Dear Mentor/Mentee:

The mentor program matches experienced executives with student entrepreneurs, focusing on their growth as the next generation of business leaders. By volunteering for this important role you will be expected to provide the time, effort and access to insure a quality partnership.

To assist in your efforts we have outlined a few areas that past mentoring relationships have found useful. These are suggestions and need to be modified by both parties if they see fit.

Since this is the first attempt at providing this opportunity to our students, we would be interested in your feedback, throughout the process and at its completion.

Thank you for your participation in this important program.

Sincerely,

Erik Rolland
University of California/Riverside—Palm Desert Campus

Mentoring

Basic Guidelines—For Mentors and Mentees

This mentoring process has three key dates: it begins in January, has a four month review in early May, and terminates in December. If the Mentee wants further mentoring they need to inform the U of C designate and a mentor will be assigned for another 12 month period.

In the first 4 months it is expected that the mentors/Mentees will meet at least monthly and will communicate by telephone or e-mail as needed. The April meeting should be a complete review of the partnership and joint agreement on continuing, termination, or reassignment to another mentor. This is not an acknowledgment of the failure of the relationship but instead recognition of the evolving nature of the process and different needs, needed at different times.

Before beginning the process certain things are needed from both parties:

- A signed “Code of Conduct” and a “Waiver”.
- Biography and/ or C/V-- with contact information.
- Recent picture.
- A brief statement of needs/skills/special considerations in matching.

The parties should consider all mentor program communications confidential. Repeat nothing without permission.

The Mentee should take the responsibility to schedule meetings and staying in touch. Establish expectations for communication during your first meeting. How often will you be in touch? When should you generally expect a reply from each other?
The mentor should expect to play a variety of roles, depending on the mentee’s needs:

- **Coach**—if the mentor is a content expert on a subject the Mentee wants to learn, they may be actually teaching and coach on what they know.

- **Learning Broker**—Even if the mentor is not a subject matter expert, they may serve as someone who facilitates the mentee’s learning and development.

- **Cheerleader**—a mentor can provide enthusiastic support for whatever the Mentee is trying to do or become.

- **Confidante**—a Mentee may want to share sensitive and confidential information with the mentor for comment and advice.

- **Accountability partner**—a mentor needs to hold mentee’s accountable for achieving chosen goals and where appropriate confront them is actions are observed that are not wise or acceptable.

- **Role Model**—The Mentee will hold the mentor up as a role model and this means the mentor has to be very careful in their advice and actions.

- **Unofficial Sponsor**—where appropriate the mentor could speak in behalf of the Mentee to open doors and/or gain visibility.

Both parties should come to meetings prepared.

Keep commitments.

Follow up.

Encourage your partnership.

Recognize that the success or failure of the mentorship is not measured by the mentee’s business success. The mentor is not running the mentee’s business.

Success is not measured by the longevity of the mentorship.

Both parties have the responsibility to keep the U of C designate informed of their progress, the results of their 4 month review, and when their partnership ends.
Setting Goals

It is the mentors responsibility to help the Mentee set specific written, measurable goals over the four month introductory period and if the relationship is continued, over the full 12 month timeframe. These should be requested at the first meeting and thoroughly discussed and agreed to, on or before the second meeting. The mentor should not rely on informal talks to accomplish a meaningful experience. It is requested that the Mentee provide a written finalized set of goals, after the second meeting to the mentor and to the U of C designate.

Part of the goal setting process should specify what help the Mentee is looking for from the mentor. Specific/general? Personal/business? Content/general? It is not the mentor’s role to help the Mentee run their business. The mentor is providing a development experience to help the Mentee acquire the skills and knowledge to become a successful entrepreneur.

Getting Started

- The first meeting should concentrate on:

- Both the mentor and Mentee elaborating on their backgrounds, experience, strengths, and areas within which they need help and can provide help.

- What do both parties want out of the relationship?

- Request the Mentee define their goals in writing, for agreement during or before the second meeting.
Mentoring Skills

Based on previous mentoring experiences, there are certain skills that are important for effective mentoring:

**For both Mentors and Mentees**

- ✓ Active listening.
- ✓ Build trust/confidentially.
- ✓ Encouraging
- ✓ Identifying goals/assessing personal strengths and weaknesses.

**For Mentors**

- ✓ Instructing/advising.
- ✓ Inspiring.
- ✓ Providing corrective feedback.
- ✓ Teaching ability to manage risk.
- ✓ Opening doors/networking.

**For Mentees**

- ✓ Acquiring other mentors.
- ✓ Learning.
- ✓ Showing initiative.
- ✓ Following through.
- ✓ Managing/encouraging the relationship.
Strengthening the Relationship

✓ Show commitment

✓ Respect time.

✓ Share feelings.

✓ Recall what was said before.

✓ Refrain from criticizing.

✓ Keep your promises.

✓ Give honest feedback.

✓ Be clear on confidentiality issues.

✓ Aim for meaningful and helpful conversations.

✓ Be prepared to discuss unethical, immoral or illegal behavior when observed or inferred.
Mentor Program

Program Waiver

In consideration for my voluntary desire and participation in the University of California/Riverside—Palm Desert Mentoring Program, I hereby release and discharge the University, their Officers, Directors, Employees, Agents, Representatives, and their successors and assignees from all actions, causes of actions, suits, costs, losses, expenses, claims, demands, and judgments against the University which I, my heirs, executors, administrators, successors, and assignees ever had, now have, or hereafter can, shall, or may have, resulting from or arising in connection with any negligence of you or your University, whether resulting directly or indirectly from or relating to my participation in this program, except such actions, causes of actions, suits, costs, losses, expenses, damages, claims, and judgments, which are caused by or result from the willful misconduct or gross negligence. I understand that this program may change as deemed necessary by the University and this release is governed by the laws of the state of California.

I have read and understand this entire waiver, rules and regulations and agree to the terms listed herewith.

Please print name_________________________________________________________

Signature:_________________________________________ Date:____________________
Mentoring Program—Code of Conduct

We understand that a mentor relationship is a unique relationship that requires the highest standards of honesty and openness. Therefore we commit to the following code of conduct:

Mentorship communication is confidential and based on mutual trust. All discussions and other communications will be conducted in the utmost spirit of integrity and ethics.

As a Mentee I will be as open as I feel I am able. The productivity of the relationship is dependent on the quality of issues I am willing to discuss. I commit to providing an honest presentation of issues and being forthcoming in discussions and answering questions. I understand that the primary means of learning is from feedback provided by my mentor. I trust that my Mentor is providing their opinion, observations and questions in the spirit of constructive critique and means no harm or insult.

As a Mentor I will approach the partnership with an open mind. I will provide honest feedback with no intent to insult or harm the student/entrepreneur or their business. I will challenge my Mentee to exceed their expectations and encourage them to grow personally and professionally. I understand that I have the right to ask questions in the pursuit of information, but that the Mentee has the right to refuse to answer any questions I pose. I understand that this is a learning Mentor Program and I will not take any business interest in my Mentee’s company for the term of this partnership. If I should decide to take a business interest, I will notify the U of C program designate and will no longer participate in the mentoring program.

We commit to a four month introductory period for this program. Within that time, we will make every attempt to meet face-to-face at least four times, at a time convenient to both of us. At the end of the four months, we will have the opportunity to evaluate the partnership and if agreed, bring it to a close. If we should mutually agree to continue for another eight months, we may do so within the framework established.

We agree that we will work together to resolve any conflicts that arise. If we are unable to come to a mutually satisfactory agreement, we will request assistance from the U of C designate. If, after consulting with this representative we are still not able to resolve our conflicts, we have the opportunity to terminate the mentorship with no repercussions to either party. Depending on the availability of the other Mentors and Mentees, U of C will attempt to rematch us.

Date:_______________________________

Mentor:______________________________  Mentee:____________________________