

# Nevada Commission on Mentoring

---

## Meeting Minutes

Thursday, November 21, 2019

2:00 PM-3: 30 PM

### Meeting Locations:

#### *Video Conference*

OFFICE	LOCATION	ROOM
Department of Education	2080 E. Flamingo Road Las Vegas, NV	Las Vegas Board Room
Department of Education	700 East Fifth Street Carson City, NV	Carson City Board Room

### 1. Call to Order; Pledge of Allegiance

Dr. Maxwell called the meeting to order on Thursday, November 21, 2019 at 2:10 PM. The Pledge of Allegiance was recited.

### 2. Roll Call

Ms. Cota conducted a roll call. Quorum was originally not established (3 Commission Members present), then it was temporarily established (4 Commission Members present) and then was lost again (3 Commission Members present).

**Commission Members present in Las Vegas:** Michael Flores (joined late), Dr. Douglas Garner, Dr. Michael Maxwell (left early), Shawn Smith

**Commission Members present in Carson City:** None

**NDE Staff Present in Las Vegas:** Dr. Will Killins, Yvonne Morris, Rose Cota, TeQuia Barrett

**NDE Staff Present in Carson City:** Chris James

**Others in Attendance:** Deputy Attorney General David Gardner, Molly Latham, Joellen Spacek, and Jessica Silverman

### 3. Approval of Flexible Agenda (For Possible Action)

Dr. Maxwell said since they did not have quorum, they could not take any action on Agenda Item 3.

### 4. Welcome and Introduction

Dr. Maxwell said since they did not have quorum, they could not take action on any of the Agenda Items. He said they would run through the informational items on the Agenda in order.

## **5. Approval of September 20, October 4, and October 18 2019 Meeting Minutes (For Possible Action)**

No action was taken.

## **6. Public Comment #1**

Ms. Molly Latham from Big Brothers Big Sisters had an ask for the Commission. She said that My Brother's Keeper Alliance has been working on conducting workshops for mentoring agencies, and they would like to use NCOM's contact information/email lists for their next workshop. Dr. Maxwell said there wouldn't be any problem getting them that information regarding the mentoring organizations.

## **7. Mentoring Affiliate Update (Information/Discussion/For Possible Action)**

Joellen Spacek and Jessica Silverman from MENTOR provided an overview of their affiliate program so Members could better understand how MENTOR might be able to provide some additional support to the work that NCOM has already done and the resources that have already been secured thus far. Ms. Spacek and Ms. Silverman shared their qualifications and work experience and then got into particulars.

Ms. Spacek said MENTOR's job is to lead the national mentoring movement, to drive both the quality and the quantity of mentoring experiences for young people across the country. And MENTOR does that primarily through the work of what they call affiliates. Affiliates are entities that serve as bodies bringing all stakeholders together to help design a strategy and then operationalize that strategy to make sure that all young people have access to mentoring relationships.

MENTOR crosscuts a lot of different sectors both public and private; they recognize all sectors have to be in the mix in order for this to ultimately be successful and for them to realize the dream. MENTOR maintains a national database of all mentoring organizations across the country and they deliver lots of training and technical assistance around the elements of effective practice. MENTOR hosts a national summit where leaders come together from around the world. As a movement leader, MENTOR wants to put some organization structure as well as some quality standards around their work. MENTOR has tried to galvanize others in the mentoring movement and bring them together.

MENTOR's driving force is to try and close the mentoring gap across all 50 states. They have 23 affiliates right now. Part of the affiliates' role is to increase program capacity. It's providing training and technical assistance to help programs be better at their work, but it's also adapting to what the local needs are, whether that be around cultural competency, workforce development, helping young people prepare to be in the workplace and to prepare supervisors who are working at various companies to be better mentors to kids. It's working in school districts to help design broad-based strategies around how more young people can be engaged in mentoring.

Affiliates also try to increase program capacity. They also do that broad-based sector and/or stakeholder engagement. A couple of affiliates have been very successful in securing state resources and then sub-granting those funds to support mentoring programs.

MENTOR drives the kind of the expertise, the knowledge that a lot of the work of affiliates is sharing research to practice and helping programs and other stakeholders better understand what's the return on investment of

mentoring, helping to bring different sectors and stakeholders together to help ground people in understanding how we can implement those best practices.

## **7. Mentoring Affiliate Update (Information/Discussion/For Possible Action) (continued)**

MENTOR affiliates do key things: mentor program training and technical assistance, provide support, build relationships, and host conferences and workshops. They monitor and track across a whole mentoring movement in a state. They can track information to show that they are making impact and connecting more young people in quality mentoring experiences.

MENTOR affiliates are also marketing amplifiers. Their job is to really elevate the issue and articulate and drive people to respond to the need as well as generate and raise more resources that can be allocated to help the many great mentoring programs and organizations that already exist. Some affiliates have been able to secure resources and then sub-grant those. There are five affiliates right now who “live” out of state government. Some will stay there and some will become separate, independent 501(c)(3)’s or be hosted by other nonprofits over time.

Ms. Silverman outlined the steps they would take if NCOM goes forward with developing a MENTOR affiliate in Nevada. The first thing she talked about was a host site. Many affiliates start as an organization that is hosted by another to provide operational support. The host site may be one that provides physical space for staff to be located in or may help with payroll or other operational considerations as well.

Every affiliate has a convener. This convener is somebody who helps lay the groundwork. It’s often to help kick start the strategic planning process, to help bring the right stakeholders to the table, whether that be an advisory council or board, depending on the legal structure of the new affiliate. MENTOR has advisory boards or committees, both in the advisory capacity, so either governance or guidance, depending on the 501(c)(3) status of the organization. They also have a mentoring program partnership committee. This allows MENTOR to elevate the voices of the mentoring programs that really run Nevada’s mentoring movement and make sure that they are well represented in the mentoring affiliate.

The first step in the process is a feasibility study. This will help determine the best structure, the best geographic location, and the best people to have at the table to develop the affiliate. Given really positive results and a lot of great feedback that comes in with the feasibility, MENTOR will solidify a host site or a fiscal sponsor, or perhaps both depending on the structure.

MENTOR hires a local convener. Depending on resources available, they may bring in a consultant who would come in for kind of a local voice to have at the table. Or, knowing that there are folks already within NCOM that might be able to serve this purpose, they could kind of work out what the role of that convener would be.

They then develop a council, whether that’s, again, board or committee, and begin a strategic planning framework that really lays out the next few years of what it’s going to look like to develop the affiliate. They then begin the search for a leader, whether that’s an executive director, CEO, president, whatever makes sense for the particular structure that’s been identified. And then they hire whoever that leader would be.

Time wise, it’s about six months for feasibility, about three months for kind of a logistical ends of things, another six months of developing those program relationships, the board committee relationships, and then at least three months of kind of looking for that leader before putting them in place.

## 7. Mentoring Affiliate Update (Information/Discussion/For Possible Action) (continued)

Once that leader is in place and the mentoring affiliate is really put in place, MENTOR does not disappear. MENTOR National holds the hand of every affiliate that comes through to make sure that they're successful. MENTOR has a development team, a marketing team, and a program team who put together great resources and make sure that every one of the mentor affiliates are successful and thrive. And once they're even fully fledged, they still have the support of MENTOR all along the way.

There are three different phases of the affiliate growth development process: there's the incubating phase where they are conducting the feasibility study and putting the groundwork in place. The emerging phase is once the leader has been hired, the onboarding process, the strategic planning process, and the movement building process. And then finally there's the developing or operationalizing phase when they're actually getting the program pieces into place, when they're starting to deliver training and technical assistance to the mentoring programs in Nevada, when they are engaging stakeholders all across the state.

Ms. Spacek said as far as financial things go, affiliates do not pay MENTOR anything to become an affiliate. The proposed budget includes standard revenue and expense projections. The ideal situation is if there is both private and public sector investments, and MENTOR would work with NCOM to help secure those resources. They also anticipate that there would be some earned income opportunities over time. Typically that is either the affiliate is paid to deliver training and technical assistance through what's called the National Mentoring Resource Center, or in the case of some affiliates who have contracts with companies that pay them to come in and engage their employees and develop strategies in that regard. The primary resources that are needed are for staffing and that would include probably a dedicated coordinator for both the pre-incubating and the incubating phases of the work, someone that can probably dedicate 40 hours a week to really do that coalition building, bring people together and build the infrastructure. That person's job would be to work with the MENTOR team to help put in place the strategic plan, to do the outreach with MENTOR programs, build that database, begin to do the feasibility study, conduct outreach to see what investors might also be interested in contributing and/or being a part of this work, and securing the buy-in that they would need in order to do this and build something that would have staying power, would be able to be sustainable over time.

Dr. Maxwell said his understanding of the budget and looking at how they move forward, they know that the allocations were already made for the affiliate process. They are also six months into the fiscal year. Some of that money can go toward hiring the coordinator. And then for the rest of this fiscal year as they develop the affiliate, they can look at additional funding like private/public partnerships.

Dr. Killins asked if a salary for NCOM's wonderful coordinator could be from these funds? Ms. Silverman said that if this person is doing the work to help bring a mentor affiliate to Nevada, then she believes that falls under the category of bringing a mentor affiliate to Nevada. She sees this coordinator person serving as that convener, really helping to lay that groundwork. So, she thinks it absolutely falls within the qualifications of what that money is supposed to be doing.

## 7. Mentoring Affiliate Update (Information/Discussion/For Possible Action) (continued)

Dr. Maxwell said they are six months into the fiscal year already, so that money that was allocated toward the affiliate process has not been used at all, and so what NCOM can do at this time, once the affiliate process or the agreement is signed, at that time then they can take that money that's been allocated towards the affiliate process and that will include the coordinator position. And then that gives them the rest of the time during this fiscal year to do additional fundraising. As soon as the agreement is signed, then that takes care of keeping Yvonne as the coordinator and then during the last six months of this fiscal year they will look at some additional fundraising.

Commissioner Smith asked about budget. It says \$500,000 is the annual projection needed for Nevada and MENTOR. Was that right?

Ms. Spacek said that figure is for the fully operational phase, and that's a really good point. By then, there would probably be four or five people on a team working on supporting the work of the affiliate. The figures are based on the averages from their full 23 affiliate networks.

Commissioner Smith asked what amount goes to MENTOR? Ms. Spacek replied there's nothing that goes to MENTOR. Affiliates don't pay anything to MENTOR. MENTOR works with affiliates to raise those dollars for local programs and local needs. It's a shared strategy. MENTOR would work with NCOM to develop the whole budget. It's in their shared interest. They would love to have an affiliate in Nevada and so, they will use some of their national resources to help make that happen.

Dr. Maxwell reminded Members that there was some confusion following the presentation two years ago. They were under the false impression that they would need \$250,000 to become an affiliate. That is not the case.

Commissioner Smith said in actuality, MENTOR is really a non-paid consultant, to some degree because they're just helping NCOM facilitate the directives that we have based on the law and the Commission. Ms. Spacek said that was correct. There is some structure to how they work with affiliates and there are expectations, but they are not necessarily monetary. They really are invested in local communities and want to co-create a strategy of what is most important, how do you want to do recruitment, how do you want to raise money, additional money, from the private sector, how you want to deliver training and technical assistance, how you want to market the issue of mentoring, and align it with great organizations that they already have like Big Brothers and Sisters and MBK and Boys and Girls Clubs. And they would do all that in the spirit of they're creating something that is going to benefit the broader mentoring movement.

Dr. Maxwell said they needed to discuss this more, and he wants to make sure that they have time as a Commission to really go through the proposed budget, the agreement, and the steps to become an affiliate.

Dr. Garner asked if they have an operating budget at this point? Dr. Killins said the answer is unfortunately no. So, there is a considerable amount of work that has to be done with capital campaigns and such.

## 7. Mentoring Affiliate Update (Information/Discussion/For Possible Action) (continued)

Ms. Silverman said if they do decide that, this is a process that they think is a good fit for the goals of NCOM and they would like to develop a MENTOR affiliate in conjunction with MENTOR, the next step is they have put together a collaboration agreement that helps to lay kind of the groundwork for what this partnership would look like. That was sent to all Members before the meeting. It lays out the purpose of what they're doing together to be able to develop an affiliate that would serve Nevada, and the Nevada programs that provide mentoring.

Exhibit A, the Scope of Collaboration, outlines what it would look like to participate in the affiliate development process over the next year. This is just an agreement that says NCOM and MENTOR want to look at this together, that both want to enter into feasibility together, and they want to hire a coordinator who can start to lay the groundwork.

Dr. Killins said the Commission also has a timeline with the state to get a specific amount of funds out the door very quickly, by June 30<sup>th</sup>. They have about \$25,000 that needs to be moved. Is there some kind of fast track if the Commission has identified grantees that they like to work with to help ensure that the Commission meets the conditions laid out by the bill?

Ms. Spacek said yes, absolutely. MENTOR could certainly work with NCOM to figure out how to do that in a way that makes sense. Ms. Silverman concurred. MENTOR will work with NCOM to make this work.

Ms. Silverman said the next step and kind of moving forward with this affiliate is the feasibility study. They would like it to be informed by the previous needs assessment work that NCOM has already done, and so as a result in the budget they've actually shortened that process a little bit, knowing that some of that work has been done by NCOM already. One of the next steps would be to formally identify that affiliate structure. Do they want to form a separate 501(c)(3) that is overseen by NCOM as part of the advisory board? Is it going to be hosted with in-state government or associated with state government? There are some options. MENTOR will identify that with the Commission through the feasibility study in the beginnings of the strategic planning work. And then they enter into the affiliate development process with an approximate date of operationalizing sometime around 2022, 2023.

Feasibility is something that really helps to set up an affiliate for success. It helps answer questions like is there a documented need and sufficient community support, where should we be located, who are the people who need to be at that table to make this affiliate really successful. MENTOR will hire an independent consultant to analyze the field in a strong, analytical and independent way that has been worked into the budget.

Ms. Spacek said they recently completed a feasibility study in California and they would be glad to share the results with Members.

Commissioner Smith asked if MENTOR has a newsletter? Ms. Silverman said they have several including an e-newsletter that's just for the affiliate network, and one for their In Real Life Campaign, which is a call for adults to come and serve as mentors. Commissioner Smith said if the objective is to become an affiliate, it would be nice to be able to see several of the affiliate newsletters. Ms. Silverman said she would supply those.

## **7. Mentoring Affiliate Update (Information/Discussion/For Possible Action) (continued)**

Commissioner Smith asked a question about leveraging influence. Has MENTOR received any funding from Congress in response to mentor advocates? Ms. Spacek said yes. Over the last seven years, they have one Capitol Hill Day, and last year they had over 1,300 people from all across the country go up to meet with their members, their Congressional delegations. And as a result of that, they were able to not only preserve funding that was allocated through the Federal Department of Education, Office of Juvenile Justice, but increased that by a couple million dollars.

MENTOR does a lot of work with their affiliates and with other key stakeholders all the time year-round to help them stay in relationships and build relationships with their members of Congress as well as their public leaders at the local level too, the city, the counties, et cetera. Many affiliates have been successful in securing state money that they re-grant, similar to what Nevada is planning on doing.

All Members thanked Ms. Spacek and Ms. Silverman. Ms. Silverman closed by saying they are excited and appreciate the opportunity and honored to be considered to partner with NCOM. They really look forward to the journey ahead.

## **8. NDE Administrative Report (Information/Discussion)**

- a. Operational definition of NDE's administrative role moving forward**
- b. Review of whether NDE will provide web and email capacity for NCOM**
- c. NDE's decision to approach Interim Finance Committee regarding funds for NCOM Coordinator**

This Agenda item was tabled until the next meeting.

## **9. Chairs' Report (Information/Discussion)**

This Agenda item was tabled until the next meeting.

## **10. Approval of NCOM Logo (Information/Discussion/For Possible Action)**

This Agenda item was tabled until the next meeting.

## **11. Subcommittee Updates (Information/Discussion/For Possible Action)**

- a. Fiscal and Grants**
  - i. Identification of a Grant for NCOM to apply for funds**
- b. Strategic Planning**
  - i. NCOM Grant Framework**
  - ii. Guidance Document**
- c. Bylaws, Rules, and Procedures**
  - i. Appoint members to subcommittee**
  - ii. Appoint secretary for Commission**

This Agenda item was tabled until the next meeting.

## **12. Agenda Item Considerations, Date, Time and Location for Next Meeting (Information/Discussion/For Possible Action)**

This Agenda item was tabled until the next meeting.

### **13. Public Comment #2**

Ms. TeQuia Barrett, Nevada Department of Education, Title IV, Part B, Program and Funding, announced the Department has their current RFA, which is Request for Applications available for eligible organizations to apply for funding to establish a new community learning center. This is Federal funding that comes down to the state and the Department administers that funding out through a competitive grant process to those eligible entities that can apply. Applicants can be school districts, institutions of higher education, community based nonprofits, faith based organizations with non-secular programming or youth activities, tribal organizations and tribes or a consortium of those entities. Applications are due February 20<sup>th</sup>. NDE's next webinar on December 5<sup>th</sup> from 9:00 to 11:00 will give an overview for anyone that is interested in knowing more about the grant opportunity and the programs.

### **14. Adjournment**

Dr. Killins asked if there were any final comments or questions, and there were none. The meeting was adjourned at 3:20 PM.