



# **Mentoring Capacity, Economic and Human Resources of Youth Mentoring Organizations:**

**A Report on Wave VIII of the  
Mentor Michigan Census**

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## Introduction

### **Background**

Resources, both human and financial, are the lifeblood of any initiative. Participants in the Wave VIII Mentor Michigan Census provided information about their programs' capacities, levels of staff support, annual budgets, and sources of funding, as well as their expectations for the level of resources at their disposal over the coming year. This information is particularly important in light of the difficult economic climate in both the state and the nation since 2008.

### **Methodology**

Initiated in 2004, the Mentor Michigan Census is an annual online survey of all of the mentoring organizations in the state that have registered their organizations with Mentor Michigan.

Wave VIII of the Mentor Michigan Census (MMC) was conducted in September and October of 2010. One hundred thirty seven mentoring organizations operating 222 distinct programs completed the Census. These organizations operate mentoring programs based in 46 of Michigan's 83 counties, and report serving youth in all 83. With 235 organizations in the Mentor Michigan Registry, this survey achieved a 58% response rate.

Note: Some data in this report is aggregated by organizational level (Non-Profit, School-based/Higher Ed., All Others). Sample sizes for these organizational break-downs are quite small so data needs to be analyzed with great care.

### **Objectives**

The objective of the analysis and reporting of survey responses about human and economic resources is to track their availability to mentoring organizations in Michigan. The issues addressed include:

- mentoring capacity,
- full-time equivalent (FTE) program staffing resources,
- annual program budgets, and
- sources of funding.

## Key Findings

Mentoring Capacity

Exhibit 1 Mentoring Capacity Wave VII vs. Wave VIII of the Mentor Michigan Census		
	Wave VII n=155	Wave VIII n=137
<b>Number of Matches</b>		
1 - 25	22%	17%
26 - 50	19%	17%
51 - 75	6%	10%
76 - 100	6%	5%
101 - 200	5%	8%
200 plus	14%	13%
Don't Know	27%	29%
Mean Full Capacity Matches	131	150
<b>Change in Capacity Since August 31, 2009</b>		
Percent reporting increased capacity	33%	31%
Percent reporting decreased capacity	11%	12%
Percent reporting unchanged capacity	47%	44%
Don't Know	9%	14%
Mean increase	24	28
Mean decrease	52	26
Net	-28	+2

- The average (mean) match capacity has grown by 15 percentage points between Wave VII (131) and Wave VIII (150).
- Roughly half of participating Wave VIII mentoring organizations (49%) report their capacity is 100 or fewer matches. Most of these organizations can support a maximum of 1 - 25 matches (17%) or 26 - 50 matches (17%). In comparison, a total of 53% of organizations participating in the Wave VII Census had a maximum capacity of 100 or fewer matches, with most also supporting 1 - 25 matches (22%) or 26 - 50 matches (19%).
- At the other end of the spectrum, only 13% of Wave VIII participants and 14% of Wave VII participants have a capacity of 200 or more matches. An additional 8% in Wave VIII and 5% in Wave VII have a maximum capacity of 101 - 199 matches. Finally, 29% of Wave VIII participants and 27% of Wave VII participants report they do not know their organizations' match capacities.

- Overall, organizations participating in Wave VIII of the Mentor Michigan Census report very little change in their mentoring capacities since Wave VII, a net increase of just two matches. This compares favorably to Wave VII results, which showed a net decline of -28 matches from the previous year.
- More than four in ten (44%) participants in Wave VIII of the Census report their capacity is unchanged over the past year, down slightly from the 47% of Wave VII participants who reported stable matching capacities. Roughly one-third of participants in both Wave VIII (31%) and Wave VII (33%) report increases in match capacities over the past year, while just over one in ten report declines in match capacity (12% in Wave VIII; 11% in Wave VII.)
- Mean increases in match capacity are fairly similar in Waves VIII (+28 matches) and Wave VII (+24 matches). However, mean decreases in match capacity have declined substantially, from -52 matches in Wave VII to -26 matches in Wave VIII.



Exhibit 2 Mentoring Capacity by Organization Type Wave VIII of the Mentor Michigan Census				
	Total n=137	Non- Profit n=86	School-based/ Higher Ed. n=24	All Others n=27
<b>Number of Matches</b>				
1 - 25	17%	12%	17%	33%
26 - 50	17%	17%	21%	11%
51 - 75	10%	10%	17%	4%
76 - 100	5%	6%	8%	0%
101 - 200	8%	10%	8%	4%
200 plus	13%	16%	8%	7%
Don't Know	29%	28%	21%	41%
Mean Full Capacity Matches	150	191	93	60
<b>Changes in Mentoring Capacity Since August 31, 2009</b>				
Percent reporting increased capacity	31%	27%	42%	33%
Percent reporting decreased capacity	12%	12%	4%	19%
Percent reporting unchanged capacity	44%	47%	46%	33%
Don't Know	14%	15%	8%	15%
Mean Increase	28	30	16	36
Mean Decrease	26	37	6	8
Net	+2	-7	+10	+28

- Mean match capacity varies considerably by type of organization. Non-Profit organizations have a mean match capacity of 191, which is notably higher than the mean match capacities of School-based/Higher Ed. organizations (93) and All Others (60).
- The distribution of match capacities for various types of organizations supports the mean data discussed above. Non-Profit organizations report the largest mentoring capacities, with 26% indicating they can accommodate more than 100 matches. In contrast, only 16% of School-based/Higher Ed. organizations and 11% of All Other organizations make this claim. At the other end of the spectrum, organizations categorized as All Other organizations are most likely to report a match capacity of 50 or fewer (44%), followed by School-based/Higher Ed. organizations (38%) and Non-Profit organizations (29%). In addition, a sizable proportion of organizations in each category report they do not know what their mentoring capacity is, including 41% of All Other organizations, 28% of Non-Profits, and 21% of School-based/Higher Ed. organizations.
- A number of Non-Profit organizations (47%) and School-based/Higher Ed. organizations (46%) report their mentoring capacity has been unchanged over the past year. In contrast, only one-third of All Other organizations (33%) make this claim. All types of organizations

are more likely to report they experienced increases in mentoring capacity over the past year, rather than declines. This includes Non-Profit organizations (27% experiencing increases, vs. 12% declines), School-based/Higher Ed. organizations (42% experiencing increases, vs. 4% declines), and All Other organizations (33% experiencing increases, vs. 19% declines).

- Net changes in mentoring capacity, among organizations that have experienced changes over the past year, are relatively small. Non-Profit organizations report losing capacity for seven matches, while School-based/Higher Ed. organizations report a capacity increase of 10 matches and All Other organizations report a capacity increase of 28 matches.

### Mentoring Organization Staffing

<b>Exhibit 3</b> <b>Number of Full-time Equivalent (FTE) Staff</b> <b>Wave VII vs. Wave VIII of the</b> <b>Mentor Michigan Census</b>		
	<b>Wave VII</b> n=155	<b>Wave VIII</b> n=137
<b>Distribution of FTEs</b>		
None	28%	30%
One	28%	33%
Two	21%	18%
Three	8%	7%
Four or more	12%	9%
Don't Know	1%	4%
Mean FTEs	1.9	2.2
<b>Changes in FTEs during past year</b>		
Percent of organizations reporting an increase in FTEs	8%	12%
Percent of organizations reporting a decrease in FTEs	18%	19%
Percent of organizations reporting no change in FTEs	72%	65%
Don't Know	2%	4%
Mean increase in FTEs	3.8	1.2
Mean decrease in FTEs	1.5	1.6
Net change	+2.3	-0.4

- Wave VIII Mentor Michigan Census participants have an average of 2.2 full-time equivalent employees (FTEs), a small increase from the mean 1.9 FTEs Wave VII participants reported. Three in ten Wave VIII participants (30%) report they have no FTEs, a small increase from the 28% of Wave VII respondents who reported no staffing.
- Most Wave VIII participants (51%) report they have either one FTE (33%) or two FTEs (18%) on staff. This is similar to Wave VII staffing reports of 28% of organizations with one FTE and 21% of organizations with two FTEs. Only 16% of Wave VIII participants have three or more FTEs, including 7% with three FTEs and 9% with four or more FTEs. This represents a decline from the 20% of organizations with three or more FTEs in Wave VII, including 8% of organizations with three FTEs and 12% with four or more FTEs.



- Roughly two-thirds of Wave VIII participants (65%) report there has been no change in their FTE staffing levels over the past year, a decline from the 72% in Wave VII who reported no change in FTEs from the previous year. Just over one in ten Wave VIII participants (12%) report an increase in FTEs over the past year, while 19% report a decrease in FTEs. By comparison, 8% of Wave VII participants reported an increase in FTEs, versus 18% who reported a decrease.
- Wave VIII participants whose organizations experienced an increase in FTEs over the past year report a mean increase of 1.2 FTEs. This is a sharp decline from the mean increase of 3.8 FTEs reported by Wave VII participants whose organizations had experienced growth in FTEs. Reported decreases in FTEs among organizations that experienced declines are very similar in Wave VIII (-1.6) and Wave VII (-1.5). The net change in FTEs among Wave VIII participants who experienced changes in full-time staffing levels is -0.4 FTEs. In comparison, Wave VII respondents had reported a net increase of +2.3 FTEs.

<b>Exhibit 4</b> <b>Total and Mean Number of Children Served by Number of FTEs</b> <b>Wave VIII of the Mentor Michigan Census</b>						
	<b>Total Number of Programs</b> n=222	<b>Less than One FTE</b> n=58	<b>One FTE</b> n=77	<b>Two FTEs</b> n=43	<b>Three FTEs</b> n=14	<b>Four or More FTEs</b> n=24
Total	23,706	3,140	3,679	4,548	11,855	6,584
Mean	108	54	48	108	132	286

“Don’t Know” responses to Number of FTE’s not shown, so total youth served will not add to 23,706.

- Exhibit 4 shows the programs by the number of Full Time Equivalent Employees (FTEs) and then the total and average (mean) number youth served. As one might expect, the more employees the more children served, on average. Programs that report less than one full-time employee serve an average of 54 children while those with one FTE serve slightly fewer per program. Care is suggested in analysis as all types of mentoring are combined in the table, including both School-based and Community-based approaches.



<b>Exhibit 5</b> <b>Total and Mean Number of Children Served by Budget Size</b> <b>Wave VIII of the Mentor Michigan Census</b>						
	<b>Total Number of Programs</b> n=222	<b>0-\$24,999</b> n=66	<b>\$25,000-\$99,999</b> n=43	<b>\$100,000-\$299,999</b> n=63	<b>\$300,000 Plus</b> n=27	<b>Don't Know</b> n=23
Total	23,706	2,793	2,652	9,920	7,694	647
Mean	108	42	63	160	296	28

- Exhibit 5 shows the total and average number of children served by budget size. Programs with larger budgets serve more children on average than those with smaller budgets. Interestingly, the 66 programs that report budgets less than \$24,999 served 2,793 children in the past year, slightly more than those 43 programs that have budgets between \$25,000 and \$99,999.

Exhibit 6 FTE Mentoring Staff by Organization Type Wave VIII of the Mentor Michigan Census				
	Total n=137	Non- Profit n=86	School-based/ Higher Ed. n=24	All Others n=27
<b>Number of FTEs</b>				
None	30%	21%	38%	52%
One	33%	34%	38%	26%
Two	18%	22%	8%	11%
Three	7%	7%	4%	7%
Four or more	9%	14%	4%	-
Don't Know	4%	2%	8%	4%
<b>Mean FTEs</b>	2.2	2.9	1.0	0.7
<b>Matches per FTE at Full Capacity</b>	68	66	93	86*

- Non-Profit organizations report the highest number of mean FTEs, with 2.9 per program. School-based/Higher Ed. organizations (1.0 mean FTE) and All Other organizations (0.7 mean FTE) report much lower levels of staff resources.
- Just over half of organizations categorized as All Other organizations (52%) indicate they have no FTE employees assigned to their mentoring activities, followed by nearly two in five School-based/Higher Ed. organizations (38%) that are in the same situation. In contrast, just over one in five Non-Profit organizations (21%) have no FTEs devoted to their mentoring activities.
- At the other end of the spectrum, one in five Non-Profit organizations (21%) have three or more FTEs assigned to mentoring activities. This contrasts with only 8% of School-based/Higher Ed. organizations and 7% of All Other organizations, which have three or more FTEs assigned to mentoring activities.
- Dividing mean matches at capacity by mean FTEs provides a measure of how much staff support exists per possible match. Non-Profit organizations again demonstrate they have more resources than other types of organizations, since 66 matches are supported by one FTE. School-based/Higher Ed. organizations support 93 matches per FTE, and organizations categorized as All Other organizations support the equivalent of 86 matches per FTE\*.

\* All Other organizations organizations, on average, have only 0.7 FTEs devoted to an average of 60 youth. If they were able to devote 1.0 FTEs to their mentoring activities, they would support 86 matches at their current level.



**Mentoring Organization Budgets**

<b>Exhibit 7</b> <b>Mentoring Annual Budgets/Budget Changes</b> <b>Wave VII vs. Wave VIII of the Mentor Michigan Census</b>		
	<b>Wave VII</b> n=155	<b>Wave VIII</b> n=137
<b>Budget Size</b>		
0 - \$4,999	20%	19%
\$5,000 - 9,999	5%	6%
\$10,000 - 24,999	12%	8%
\$25,000 - 49,999	8%	5%
\$50,000 - \$99,999	10%	15%
\$100,000 - 199,999	12%	18%
\$200,000 - 299,999	9%	7%
\$300,000 - 399,999	6%	3%
\$400,000 - 499,999	3%	3%
\$500,000 or more	5%	6%
Don't Know	10%	11%
<b>Change in Budget since August 31, 2009</b>		
% that experienced an increase	10%	12%
% that experienced a decrease	25%	26%
% that experienced no change	55%	45%
Don't Know	10%	14%
New Program, no previous budget	N/A	4%
Mean Increase	\$18,889	\$46,344
Mean Decrease	\$23,318	\$27,680
Net	-\$4,429	+18,664

- Roughly one-fifth of Wave VIII Census participants (19%) have budgets of less than \$5,000, a level comparable to the Wave VII Census (20%). At the other end of the spectrum, just 6% of Wave VIII participants and 5% of Wave VII participants report budgets of \$500,000 or more.
- Wave VIII participants are most likely to report budgets of between \$50,000 and \$199,999 (33%), and they are fairly evenly divided between those with budgets between \$50,000 and \$99,999 (15%) and those with budgets of \$100,000 - \$199,999 (18%). In contrast, just over one in five Wave VII participants (22%) reported budgets of between \$50,000 and \$199,999, including 10% with budgets of \$50,000 - \$99,999 and 12% with budgets of \$100,000 - \$199,999.

- Fewer than half of Wave VIII respondents (45%) report they have experienced no changes in their budgets over the past year, a decline from 55% from Wave VII. Just over one in ten Wave VIII respondents (12%) reported a budget increase over the past year, similar to Wave VII's 10%. Roughly one-quarter of Wave VIII participants (26%) experienced a budget decrease in the past year, nearly identical to the 25% of Wave VII participants.
- The mean budget increase among Wave VIII participants reporting a larger budget is \$46,344, much higher than the mean increase of \$18,889 reported by Wave VII participants. In contrast, participants reporting budget declines experienced fairly similar mean levels of decline in Waves VIII (-\$27,680) and Wave VII (-\$23,318). The net budget change experienced by Wave VIII participants is an increase of (+18,664), in contrast to Wave VII participants' net budget decline of (-\$4,429.). The large net budget increase is driven largely by four organizations that received very large infusions of money. For all other organizations (excluding these four) reporting a budget increase, the average gain was a modest \$19,769.

**Exhibit 8**  
**Mentoring Budgets by Organization Type**  
**Wave VIII of the Mentor Michigan Census**

	<b>Total</b> n=137	<b>Non- Profit</b> n=86	<b>School-based/ Higher Ed.</b> n=24	<b>All Others</b> n=27
<b>Budget Size</b>				
0 - \$4,999	19%	10%	33%	33%
\$5,000 - 9,999	6%	1%	17%	11%
\$10,000 - 24,999	8%	7%	21%	-
\$25,000 - 49,999	5%	7%	-	4%
\$50,000 - 99,999	15%	20%	8%	4%
\$100,000 - 199,999	18%	22%	8%	11%
\$200,000 - 299,999	7%	7%	-	11%
\$300,000 - 399,999	3%	3%	4%	-
\$400,000 - 499,999	3%	5%	-	-
\$500,000 or more	6%	9%	-	4%
Don't Know	11%	8%	8%	22%
<b>Change in Budget Since August 31, 2009</b>				
% that experienced an increase	12%	12%	17%	7%
% that experienced a decrease	26%	27%	29%	19%
% that experienced no change	45%	47%	42%	41%
New program, no previous budget	4%	3%	-	11%
Don't Know	14	12%	13%	22%
Mean increase	\$46,344	\$35,350	\$94,625	\$4,750
Mean decrease	\$27,680	\$34,573	\$15,286	\$13,327
Net	+\$18,664	+\$777	+\$79,339	-\$8,577

- School-based/High Ed. organizations (50%) and All Other organizations (44%) are much more likely to operate their mentoring activities on a small budget (\$9,999 or less) than Non-Profit organizations (11%). Non-profit organizations are most likely to have budgets in the \$50,000 - \$199,999 range (42%), while only 16% of School-based/Higher Ed. organizations and 15% of All Other organizations have access to this level of resources. At the other end of the spectrum, 14% of Non-Profit organizations report budgets of \$400,000 or more, in contrast to no School-based/Higher Ed. organizations and only 4% of All Other organizations.

- Roughly four in ten School-based/Higher Ed. organizations (42%) and All Other organizations (41%) experienced no changes in their mentoring budgets over the past year, while nearly half of Non-Profit organizations (47%) also report stable funding. Small percentages of each organization type experienced budget increases over the past year, including 17% of School-based/Higher Ed. organizations, 12% of Non-Profits, and 7% of All Others. Somewhat larger proportions of organizations in each category experienced budget decreases, including 29% of School-based/Higher Ed. organizations, 27% of Non-Profits, and 19% of All Others.
- Among organizations experiencing budget increases, School-based/Higher Ed. organizations' budgets grew the most, with a mean increase of \$94,625. This very large average increase is driven by three Higher Ed. organizations receiving large grants (one of \$225,000 and two of \$75,000.) Without these increases, the average gain among School-based/High Ed. organizations is a modest \$3,500. Non-Profits with growing budgets report a mean increase of \$35,350, while All Other organizations reported a mean increase of only \$4,750.
- Among those reporting budget decreases, Non-Profit organizations report the largest mean decline of \$34,573. School-based/Higher Ed. and All Other organizations reporting declines experienced more modest decreases of \$15,286 and \$13,327, respectively.
- The net effect of budget changes on the various types of organizations running mentoring activities varies considerably. School-based/Higher Ed. organizations experienced a net mean budget increase of +\$79,339 (skewed by three large grants), while Non-Profits experienced a modest net mean budget increase of +\$777. Finally, All Other organizations experienced a net mean budget decrease of -\$8,577.



<b>Exhibit 9</b> <b>Anticipated Budget Changes in the Next Year</b> <b>Wave VII vs. Wave VIII of the Mentor Michigan Census</b>		
	<b>Wave VII</b> n=155	<b>Wave VIII</b> n=137
Percent of organizations anticipating a budget increase	15%	15%
Percent of organizations anticipating a budget decrease	25%	16%
Percent of organizations anticipating no change	42%	51%
Don't Know	19%	18%
Mean anticipated percentage increase	32%	27%
Mean anticipated percentage decrease	33%	37%
Net	-1%	-10%

- Looking ahead, about half of Wave VIII Census participants (51%) anticipate no change to their budgets in the coming year. This is an increase from the 42% of Wave VII who anticipated no budget changes.
- Nearly two in ten Wave VIII participants (18%) do not know what will happen to their budgets over the next year, similar to the Wave VII result of 19%.
- The remaining Wave VIII participants are about evenly divided between those who anticipate a budget increase (15%) and those who expect a decline (16%). In contrast, Wave VII respondents were substantially more likely to expect a budget decline (25%) than an increase (15%).
- Wave VIII participants who anticipate a budget decline report a mean anticipated decrease of 37%, while those who expect a budget increase report a mean anticipated gain of 27%, for a net anticipated budget decline of -10%. Wave VII participants reported nearly identical anticipated mean budget increases and decreases, for a net decline of -1%.

**Exhibit 10**  
**Anticipated Budget Changes in the Next Year by Organization Type**  
**Wave VIII Mentor Michigan Census**

	<b>Total</b> n=137	<b>Non-Profit</b> n=86	<b>School-based/ Higher Ed.</b> n=24	<b>All Others</b> n=27
Percent of organizations anticipating a budget increase	15%	14%	4%	26%
Percent of organizations anticipating a budget decrease	16%	17%	21%	7%
Percent of organizations anticipating no change	51%	51%	63%	41%
Don't Know	18%	17%	13%	26%
Mean anticipated percentage increase	27%	21%	20%	39%
Mean anticipated percentage decrease	37%	26%	55%	70%
Net	-10%	-5%	-35%	-31%

- The majority of Non-Profit (51%) and School-based/Higher Ed. (63%) organizations anticipate their budgets will not change over the coming year. In contrast, only 41% of All Other organizations have this expectation.
- Some organizations anticipate a budget increase for the coming year, but the proportion varies considerably by category of organization. Twenty six percent of All Other organizations report that they anticipate a budget increase, followed by 14% of Non-Profit and a very small proportion (4%) of School-based/Higher Ed. organizations. In contrast, School-based/Higher Ed. organizations are most likely to anticipate budget decreases (21%), followed by Non-Profit organizations (17%), and All Others (7%).
- Among organizations anticipating a budget increase, All Other organizations anticipate the highest mean increase (+39%), with Non-Profit (+21%) and School-based/Higher Ed. organizations (+20%) anticipating similar increases.
- Organizations anticipating declines vary considerably in their mean estimate of budget declines, ranging from a low of -26% among Non-Profit organizations, to substantially larger mean declines for both School-based/Higher Ed. (-55%) and All Others (-70%) organizations.
- The net impact on mentoring budgets across the board is expected to be negative, particularly for School-based/Higher Ed. organizations (-35%) and All Others (-31%). Non-Profit organizations anticipate the smallest net budget decline (-5%).



**Funding Sources**

<b>Exhibit 11</b> <b>Sources of Mentoring Organization Budgets</b> <b>Fiscal Years 2009 and 2010</b> <b>Wave VIII of the Mentor Michigan Census</b>			
Sources	Fiscal Year 2009 Mean %	Fiscal Year 2010 Mean %	% Change
Federal Government	13.8	13.4	-0.4
Events/Fundraising (Individual)	12.3	14.7	+2.4
Foundations	12.0	12.8	+0.8
State Government	10.8	10.0	-0.8
Individual Giving	9.9	9.7	-0.2
United Way	8.8	9.0	+0.2
Local/Regional School District	5.9	7.5	+1.6
Corporate Sponsorships	5.1	4.4	-0.7
Events/Fundraising (Corporate)	5.1	3.6	-1.5
Town/Township/City	2.5	2.8	+0.3
Other	13.9	12.0	-1.9

- Wave VIII reporting organizations indicate their mentoring programs receive funding from a wide range of sources, none of which is dominant. Six funding sources together provide nearly 70% of mentoring program funding for both FY 2009 and FY 2010. These key sources of funding include: the federal government, fundraising events among individuals, foundations, state government, individual giving, and the United Way.
- Local/regional school districts, corporate sponsorships, fundraising events among corporations, and local governments make smaller contributions to mentoring program budgets than the sources discussed earlier.
- Wave VIII participants saw some changes in their funding sources between fiscal years 2009 and 2010. Most notable are the increases in funding from fundraising events among individuals (+2.4%) and local/regional school districts (+1.6%). Smaller funding increases came from foundations (+0.8%), local governments (+0.3%), and the United Way (+0.2%).
- Wave VIII respondents also report declines in funding between fiscal years 2009 and 2010 from the following sources: fundraising events among corporations (-1.5%), state government (-0.8%), corporate sponsorships (-0.7%), the federal government (-0.4%), individual giving (-0.2%), and “other” sources (-1.9%).

### Implications

- Mentoring organizations' claims on financial resources appear to be tenuous. While organizations experiencing budget changes over the past year report net growth in financial resources, this is primarily driven by large budget increases for three School-based/Higher Ed. organizations. Non-profit organizations have seen little change, while All Other organizations report net budget declines. Moreover, organizations participating in the Wave VIII Census anticipate a net budget decline of -10% over the coming year. School-based/Higher Ed. and All Other organizations anticipate the largest net declines. Non-Profit organizations' budgets are comparatively stable and expected to decline only slightly.
- Michigan's mentoring organizations have added little new capacity to serve youth during the past year. Most mentoring capacity growth is reported by All Other organizations, with some growth also reported by School-based/Higher Ed. organizations. Non-Profit organizations report a small decline in mentoring capacity over this same period.
- Mean FTE staff in Wave VIII is slightly higher than it was in Wave VII, but organizations experiencing changes over the past year report a net decline of 0.4 FTEs. There is a large disparity between Non-Profit organizations, which report an average of 2.9 FTEs and School-based/Higher Ed. (mean FTEs: 1.0) and All Other organizations (mean FTEs: 0.7). Clearly, School-based/Higher Ed. and All Other organizations' staffs are stretched much thinner and, on average, support many more mentoring relationships than do those of Non-Profit organizations.
- Sources of mentoring organization budgets have shifted somewhat over the past year, with less support coming from more deep-pocketed sources, such as corporate events/fundraising, corporate sponsorships, and the state and federal governments. Mentoring organizations report growing reliance on individual fundraising, local/regional school districts, and foundations.