



Men and Mentoring

New techniques for recruitment

Recruiting male mentors is one of the greatest challenges reported by programs.

The majority of mentors have always been female, while the majority of youths in need of mentors have been male.


Programs have learned that traditional recruitment techniques do not seem to motivate the male audience to become mentors.

In order for children to have stable mentors in their lives the methods for recruiting men must change.

While recruitment is a statewide struggle, it is an issue that must be solved locally.

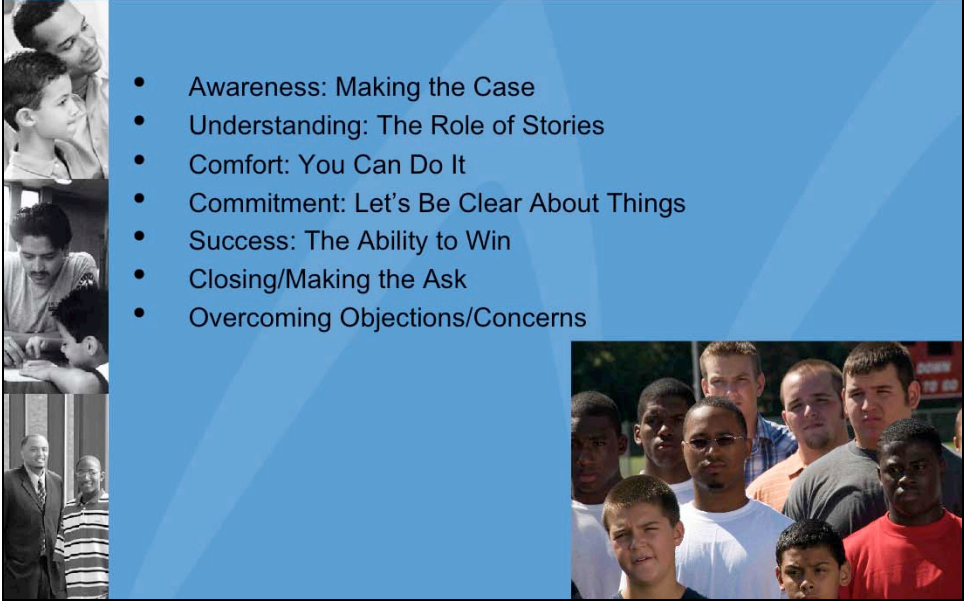
Men become mentors when they are personally recruited and specifically invited to join a program.

While national and statewide recruitment campaigns can reinforce what is communicated locally, a personal ask has proven to be the most effective method to recruit male mentors.



A Complete Recruitment Message

- Awareness: Making the Case
- Understanding: The Role of Stories
- Comfort: You Can Do It
- Commitment: Let's Be Clear About Things
- Success: The Ability to Win
- Closing/Making the Ask
- Overcoming Objections/Concerns



This tool is designed to provide program staff and their trained mentor recruiters with language and tips to use when making the ask. This tool takes you through the steps to recruit male mentors in a variety of settings. This piece addresses the main components of a complete recruitment message:



General Considerations



- Focus on the man himself, rather than on broad issues
- Discuss how their unique personal traits and abilities can result in a positive outcome for a young person
- Help men to look into their own lives
- Recognize how others positively impacted them



General Considerations



- A recruitment talk is fundamentally a sales presentation
- Start with broad, non-committal language
- Move towards increasingly more personal and persuasive conversation



General Considerations



- Men need to be personally asked
 - “Are you willing to become a mentor?”
- Close the deal
 - If the answer is “yes” or “maybe,” get a time, place and date to enroll the candidate



Awareness: Making the Case



- Men need to be aware of the need
- Rarely do men have even a fundamental understanding of the issue
- While men show an appreciation for statistics, it has been found that pairing these statistics with real-life stories have the greatest impact on recruitment efforts



Awareness: Group Setting Example



Statewide, there are more than 3,500 children waiting to be matched with a mentor. In our program, we have 125 waiting for someone like you. That may sound like an enormous problem that you cannot solve, but let me tell you how you can make a difference. "Kyle" is an 8-year-old boy in our program growing up without a dad or positive male role model. His mother works two jobs and he really needs a mentor in his life. Becoming Kyle's friend puts us another step closer to our goal and it makes a big difference for him.



For more information on the number of children waiting to be matched with a mentor, visit www.mentormichigan.org and click on the Mentor Michigan Census.



Awareness: Individual Setting Example



We are working to connect 125 kids right here in our community. These are kids who really need someone like you in their lives. We have a boy named Kyle in our program. He has been waiting a year for a mentor. He could use someone like you to just hang out with him for an hour a week, just being his friend. He would grow so much from spending time with someone like you.





Awareness: Talking Points



- *Kahle Research Solutions estimates that 3,500 children are waiting to be matched with a caring adult in Michigan. That may seem like a daunting number – one that may cause potential mentors to believe that they may not be able to make a difference – but let me tell you how much good you can do*
- *Right now we need nearly 1,000 men to be mentors for these boys, many of whom do not have fathers to guide them through life*
- *Most of these children are boys who need positive male role models*
- *Four out of every ten families are led by a single parent.*

For more information on the number of children waiting to be matched with a mentor, visit www.mentormichigan.org and click on the Mentor Michigan Census.

To find more information about the number of children waiting for a mentor in your community, visit www.mentormichigan.org and click on the Mentor Michigan Census or use the number of youth on your program's waiting list.



Awareness: Talking Points



- *That leaves a lot of children, especially boys, without someone to look up to during those critical years when they are growing up to be men*
- *There are young men in our community who live without the guidance of men in their lives*
- *Growing up, boys are at an impressionable stage of learning themselves how to become men, and if they do not have a positive male role model to guide them, they will look to whomever else happens to be around. For many boys, those other options are not very positive*

For more information, on the number of children waiting to be matched with a mentor, visit www.mentormichigan.org and click on the Mentor Michigan Census.

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Understanding: The Role of Stories



- Stories lay the groundwork for empathy and understanding
- This is why it is important for men to hear the stories of how mentors have made a difference
- In reflecting upon their own childhood stories of growing up, men begin to recognize how their own role models made (or did not make) a difference in their lives
- Men start to empathize with those who do not have strong role models in their lives
- In sharing stories, emphasize the role models outside of the home or family to show that you do not have to play the role of a father and be there everyday
- Describing a mentor as a father or grandfather may overwhelm a potential mentor and cause them undue concern about their expected role and time commitment



Understanding: Group Setting Example



How often do we take a moment to look at the people who shaped our lives? Think for a moment – who were the important men that influenced you? Imagine now if you took all of them away. That is what life is like for many of the children waiting for someone like you to come into their lives.

***Consider brainstorming the types of people that made a difference in the candidate's life. Examples include; teacher, coach, youth group leader, boss, neighbor, etc.**





Understanding: Individual Setting Examples



I don't know about you, but I was surrounded by lots of great role models. I had great coaches and teachers. How about you? Did you have an important role model?



***Listen carefully. If the candidate did have a positive role model, encourage him to talk more about what made that role model so special. Be sure to highlight the role models that are outside of the family.**



The boys in our program really don't have anyone in their lives to fill a role like your [candidate's role model]. You can imagine how hard it must be to grow up without someone like that in your life. It obviously had an important impact on you.





Understanding: Individual Setting Examples



***If they did not have a good role model, allow them to talk about how that impacted their lives. The key is getting candidate to talk about and acknowledge the importance of a male role model in their lives.**

That must have been difficult not having [details from candidate]. We have a lot of boys in our program in similar situations.





Understanding: Individual Setting Examples



If the candidate had a strong female role model, consider a different approach.

You were very fortunate to have had such a strong, caring woman in your life. In fact, most volunteers in mentoring programs are women. But you can imagine that for a boy there are just some discussions that are more meaningful to have with a man. Boys are learning how to become men and are looking around them for other males to respect and exemplify. Men are the only ones who can model this unique role for boys.





Understanding: Talking Points



- *Think for a moment about your life as you were growing up. What men guided you in life? Was it your coach, pastor, or a caring teacher?*
- *What would you be like today if you had not had good role models in your life?*
- *If you hadn't had someone to look up to, what people would have shaped your life? How might your life have been different?*
- *One hour a week gives a child something he will keep for a lifetime*
- *Use your program's minimum weekly time commitment*
- *Think of those who made such a lasting impact on your life; now it's your turn to "Pass It On"*



Comfort: You Can Do It



- Getting men comfortable with the idea of mentoring requires addressing head-on any fears about of the potential for personal failure or a lack of the necessary skills for success
- Men need to be assured that they already possess the skills and characteristics they need to make a difference
- They have the ability to be a friend to a child
- Men must also know that the most important quality they bring to a mentoring relationship is their own unique personality
- The very fact that they are willing to attend a presentation – to listen, consider and understand – demonstrates readiness
- Utilize information that is available about the candidate to show them that they have what it takes to be a great mentor



Comfort: Group Setting Example



The wonderful thing about mentoring is that you are already equipped to be a great mentor. You bring to the table something unique that these kids do not have in their lives ... the ability to be their friend. Every child can take away something positive just by being with you. The fact that you are willing to listen to this presentation is an indication of that.



***You may want to use this opportunity to ask the audience to identify reasons that might prevent someone from becoming a mentor. This will allow you to address any questions or concerns raised by the audience. Be prepared to discuss concerns such as one's inability to make the time commitment, not being a perfect role model or not knowing what to say to kids. Many men have liability concerns about being alone with a child, driving another person's child, or being perceived as unusual for wanting to spend time with a child or youth.**



Comfort: Individual Setting Example



I can tell, [candidate name], that you have what it takes to be a great mentor. [Discussion of personally observed attributes.] You have characteristics that many of our kids have no exposure to. And all you need to be is a friend. A friend is someone that likes to do what you do, supports your goals, asks you how you are doing, and teaches you about things that interest you.



***Be aware that a potential mentor may ask you to define what a friendship means in the context of mentoring. Befriending a child is very different than the types of friendships that adults have with each other.**



Comfort: Talking Points



- *Mentoring only requires that you be yourself*
- *Who could imagine that helping out with a little homework, or playing a game of catch could reap such rewards?*
- *You already demonstrate that you possess all the fundamental skills and abilities to be a successful mentor by your willingness to be there*
- *Mentoring is about sharing your personal time; it is not about money, gifts or events*
- *Mentoring is often as uncomplicated as engaging in what appears ordinary to most of us ... helping a child with homework, playing games, talking, listening, letting a child run errands with you; but to a child without a role model, these activities are extraordinary.*
- *The moment you become a mentor to a child, your experience is a success; for these kids, your willingness to spend time with them is the most powerful act of all*



Commitment: Let's Be Clear About Things



- Men need clarity regarding the commitment required
- Right up front they will want to know;
 - “What do you expect of me?”
 - How much time will this really take?
 - When does it end?”
- Providing clear information from the start about what is being asked of them will allow men to make the right choice
- There is a need for balance
 - Don't scare away potential candidates
 - Determine whether a prospect is serious about working with children



Commitment: Group Setting Example



We do not want you to play the role of psychologist, case worker, or parent. We need you to be yourself for just one hour a week for one year. These are kids who need the peace of mind and security of knowing that you will be around for them. We will provide you with the support you need to succeed, including how to create clear guidelines.





Commitment: Individual Setting **Site-Based Example**



You will spend just one hour at [specific location] each week with a young man who shares your interests. That might include helping him with his homework, playing games, or just hanging out. We give you all the training you need, so all we ask is that you be yourself. When a kid sees you showing up for them once a week it makes a difference. We also need you to commit for one year. These are kids who need stability in their lives, and they need to know that you will be there for them each week.



Commitment: Individual Setting Community-Based Example



You will spend just one hour each week with a child who shares your interests. In community-based matches, the fun is in sharing activities you both enjoy such as basketball, video games, or grabbing a pizza together. Sometimes you might be helping the child with his homework, other times you may simply decide to hang out together. We give you all the training you need, so all we ask is that you be yourself. When a kid sees you showing up for them once a week, it makes a difference. We also need you to commit for one year. These are kids who need stability in their lives, and they need to know you will be there for them each week.





Commitment: Talking Points



- *The choice to share just one hour a week of your time with a child who needs a mentor results in a living expression of who you are: a legacy of caring*
- *We need you to commit for one year. These are children who need to know that you will not be yet another person who does not keep his word. That demonstration of commitment has a powerful impact on the lives of children*
- *Think for a moment about the things you already do that you could share with a child for an hour a week, for just one year*



Success: The Ability to Win



- Men need to know that mentoring is a winning proposition – both for themselves and the young men they will mentor
- Perhaps the greatest fear men will confront in this process is the fear of failure
- Paint a clear picture of success: *“You are the right person, you have the right skills, you will succeed”*
- It is worth noting that most men will not want to openly talk about being successful, but it is surely on the minds of candidates and needs to be gently addressed
- Success is not what you accomplish. While many youth experience increased academic and social behaviors, these results are often not immediate and are rarely observed within the first year
- Success is being someone a young person can go to when life throws them a curve ball or when there’s an occasion to celebrate



Success: Group Setting Example



In life we are provided few situations in which you are rewarded just by walking into a room. Mentoring is one of those situations. Our experience has shown time and time again that your Presence – just being you – has a powerful, lifelong positive impact on a child. A child's life improves the moment you demonstrate a willingness to care.





Success: Individual Setting Example



You seem to me to be a person who likes to accomplish goals. Mentoring is one commitment where you can do that just by showing up. Any child who knows you are taking a personal interest in his life will benefit, just by you being who you are.





Success: Talking Points



- How can you be sure your experience as a mentor will be a win-win? You do it by joining the team. “Showing up on the field” is the most important thing you can do for yourself and the child you mentor
- Mentoring instantly says something about your character; in the eyes of a child with few role models, you are an example of what it means to be a winner
- How often are we provided a unique opportunity to “Pass It On?” This is a chance to share those qualities that make you so special with a child who needs someone to care



Closing/Making the Ask



- Awareness alone rarely results in new mentors
- Candidates must be asked directly if they would like to be a mentor; they will expect to be asked and this should be done in a direct (and if possible, face-to-face) conversation
- The more personal the conversation, the more likely you are to recruit a new mentor
- The more specific you are about asking for a commitment, the better
- Remember, you are only asking them to apply at this time






Closing: Talking Points




- *You seem ready to be a mentor. Would you be willing to fill out an application this week?*
- *Are you willing to become a mentor this month?*
- *When can you come down and fill out an application?*
- *We really need men like you, [name]. When can you join our program?*
- *At this time all I need is your willingness to apply. You still have the choice to accept later. So, will you apply this week?*
- *If you are still unsure, you can check out our program with one of our mentors*

*If you are a site-based program, you may have the potential mentor stop by and observe your programs. Some programs do not allow people who have not been through a background check process to be with the youth in the program. If you are a community-based program, you may want to have one of your current mentors meet a potential volunteer for coffee or give them a call to share their experience. If someone isn't ready to visit a program or meet with a mentor, you may also ask if you can add them to your newsletter distribution or email lists to keep them connected to your program.



Overcoming Objections/Concerns



- In virtually every situation it is possible to get a “yes” from a viable candidate
- “No” means you have not yet said the words to overcome their objections
- Not every candidate is a viable candidate
- What concerns does the candidate have? Try to keep the candidate talking until you can learn what his objections are and how they can be overcome; if you keep hearing “no” then it is time to change your way of presenting to your male candidates
- Overcoming objections can often be easier if you can actually get the candidates to visit the program, meet the boys, and engage them in fun activities

For example, someone who is frequently out of town for business trips and cannot maintain a consistent schedule may not be an ideal candidate. Someone caring for an ailing parent may not have the emotional ability to mentor at this time. There certainly is a difference between someone who can't or shouldn't mentor at this point in their life and someone who simply needs his concerns addressed.

If this is within your confidentiality and liability parameters, open houses or meet-and-greet events can be a good recruitment strategy. For programs that require that all individuals who meet a youth be screened, it is possible to have one of these events with just mentors. Candidates should also be reassured that they will succeed even if it appears that they are not making a positive impact.



Overcoming Objections: Talking Points



- *We are all busy people, but mentoring takes only an hour of your week for one year. You don't need to carve out additional time. Take your mentee along on your current activities like going to the gym, watching sports, or even just running errands.*
- *You are someone a child will look up to*
- *We do not want you to play the role of a parent, teacher, social worker, or a psychologist.*
- *You only need to be yourself, a caring adult, willing to spend time with a child who needs a good role model*
- *We will support you and are equipped to assist you at a moment's notice*



Overcoming Objections: Talking Points



- *Our programs have structure and supervision to make sure everyone experiences a safe and positive relationship*
- *Mentoring is about giving your personal time. It is not about money, gifts, or events*
- *You never need to be concerned about feeling financially responsible for a child or provide anything other than your time*
- *Mentoring is about sharing your time with a child. Relationships can be successfully built around common shared activities. It is not necessary to spend money to build a friendship with your mentee.*



Additional Talking Points: By Speaker Type



- Recruiting Younger Men
- Recruiting Older Men
- Women Recruiting Men
- Religious Leader Recruiting Men
- Recruiter to Employer
- Employers Recruiting Male Employees
- Mentor Recruiting Men



Younger Men: Special Considerations



- Most younger men will be unable to relate to creating a legacy of caring
- Focus on how a child would benefit from being around them
- Additional specific information on the types of activities that mentors engage in will reduce concerns
- Young men also have recent memories of what it's like to be a boy and can relate to the struggles of a youth



You may find them on college campuses, through local service organizations, YMCAs, and a variety of other settings. Some young men may be volunteering because they are new to a community and want to meet new people. Others may be trying to become a leader in their community.



Younger Men: Talking Points



- *You are a very cool guy. What kid wouldn't want to hang around you?*
- *You are the type of guy a kid would want to be like*
- *Do you remember the older guy you used to think was so cool and how much you wanted to be like him? It's your turn to be that person to a boy*
- *Many of the boys in our program tell us they want a mentor who is young enough to be cool but mature enough to be like an older brother*
- *Here are some of the types of activities we do with our mentees [specifics]*
- *How cool is it to know you influenced a child's life into adulthood?*



Older Men: Special Considerations



- Mature males begin to look at their legacies
- They realize that they can share their life experiences through another human being
- Some men think they are too old, and that a youth would not want to spend time with them
 - There are mentors in their eighties who have great relationships
 - Many youths value the experience an older man can provide.
- Older men in their retirement years have extra time to share with a youth
- Other men may enjoy spending time with a boy after their own children are grown
- Older men often understand the resources of a community
 - They can help a young person find services and healthy activities to meet their needs and interests



You can find them through senior centers, service clubs (Rotary, Lions, Elks, Kiwanis), bowling allies, and a variety of other settings.



Older Men: Talking Points



- *How often are we provided a unique opportunity to “Pass It On” or to share those qualities that make each of us so special?*
- *How would you like to be remembered in life? A mentee is one person who will be able to define what you gave back*
- *What qualities do you possess that you think would be useful to a young person growing up today?*
- *We have all made choices in our youth that we feel could have been made differently. Mentoring is one way to pass your wisdom along to others*
- *It's like being a kid again – a great excuse to play games and have fun!*



Women to Men: Special Considerations



- Ideally, men recruiting men is preferred; however, women can also be successful in recruiting male mentors
- Female recruiters should keep in mind the unique needs and motivations of men when crafting their recruitment message
- Women can be very persuasive by acknowledging the positive traits of male candidates and recognizing that they share a unique bond that cannot be substituted




Female recruiters should carefully review the *Components of a Complete Recruitment Message* document in their toolkits to create a successful recruitment message.



Women to Men: Talking Points





- *Women are wonderful mentors, but some conversations can only happen with another guy*
- *Think of the types of important talks you have had with other men. Now, imagine a young boy not having that opportunity. You can provide that for them*
- *I know these kids, and I can tell you are someone they would connect with*
- *It's hard for a boy to have a man-to-man talk with a woman, no matter how wonderful a role model she is*



Religious Leader to Men: Special Considerations

- This talk can be focused on need and offering the opportunity to demonstrate the candidate's commitment to a higher calling
- A religious leader can make a powerful case for mentoring as advisors to their congregation in regards to spirituality and duty to the community
- It is important to utilize a member of the congregation as the recruiter
- The recruitment message you deliver may vary based on the life circumstances of the men you are speaking with

Just as employees are more likely to respond to their employer or peer, faith-based communities often respond best when hearing from one of their own.

For example, an older man may be eager to share some new-found free time and the wisdom he has gained through the years, while a younger man may like the idea of having a young person looking up to him and having fun with a youth.

Think about how your message will change when speaking to a faith-based audience versus other audiences. The important thing is to fine-tune your message to the audience. While no two men are the same, we have learned that groups of men have similar concerns and responses to recruitment messages.

Please note that these statements should not be understood as an endorsement of any particular faith or as a preference of one faith over another. Rather, these statements are meant to guide recruitment efforts in any faith-based setting.



Religious Leader to Men: Talking Points



- *Here is a unique opportunity for you to express your faith in God*
- *In Scripture, God speaks to us to care for one another as a way of expressing our commitment to God*
- *God's light shows up through the love of your parents and family, through coaches and caring teachers, and through those who looked out for you as you were growing up. Anyone who guided you to become the good person you are today has been a reflection of God's grace and love*
- *Here is an opportunity to put your faith into action. Express your love of God by caring for those who are vulnerable*
- *As men of faith, you only have to give of yourselves to have a fulfilling experience*
- *Take a moment and reflect on this. Look into your heart and ask if this is something you are being called to do*

Suggested passages from Scripture that may be used in the conversation:

(Jewish) Deuteronomy 6:5 – *And you shall love the LORD your God with all your heart, and with all your soul, and with all your might.*

(Christian) Matthew 22:37-38 – *Jesus replied: 'Love the Lord your God with all your heart and with all your soul and with all your mind [and Love your neighbor as yourself.]'*

(Islam) Number 13 of Imam Al-Nawawi's Forty Hadiths – *None of you [truly] believes until he wishes for his brother what he wishes for himself.*

(Buddhism) Samyutta Nikaya v. 353 – *A state that is not pleasing or delightful to me, how could I inflict that upon another?*

(Hinduism) Mahabharata 5:1517 – *This is the sum of duty: Do not do to others what would cause pain if done to you.*



Recruiter to Employer: Special Considerations



- Employees are more likely to volunteer if their workplace encourages it
- Help the employer understand how they could benefit if their employees mentor
- It is important to make the employer understand the business benefits of having their employees volunteer as mentors
- Prior to making a pitch to an employer, it is important to consider ways to make mentor recruitment a benefit to all parties
- Certain businesses may be an ideal fit for the youth in your program



This may include offering to send out press releases, streamline training and screening by doing it at the work site, or recognizing the company on flyers.

Example, if you have youth that are interested in mechanics or cars, you may approach a car dealership. Similarly, if you have a group of kids interested in the outdoors, you could approach your local Department of Natural Resources.



Recruiter to Employer: Talking Points




- *Mentoring has significant return on investment for your company*
- *Research shows that mentoring increases workplace skill development including leadership, communication, team building, and strategy*
- *Recent studies showed that 74 percent of volunteers reported their volunteer experience had a positive effect on their careers, with employers reporting them more engaged at work*
- *Employees who volunteer were more likely to be more satisfied at work and describe companies who encourage volunteer programs such as mentoring as a “good place to work.”*



Recruiter to Employer: Talking Points





- *Teams of employees brought together to mentor were found to have an increase of 61 percent in improved teamwork at the workplace*
- *75 percent of Americans consider a company's commitment to social issues when deciding where to work*
- *Younger workers prefer work environments that reflect their social consciousness*
- *We are happy to make it easier for you by coming to your site for screening and training sessions if you and your employees choose to get involved*



Employers to Men: Special Considerations

- To succeed, the speaker must lead from personal experience in mentoring, or indicate a willingness to devote time to learning how to be a mentor
- Employees may be compelled to volunteer when asked by a peer or a leader
- Once you have an employer committed to recruiting employees, you will need to prepare him to make the ask of his employees
- Employers may not know how to convey time commitment information to their employees
- Be sure to nurture this relationship with the employer and the potential mentors

Remember that mentoring may not be a familiar topic for the employer; provide your employer contact with talking points and materials regarding your program. This could be the first time the employer has asked their employees to do something non-work related.

Talk to the employer to find out at what point they would like you to help talk to the employees.

The employer is taking a risk by promoting and recruiting for your program. They are making a big ask of their employees that is outside of the normal work duties. It is important to follow up in a timely manner with the employer and volunteers.


When working with a group of volunteers that come into the mentoring experience together, the experience of one can impact the entire group. If some of the volunteers get matched and another is still waiting, they may question if they were accepted into the program. It is important to be in constant communication.



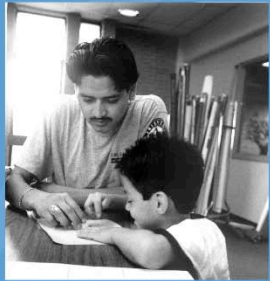

Employers to Men: Talking Points



- *As good corporate citizens we need to give back*
- *Each of us owe our successes to people who helped us, taught us, and mentored us along the way. This is your turn to be that person to someone else*
- *None of us is too busy to give an hour of our time to such a worthy cause: the improvement of other people*
- *We believe mentoring is in line with our corporate values and beliefs*

 **Mentors to Men: Special Considerations**

- Perhaps the best recruiters of male mentors are current male mentors
- The essential difference between earlier talking points and the mentor-to-men discussion is the sharing of experiences
- The mentor should share his or her own positive mentoring experience first
- Mentors have a story to tell and can understand the concerns of the potential volunteer
- They may have had these same concerns and can share how they overcame those worries



You may consider talking with the mentor about his experiences to help him craft a recruitment message.

Often current mentors have much to share and need help focusing their message.

Help them remember what it's like to be a new mentor or to consider mentoring.

These mentors may be so comfortable in their role as a mentor that they may have forgotten some of the concerns a potential mentor may be experiencing.



Mentors to Men: Talking Points



- *This is a “win-win” experience. You get far more out of being a mentor than anything you could possibly give*
- *We need you on the team!*
- *I feel really good about mentoring, [insert name], I see that kids are still waiting, and it frustrates me to see so many boys waiting to be matched*
- *What kind of men do you want these boys to become?*
- *As a mentor, I want to “win,” and that means finding men like you to mentor these boys. A win means you enjoy the accomplishment of knowing you have put another young man on the path to success, rather than failure*



Mentors to Men: Talking Points



- *How did I succeed as a mentor? I became one and I get great assistance from the program*
- *“Showing up on the field” creates an instant win for you and the child you mentor*
- *In the eyes of a child with few positive role models, you are an example of a successful man*



Questions or Comments?

www.mentormichigan.org

This tool is a work in progress. It is our hope that staff in the field will provide feedback and strategies to add and expand to the tool kit for male mentor recruitment. To provide feedback visit

www.mentormichigan.org.

Please take this information and adapt it to the needs of your own program. For readability we have used examples that reflect a mentoring program that requires a one-hour per week commitment for one year.