring relationships get off to a good start and provides the mentor and mentee with purposeful activities and skill-building opportunities. Mentors are often trained in how to get the most out of the curriculum, as well as relationship strategies for engaging students and youth. Whether through their community partners or through internal check-ins, many of the companies we spoke with make sure mentors feel supported and able to overcome the challenges that can arise when mentoring students who are struggling academically or supporting youth dealing with difficult life circumstances. One State Street representative noted: "I really am committed to engaging employees, but I want to make sure it's done well and appropriately ... that there's a support system. I think that's huge because you just don't become a mentor overnight. You don't develop the skills overnight; there's going to be problems that appear. I make sure that the supports are there somewhere for them."

AT&T also works hard to make sure that the mentoring experience itself is well-organized: "We definitely have a detailed operational focus to create the best possible student and mentor experience. We want to ensure that both the student and mentor feel these are well-run events, making good use of their valuable time and allowing as much time as possible for mentoring interaction. We're constantly looking for feedback from our mentors, so we can give that feedback to the local volunteer leaders who are helping run those events."

► **Recognizing and honoring employees for their dedication.**

All of the companies we interviewed do some form of mentor recognition, with most choosing simple tokens of appreciation: mentions in a company newsletter, gift cards or tickets to events, charitable donations in an employee's name, fun gifts or "swag," and so on. A few mentioned doing more elaborate award events or end-of-year program celebrations. For example, American Express offers graduation celebrations where youth come to their offices for an award ceremony. But this recognition is never seen as the main motivation for involvement by employees. That spirit of "giving back" is by far the biggest motivator.

### **Alignment with the *Elements of Effective Practice for Mentoring™***

When it comes to rigor and impact, one of the most productive commonalities among companies in our study is that mentoring initiatives are following the *Elements of Effective Practice for Mentoring™*, the evidence-based guidelines that promote program quality and impactful mentoring relationships. To some extent, this is because these companies have partnered with high-quality mentoring programs in their communities. But in other cases, the companies themselves are intentional about identifying and implementing proven mentoring practices. We found alignment with the *Elements* in each of the core standard areas:

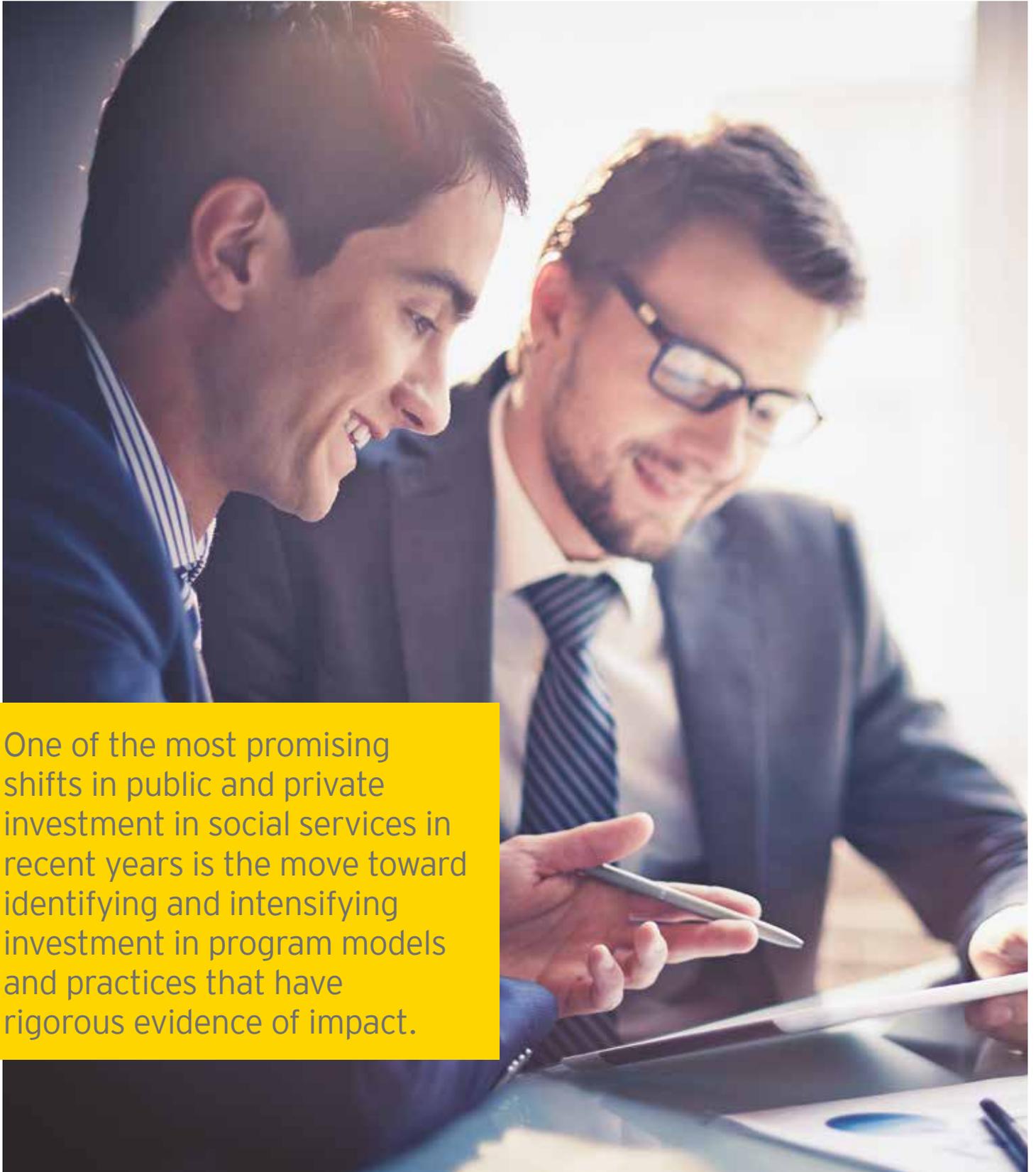
- **Recruitment.** Companies employ a variety of recruitment strategies to ensure that the right employees respond to the mentoring opportunity.
- **Screening.** Programs often rely on their partner organizations to conduct background checks and other screening measures, but all of the companies talked about risk management and safety strategies in their programs.
- **Training.** Preparing employees for the mentoring experience and providing tips to improve their mentoring skills are core features of most programs.

- **Matching.** Whether for short-term career exploration or long-term academic and developmental support, these programs are very intentional about matching mentors and youth around similar interests and other compatibilities.
- **Monitoring and support.** Most programs not only track mentor volunteer hours, but also check in to see how the relationship is progressing, address areas of concern and help problem-solve and support the match.
- **Closure.** This is one area that programs touched on lightly in our interviews, but several mentioned year-end celebrations, and most said they partner with community-based mentoring programs whose models provide closure opportunities and match celebrations.

As private sector engagement in youth mentoring continues to grow, both business and nonprofit partners will need to be creative and intentional in how they bring flexibility and adaptability to corporate youth mentoring programs while still adhering to the program practices that are proven to boost program quality.

# 03

## What's next?



One of the most promising shifts in public and private investment in social services in recent years is the move toward identifying and intensifying investment in program models and practices that have rigorous evidence of impact.

# Challenges and solutions

While all of the companies profiled here talked about the great success they have had with mentoring, they all also spoke of the challenges that have sprung up along the way. Many were careful to note that their mentoring engagement started with some trial and error, with projects that didn't go as intended. Several companies spoke about needing to take a continuous improvement mindset into this work and stressed the importance of constantly evaluating and retooling the efforts.

To help inform the work of future corporate youth mentoring programs, we've compiled a list of many of the most frequently cited challenges, along with potential solutions and advice.

Challenges	Potential solutions
Recruiting sufficient numbers of mentors	Set the tone at the top to clarify that involvement is highly esteemed. Offer a menu of mentoring options and encourage involvement through personal invitations from company leaders and peers who are mentors.
Setting the scope and scalability of volunteer engagement	Start small with pilot projects, especially when replicating something that has success in one location or with one partner. Remain patient and flexible, refining and modifying the program as needed until it is a good fit with both employees and the company goals. Gather feedback from employees, youth and partners to determine if the program is functioning well enough to expand.
Developing the business case for supporting mentoring as personal and professional development for employees	Ensure that senior leadership is supportive of mentoring engagement and that mentoring is integrated into human resources objectives (e.g., performance review assessment of community engagement and skills built through this engagement).
Building effective partnerships with nonprofits and schools	Start by investing for the long-term in a relationship that will be mutually beneficial, supportive and honest. Next, establish clear expectations, roles and responsibilities between company and community partner, ensure that adequate resources are available and create systems to monitor progress.
Building a sense of competency among mentors	Offer training and support for employees to learn about mentoring strategies and relationship building activities. Use existing mentors/peers as real-life examples, share how company leaders are engaged and recognize mentor successes. Create a sense of teamwork and shared excitement. Leverage program partners' expertise and curricula to support and guide mentors in their interactions with youth.
Supporting employees as they juggle mentoring and work demands	Offer online and in-person mentoring options. Ensure that employees know that mentoring is a priority for the company and will be supported and that senior leadership recognizes the value and importance of mentoring involvement.
Providing physical spaces for mentors and youth to meet	Manage the growth of programs to incorporate sufficient meeting space and work with community partners to ensure that matches have somewhere to engage in meaningful interactions.
Fostering youth engagement	Expect significant help and ongoing support from the relationship partner (nonprofit or school). Make sure that youth are sufficiently prepared for their mentoring experiences. Provide orientation and training so that youth have clear expectations and can set goals for their mentoring interactions. Secure youth buy-in through meaningful curriculum and activities. Get feedback from mentees and adjust the program activities and goals accordingly.

---

# Paths forward: how private sector engagement can further enhance the youth mentoring movement

The 18 companies have proven that the private sector can have a substantial impact on the youth mentoring movement – providing employee mentors, supporting targeted capacity building, spurring innovative uses of new technology and curricula, providing much-needed funding support and making the connection to a career path clearer for the nation's youth. But in spite of these triumphs, there is more work to be done. This section explores some of the ways the private sector can continue to innovate and scale its support of youth mentoring.

## Foster long-term engagement with youth

Recent years have seen the rise of many cradle-to-career and collective impact approaches to youth and community change. These types of initiatives provide fertile ground for companies to explore how they can support youth throughout their childhood and adolescence into young adulthood. Companies invested in youth mentoring should explore ways in which they, in collaboration with their community partners, schools and intermediaries, can provide more stable, long-term mentoring to youth, providing the right type of support at the right points in young people's lives.

For example, Bank of America encourages employees to volunteer in programs that serve the full preschool-to-young adult spectrum (commonly referred to as “P-20”). Rather than limit involvement to a narrow age range or specific goal, the company supports

mentoring at all levels of the education system and into programs like YearUp that support youth as they directly transition into the workforce. This enables Bank of America employees to support youth at many critical points in life. Many other companies we spoke with highlighted the fact that their mentors serve youth of many different ages and at various transition points. Ideally, these services can become even more integrated to support multiyear mentoring matches and the types of truly long-term mentoring relationships that produce the strongest results for youth.

Another example is EY's inclusion of a peer mentoring component in the college persistence portion of its College MAP program. EY recognizes that the need for mentors extends into the college years and that peer support can be a powerful source of mentoring, while simultaneously offering peer mentors an avenue for continued personal growth and responsibility.

Corporations can also nurture a culture of mentoring by infusing it into existing internal and external workforce development activities. Internships, apprenticeships and even seasonal employment opportunities that involve youth can incorporate a mentoring component in addition to technical skill building. Companies working with external job training services can also require that positive, empowering relationships be part of the program models being used so that future employees not only have job-specific skills but also the “soft” skills they need to thrive in a modern workplace.

## Facilitate increased peer learning and idea sharing among service providers and private sector actors focused on mentoring

Several of the companies mentioned in this report build peer learning opportunities into their grant-making to local programs. Corporate funders and partners may be uniquely positioned to bring together programs to share best practices, explore partnership opportunities or share data. Those with technology platforms can build online environments where practitioners from across the nation can share what works, not only to better support young people, but also to build meaningful corporate partnerships.

One excellent example of this type of integrated peer learning is AT&T's Aspire Mentoring Academy. As previously noted, the academy brings together funded programs and employee mentors to participate in facilitated peer learning, projects that can facilitate cross-agency collaboration, targeted technical support and activities that translate internal peer learning into broader thought leadership opportunities for the field.

The private sector can also invest in and partner with intermediaries, such as *Mentoring Partnerships*, that can scale effective programming or provide professional development and mentor training. For example, First Niagara has been a strong supporter of *Mentoring Partnerships* in several states, noting that these partnerships facilitate quality mentoring and professional development broadly in a region, driving much-needed *system-level* advancements for the field.

## Invest in proven, evidence-based programming

One of the most promising shifts in public and private investment in social services in recent years is the move toward identifying and intensifying investment in program models and practices that have rigorous evidence of impact. There have been several high-profile policy initiatives, such as the Corporation for National and Community Service-led Social Innovation Fund, that are identifying new social programs and services, including innovative mentoring and educational programs, that are building evidence of success. As the evaluations and evidence emerge from these initiatives, companies should identify the proven program models that align with their values and resources and deepen their investment in programs that have proven they "move the needle" and impact lives.

The private sector is well-positioned to foster a broad demand for quality programs that follow evidence-based standards.

Companies can support two national efforts to advance rigor in practice. The recently launched National Mentoring Resource Center is a partnership between the Department of Justice Office of Juvenile Justice and Delinquency Prevention and MENTOR. It serves as a comprehensive and reliable resource for mentoring tools and information, program and training materials, and technical assistance that are in alignment with the national standards for quality mentoring, *The Elements of Effective Practice for Mentoring™*. The training and technical assistance is guided by MENTOR and provided by its network of affiliate *Mentoring Partnerships*.

The second effort under way to drive program practice alignment with evidence-based standards is the implementation of a National Quality Mentoring System (NQMS). Through NQMS, MENTOR and its network of affiliate *Mentoring Partnerships* provide a structured, systematic process for evaluating a mentoring program's implementation of the *Elements of Effective Practice for Mentoring™*. *Mentoring Partnerships* facilitating NQMS assist programs in identifying existing quality practices, areas for improvement and action plans to meet national standards while providing ongoing training and support to achieve those objectives.



---

The private sector can also invest in and partner with intermediaries, such as *Mentoring Partnerships*, that can scale effective programming or provide professional development and mentor training.

---

---

Corporate partners such as State Street have been instrumental in building up these quality systems in states across the nation. Their support in Massachusetts has laid the foundation for much of the NQMS work being replicated across the nation. The goal of NQMS is to establish consistent quality standards among mentoring programs throughout the country. This will both promote quality and lend credibility to individual programs seeking to attract resources and support. Further private sector investment can help more rapidly expand NQMS nationwide.

There are also intriguing new ways to think about growing quality programs: although it's an idea that is only in its infancy here in the US, social impact bonds and other "pay-for-performance" initiatives may represent another potential way the private sector can engage with promising, newly emerging youth-serving programs that are building evidence of impact. Regardless of the specific investment strategy, the private sector should realize that there are many evidence-based models and programs worthy of increased support and eager to expand. Companies should seek out and support these proven programs.

It is also true, however, that companies are in a position to bring innovation to the mentoring field and lead the way in scaling up a new idea or program model that is trying something bold and different. There must be a delicate balance between moving the field forward with innovation while also strengthening the investment in those programs that have the weight of evidence behind them. Corporations do this every day in their business decisions, so we know they can also apply this thinking to their work in the youth mentoring space.

## **Tell the story of youth mentoring**

One of the most effective ways to recruit new mentors is for those already involved to talk with others about their experiences. Similarly, the best way to grow private sector engagement in mentoring is for leading companies already engaged in the work, such as the 18 profiled here, to share their stories with others. Corporations and businesses have the resources and platforms to share their mentoring stories broadly, to explain the business case to others in their sectors and to recruit other companies that can fill in missing bits of capacity or tap new resources. EY's and other companies' work with the Clinton Global Initiative is an example of how corporate leaders can build awareness and spur increased corporate and philanthropic collaboration.

The private sector can also use its influence to advocate for public policy changes that can strengthen the field. The sector can urge more collaborative public-private investment opportunities – the Social Innovation Fund has proven that these public-private alliances can produce meaningful advancements in social sector programs. They can support the passing of key legislation, such as the Child Protection Improvements Act, that can make the nation's mentoring programs safer. And the sector can participate in events like the National Mentoring Summit, or more localized conferences, where nonprofit, public and private leaders can come together to figure out how to bring quality mentoring to scale.





## Methodology

Eighteen companies participated in the interview process with MENTOR. These companies represent a broad range of industries, including the financial and professional services sectors, technology, entertainment, manufacturing, communications, health care, retail and hospitality. Companies were chosen based on knowledge or recognition of their existing engagement in youth mentoring. Interview participants were selected based on their roles in corporate social responsibility, community affairs or philanthropy at their respective employers. Each representative participated in a one-on-one telephone interview which was recorded, transcribed and then aggregated for this report.

## References

- <sup>1</sup> "The Economic Impact of the Achievement Gap in America's Schools," McKinsey & Company, Social Sector Office, 2009.
- <sup>2</sup> D.B. Baker and C.P. Maguire, "Mentoring in Historical perspective," in D.L. DuBois and M.J. Karcher (Eds.), *Handbook of youth mentoring*, 2005.
- <sup>3</sup> M. Bruce and J. Bridgeland, "The Mentoring Effect: Young People's Perspectives on the Outcomes and Availability of Mentoring," MENTOR: The National Mentoring Partnership, 2014.
- <sup>4</sup> Bruce and Bridgeland, 2014.
- <sup>5</sup> J. Lawson (Ed.), "The billion + Change Story: A First Look Inside the Largest Commitment of Corporate Pro Bono Service in History," Points of Light Foundation, A Billion + Change, 2013.
- <sup>6</sup> A.P. Carnevale, N. Smith and J. Strohl, "Help Wanted: Projections of Jobs and Education Requirements Through 2018," Center on Education and the Workforce, 2010.



## Acknowledgements

MENTOR and EY would like express our gratitude to all of those who contributed to this report, including the representatives of the companies, *Mentoring Partnerships* and mentoring programs, including Big Brothers Big Sisters of America, Boys and Girls Clubs of America, Communities in Schools, YouthBuild USA, and many others, who were interviewed. We would like to thank the entire report team, including the MENTOR board and staff, especially, David Shapiro, CEO; Tammy Tai, Vice President; Joellen Spacek, Senior Director of *Mentoring Partnership Network*; Diane Quest, Senior Director of External Affairs; and Mike Garringer, Director of Knowledge Management. EY, including Nancy Altobello, EY Global Vice Chair of Talent and MENTOR Board Member; Deborah K. Holmes, EY Americas Director of Corporate Responsibility; Trina Govan Scott, Assistant Director, Corporate Responsibility; and Jennifer Tower, Associate Director, Brand, Marketing and Communications.

#### About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit [ey.com](http://ey.com).

Ernst & Young LLP is a client-serving member firm of Ernst & Young Global Limited operating in the US.

#### About MENTOR: The National Mentoring Partnership

MENTOR: The National Mentoring Partnership (MENTOR) is the unifying champion for expanding quality youth mentoring relationships in the United States. For 25 years, MENTOR has served the mentoring field by providing a public voice, developing and delivering resources to mentoring programs nationwide and promoting quality for mentoring through standards, cutting-edge research and state of the art tools. We drive the investment of time and money into high impact mentoring programs through advocacy, influence strategy and public awareness. When MENTOR was founded there were an estimated 300,000 at-risk youth in structured mentoring relationships. Today, research shows that 4.5 million at risk youth will have a structured mentoring relationship while they are growing up. Still, our research shows that one in three young people will reach adulthood without a mentor.

MENTOR's mission is to fuel the quality and quantity of mentoring relationships for America's young people and to close the mentoring gap. MENTOR carries out this work in collaboration with our network of affiliate *Mentoring Partnerships* and more than 5,000 mentoring programs in all 50 states. We engage with the private, public and nonprofit sectors to ensure that all youth have the support they need through mentoring relationships to succeed at home, school and, ultimately, work.

© 2015 Ernst & Young LLP and MENTOR: The National Mentoring Partnership  
All Rights Reserved.

1501-1385340

EYG no. CV0116

ED 0715



In line with EY's commitment to minimize its impact on the environment, this document has been printed on paper with a high recycled content.

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, or other professional advice. Please refer to your advisors for specific advice.

[ey.com](http://ey.com)