

## Mentorship Program



### MENTOR ROLES

The mentor is essential in creating a productive and engaging experience for the Fellow. National Urban Fellows' mentors play three critical roles during the course of the nine-month mentorship assignment. Ultimately, the success of the mentorship match is dependent upon how capably the mentor acts as sponsor, mentor, and supervisor.

#### AS OFFICIAL SPONSOR

- Introduce Fellow to organizational leadership
- Acquaint Fellow with key influencers in the industry, profession, and community
- Facilitate entry into meetings and activities attended by high-level professionals
- Serve as advocate, confidant, and counselor
- Provide guidance regarding the culture and ethical environment of the organization
- Inform Fellows of rules and regulations under which they will work, such as office hours, sick leave, holidays, vacation days, etc.

#### AS EXPERIENCED MENTOR

- Describe the mission and goals of the host organization
- Participate and direct the preparation of the Work Plan
- Meet with the Fellow at least once a month for review, planning, and evaluation
- Tutor Fellow in special skills, effective behavior, and how to function in the host organization
- Provide advice and assistance in career planning and development

#### AS SKILLED SUPERVISOR

- Negotiate the expectations of the Fellow as part of the Work Plan and development of the mentorship
- Document and evaluate the mentorship experience, the Fellow's performance, and technical and managerial competencies
- Designate other host organization staff to provide specific training and experience applications for the Fellow

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## Mentor Requirements



Mentors provide exposure to real management environments and projects, allowing Fellows to participate in the actual work of their organizations at a level that affords them a unique opportunity to observe and contribute to the fundamental processes of government, public policy making, and nonprofit management. Mentors must be willing to:

- Assign the Fellow significant projects that are directly related to the mentorship agency's operations
- Offer assignments that have measurable outcomes, are sufficiently complex, and contribute substantially to the learning experience for the Fellows and to the objectives of the organization
- Allot sufficient time to provide the Fellow with feedback regarding job performance, and design strategies to accomplish assignments
- Admit the Fellow into the organization's inner circle of decision makers
- Hold Fellows to the same standards of performance as similarly ranked staff. In view of their status and previous management experience, Fellows should not be referred to as students or interns but as National Urban Fellows or Special Assistants. Their work environment should be appropriate and consistent with their assignment and status. Where possible, Fellows should have access to clerical and office support as needed.

### **BECOMING A MENTOR**

Essential to a successful mentorship assignment is the ability of the mentor to work closely with the Fellow to create and maintain a rewarding experience that will prove beneficial to both professionals. National Urban Fellows offers two relationship-enhancing programs in support of this all-important rapport.

### **MENTOR ORIENTATION WORKSHOP**

Mentors participating for the first time are required to attend a Mentor Orientation Workshop, an exploration of:

- Mentor Roles and Responsibilities
- NUF Mentoring Techniques and Practices
- Introduction to the NUF Work Plan

### **ANNUAL LEADERSHIP CONFERENCE**

Each year mentors are encouraged to attend the Annual Leadership Conference, which brings together National Urban Fellows, staff, and the faculty of Baruch College during the fifth month of the mentorship. The conference offers course work and the opportunity to share professional and personal experiences.