



The Alliance – Advancing Community Development by Confronting Racism

Increasing the racial and ethnic diversity of leadership of the community development field by confronting racism

Community Development Mentoring Program Program Structure

The Alliance is a coalition of community development organizations and practitioners dedicated to increasing the racial and ethnic diversity of leadership of the community development field by address racism. The Alliance has four strategic initiatives or committees: the Diversity Compact Initiative; Community Development Mentoring Program; Recruitment Committee; and a Learning Initiative.

Mentoring Goals

- To have more people of color in Community Development leadership positions;
- To position mid to senior level community development professionals of color for advancement into leadership opportunities.

Program Objectives

1. To prepare 7-10 professionals of color (mentees) for advancement into leadership positions within the community development field;
2. To prepare 7-10 experienced community development practitioners (mentors) through training and support, to cultivate trusting, respectful relationships with less experienced practitioners;
3. To build networks and strengthen relationships among community development practitioners; and
4. To instill a mentoring culture within the community development field.

Participant criteria

Mentees: Professionals of color working in the community development field at mid and senior level positions or serving as board members in community development organizations who meet the program's criteria.

Mentors: Senior level staff, executive directors or members of the board leadership of community development organizations who meet the program's criteria.

Outcomes

- **Short-term:** increasing the skills, knowledge, access to resources and access to networks of people of color; creating opportunities for learning between mentors and mentees and among the network of participants; building trusting relationships between and among community development practitioners
- **Long-term:** increasing the number of people of color in leadership positions within the community development field; creating learning cultures within organizations; improving retention; increasing organization's ability to attract talented individuals from all backgrounds; developing leaders within organizations; increasing productivity; helping people to do their jobs better

Recruitment

Participants are recruited from community development organizations throughout Massachusetts. Outreach includes using the following methods: Email, posted flyers, websites, referrals from The Alliance, volunteer recruiters, word of mouth.

Assessment/Screening

Participants will be screened through an application process and will be expected to meet the following criteria:

- **Mentees** - are persons of color; have worked in the community development field for a minimum of two years; are in mid- or senior level positions, or on the board; are interested in advancing their career within the community development field; have support from their supervisor and executive director or from the board president; are willing to make the time to develop a mentoring relationship;
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Assessment/Screening (continued)

- **Mentors** - have worked in the community development field for a minimum of three years; are in senior or executive level positions, or on the board in a leadership position; have knowledge, resources and networks; have support from their supervisor and executive director or from the board president; are willing to make the time to develop a mentoring relationship;

Selection

Twenty participants (10 mentors and 10 mentees) will be selected based on their completed application, screening interview call, and potential for achieving outcomes. Consideration will also be given to racial/ethnic, organizational and geographic diversity.

Orientation/ Mentoring Events

All mentors and mentees will be required to participate in a half-day orientation. The orientation will include a brief training on the role of a mentor / mentee, stages of a mentoring relationship, communication skills, cross-cultural mentoring and setting goals. Participants will also be encouraged to attend periodic training and networking opportunities.

Matching/matching process

Matching will be facilitated by the program coordinator and Advisory Committee. Participants will have the opportunity to review their mentor/mentee profiles. Non-matched participants will be encouraged to participate in networking/training events when appropriate.

Mentoring process

Mentoring pairs will be asked to meet face-to-face or to connect via phone or email at least once per month. Pairs will be asked to develop specific goals/outcomes and to make a one year commitment.

Relationship closure

Mentors and mentees will be asked to assess their successes, learnings and challenges at the end of one year. This will mark the end of their formal mentoring relationship. If both partners choose, they will have the option of continuing their relationship either informally or as part of the mentoring program.

Early Termination

The program coordinator will check in with mentors and mentees regularly. Pairs will be encouraged to bring any concerns or issues to their partner first, and then the coordinator. In cases where the relationship is not working, the coordinator will provide coaching and/or help problem-solve. If these efforts are unsuccessful, the coordinator will help facilitate a new match, if possible.

Recognition

Mentors and mentees will be recognized at an annual event. Organizations will be encouraged to acknowledge individuals participating in mentoring and specific accomplishments as a result of mentoring in employee performance evaluations. Organizations will also be encouraged to recognize participants in company newsletters, reports, meetings, etc.

Evaluation

Participants will be asked to complete a written evaluation at the end of 6-months and at the end of 12-months. Participants will be asked to complete evaluations after all learning/networking events.

Program Staffing and Structure

The CDMP is managed by an Advisory Committee. The committee is comprised of Alliance members, representing diverse organizations in the community development field, as well as mentoring program participants.