Mentoring in Michigan: Capacity Change

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Introduction

Background

This report contains data from Wave V of the Mentor Michigan Census (MMC). The MMC is a periodic, on-line survey of organizations operating mentoring programs in the state of Michigan. The various waves of the MMC and the time periods they cover are shown in the table below:

Wave	*Dates Data was Collected*	*Time Period Survey Covered*
Wave I	Fall 2004	1/1/04 – 8/31/04
Wave II	March 2004	1/1/04 – 12/31/04 1/1/05 – 2/28/05
Wave III	October 2005	1/1/05 – 8/31/05
Wave IV	September & October 2006	9/1/05 – 8/31/06
Wave V	September and October 2007	9/1/06 – 8/31/07

Objectives

This special report focuses solely on capacity changes in mentoring organizations. These changes are measured in two ways. First, through self-reporting from organizations; and second, by comparing data compiled in Wave I (Fall of 2004) to that compiled during the current Wave V collection period (September 1, 2006 through August 31, 2007).

Overall, the primary purpose of the MMC is to understand the scope and nature of mentoring and mentoring organizations in Michigan. Specifically, there are three key objectives:

1. Identify, count, describe, and track mentoring organizations, programs, mentors, and the children served.

2. Understand program components, processes, resources, and needs.

3. Encourage and support program evaluation.

In Wave V of the MMC, there was also a focus on understanding mentoring organizations' experiences with AmeriCorps and AmeriCorps*VISTA members. Separate reports on the AmeriCorps and AmeriCorps*VISTA members, one on the Scope and Nature of Mentoring in Michigan, as well as a report that analyzes the funnel measures by geographic area, are posted on the Mentor Michigan web site. Similarly, reports and presentations from previous waves of the Census can be found at www.michigan.gov/mentormichigan.

Any questions regarding the data presented in these reports or the methods used to collect and analyze these data should be directed to Robert W. Kahle, Ph.D, at RWKahle@KahleResearch.com

Executive Summary

This report covers five areas where the MMC tracked capacity changes in mentoring organizations over time: mentoring capacity, mentoring program budgets, board support, and organizational characteristics. A summary of findings in each area is listed below.

Mentoring Capacity

- Organizations responding to the MMC Wave V report a net capacity increase of 4,592 mentoring relationships since September of 2003. Overall, 56 mentoring organizations (40% of total responding) report an increase in capacity while only 13 (9%) report a decrease in capacity.

- Of concern is that 26% of survey respondents state that they do not know the mentoring capacity of their organizations.

Mentoring Program Budgets

- Forty-five mentoring organizations report increased budgets, while only 14 (10%) report a decline in budget since September 2003. Among those indicating an increase, in aggregate, they report an increase of almost $3 million. The net increase in budgets is $2.69 million.

- The number of large budget programs is increasing. Eighteen percent of organizations (25) report having a budget more than $500,000, compared to only 8% who did so in Wave I.

- There are also slightly fewer very small program budgets ($5,000 and less) operating now than there were in Wave I.

Board Support

- In nearly every regard, these organizations need more support from their boards than they are receiving. As in Wave I, fundraising and mentor recruitment top the list of needs of mentoring organizations in Wave V. Assistance with program evaluation also is mentioned by about 1 in 5 of the current wave's respondents.

Organizational Characteristics

- Ninety seven percent of organizations report that they have a mission statement, a slight increase (3 percentage points) from Wave I.

- Forty-four percent of organizations (61) report that mentoring programs are one of several areas of focus for them (up from 36% in Wave I), rather than their primary focus.

- Organizations whose primary focus is mentoring account for 36% of reporting organizations (down from 40% in Wave I).

- More than half of the reporting organizations have been operating mentoring programs for five years or more. Organizations operating new mentoring programs (1 year or less) account for 7% of the total mentoring programs. On average, Michigan's mentoring organizations are slightly more experienced now than they were in September 2003.

Mentoring Capacity

- Organizations responding to the MMC Wave V report a **net capacity increase of 4,592 mentoring relationships** since September of 2003. Overall, 56 mentoring organizations (40% of total responding) report an increase in capacity while only 13 (9%) report a decrease in capacity (Exhibit 1).

- Of concern is that **26% of survey respondents state that they do not know the mentoring capacity** of their organizations (Exhibit 2). This lack of knowledge is highest in the Flint/Saginaw/Bay area, where half of organizations (8 of 16) responding report that they don't know their mentoring capacity.

- Yet still, **there are more high-capacity programs** (serving 150 or more mentoring relationships) than smaller programs. Nineteen percent of responding organizations (27) have programs serving 150 or more mentoring relationships.

- Community-based programs report having more small capacity programs than do their school-based counterparts. Twenty three percent of community-based programs report having capacities of less than 25, compared to school-based, where only 4% do so.

Exhibit 1

Changes in the Mentoring Capacity Since 2003	
56 (40%) organizations report an increase in capacity of ……..	**4,876**
13 (9%) organizations report a decrease in capacity of…..…....	**284**
Net change …..….	**4,592**

Exhibit 2
Number of Mentoring Relationships Organization can Manage at Full Capacity
As of September 2007

Capacity	
150 +	19%
100 – 149	6%
50 to 99	15%
25 to 49	17%
Under 25	16%
Don't Know	26%

Mentoring Program Budgets

- Forty-five mentoring organizations (32%) report increased budgets, while only 14 (10%) report a decline in budget size since September 2003. Among those indicating an increase, in aggregate, they report an increase of almost $3 million. The **net increase in budgets is $2.69 million** (Exhibit 3).

- **The number of large budget programs is increasing** (Exhibit 4). Eighteen percent of organizations (25) report having a budget of more than $500,000, compared to only 8% who did so in Wave I. Southwest and Mid-Michigan lead the state with 31% of their organizations (4 and 5 respectively) reporting this large program budget. Large budgets in community-based programs outnumber those in school-based programs (19% versus 13%).

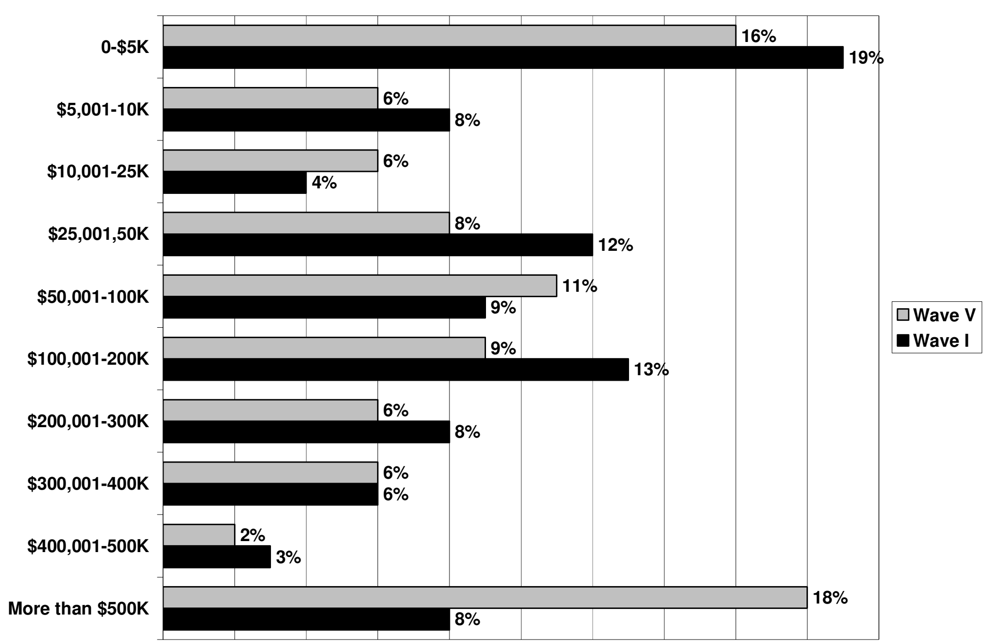
- There are also slightly **fewer very small program budgets ($5,000 and less)** operating than there were in Wave I (3 percentage points). Most of these small program budgets are in Mid-Michigan, where 31% of organizations (5) have budgets that fall into this category.

- Organizations with budgets between $300,000 and $400,000 remained steady from Wave I to Wave V.

Exhibit 3

Changes in Budget for Mentoring Programs Since 2003	
45 (32%) organizations report an increased budget totaling ……..	$**2,922,015**
14 (10%) organizations report a decreased budget totaling…..…..	$ **222,316**
Net change… ……….	**$2,699,699**

Exhibit 4
Annual Operating Budget for Mentoring Programs
Wave I versus Wave V



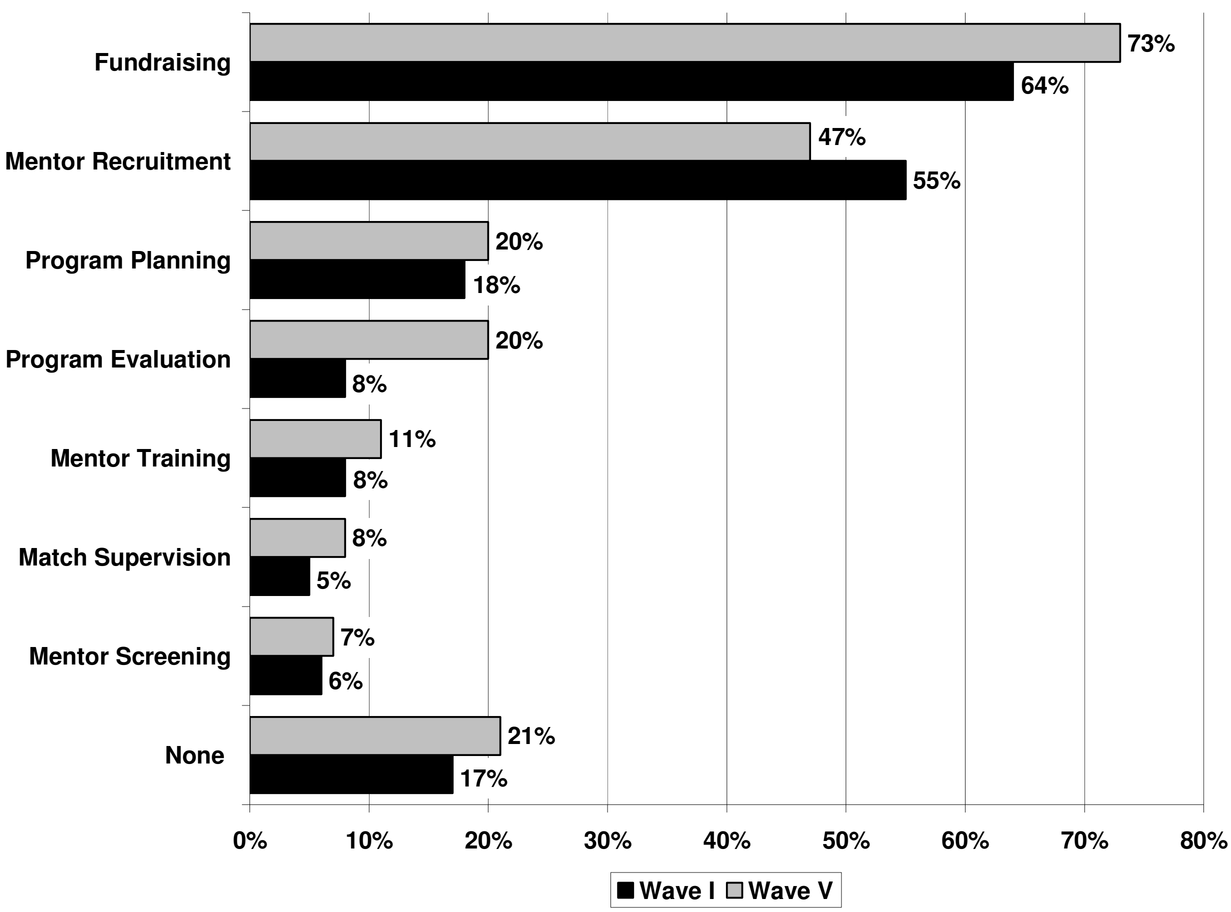
Board Support

- In nearly every regard, these organizations **need more support from their boards than they are receiving** (Exhibit 5). As in Wave I, **fundraising and mentor recruitment top the list of needs** of mentoring organizations in Wave V. Assistance with program evaluation also is mentioned by about 1 in 5 of this wave's respondents.

- The exception to this can be found in school-based programs, where none of the responding organizations report a need for board support in the areas of mentor training, match supervision, or mentor screening.

- **Seventy six percent of mentoring organizations (107 of 140) report that they have a Board of Directors**. This compares to 78% in Wave I.

Exhibit 5
Organizations' Desires for More Program Support
From Board of Directors
Wave I vs. Wave V



Organizational Characteristics

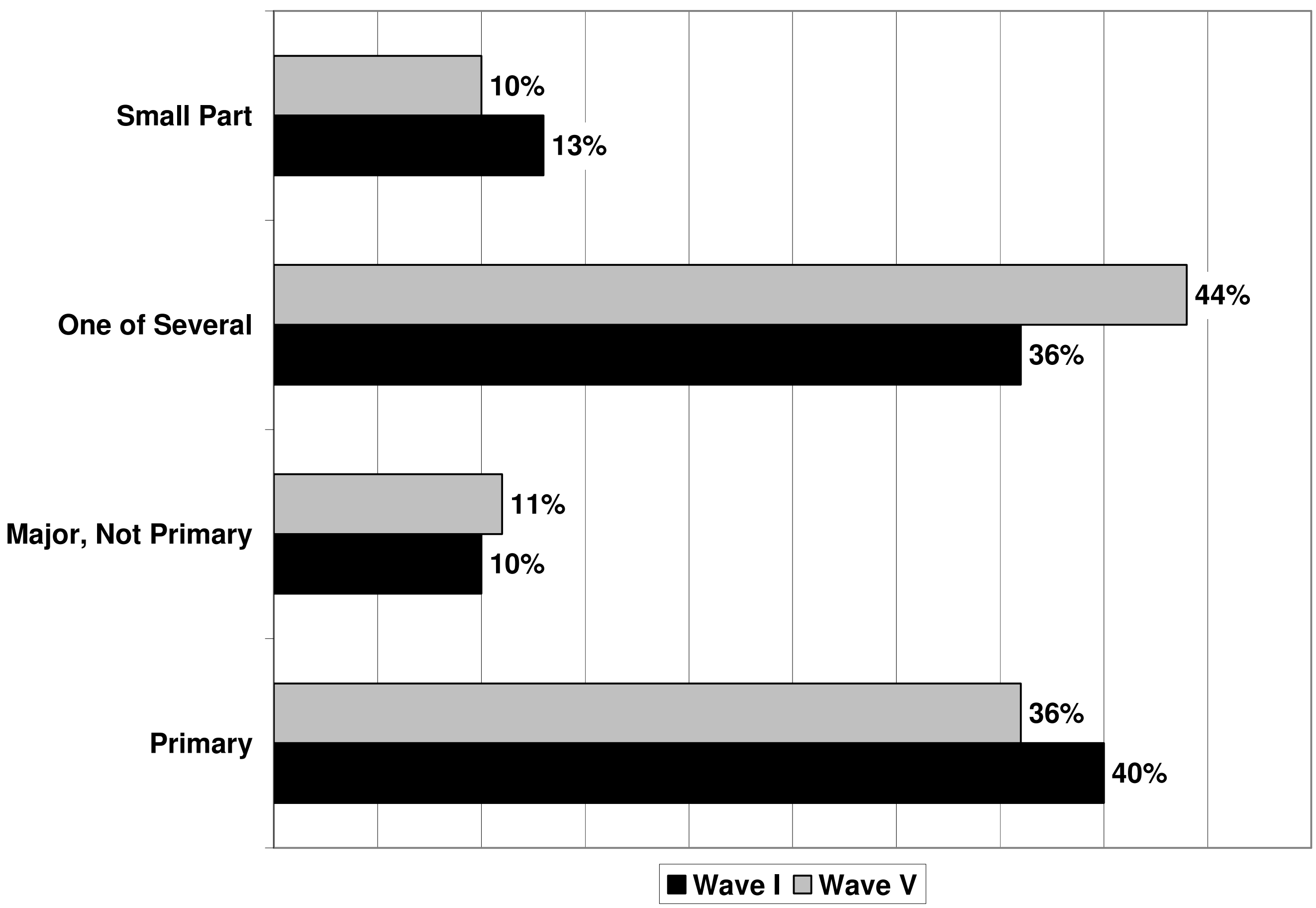
Mission

- **Ninety seven percent of organizations report that they have a mission statement**, a slight increase (3 percentage points) from Wave I.

- **Forty-four percent of organizations (61) report that mentoring programs are one of several areas of focus for them** (up from 36% in Wave I), rather than their primary focus (Exhibit 6). Organizations in Southwest Michigan report this level of program focus (62%) more than any other geographic area.

- Organizations whose primary focus is mentoring account for 36% of reporting organizations (down from 40% in Wave I). In the Flint/Saginaw/Bay Area and Northern/UP geographic areas, half of their organizations identify mentoring as their primary purpose.

Exhibit 6
How Mentoring Programs Fit Into Organizations
Wave I versus Wave V



Mentoring Program Duration

- **More than half of the reporting organizations have been operating mentoring programs for five years or more**, and 39%, or a total of 54, have been doing so for more than 10 years (Exhibit 7). This compares to Wave I, when 44% of organizations reported operating programs for that length of time.

- Organizations operating new mentoring programs (1 year or less) account for 7% of the total mentoring programs. **On average, Michigan's mentoring organizations are slightly more experienced** than they were in September 2003.

- Southwest Michigan leads the state in programs with longevity. Sixty-two percent of organizations (8) in this area have been operating mentoring programs for more than 10 years**.**

- In Northern Michigan /UP, there is new growth in mentoring programs. Twenty-two percent of organizations there report that their mentoring programs are new.

Exhibit 7
Length of Time Operating Mentoring Program
Wave I versus Wave V