

Branch-to-Branch Mentoring Program Guide

**A Resource for American Counseling Association
Leaders**

Developed by members of the ACA Branch Development Committee

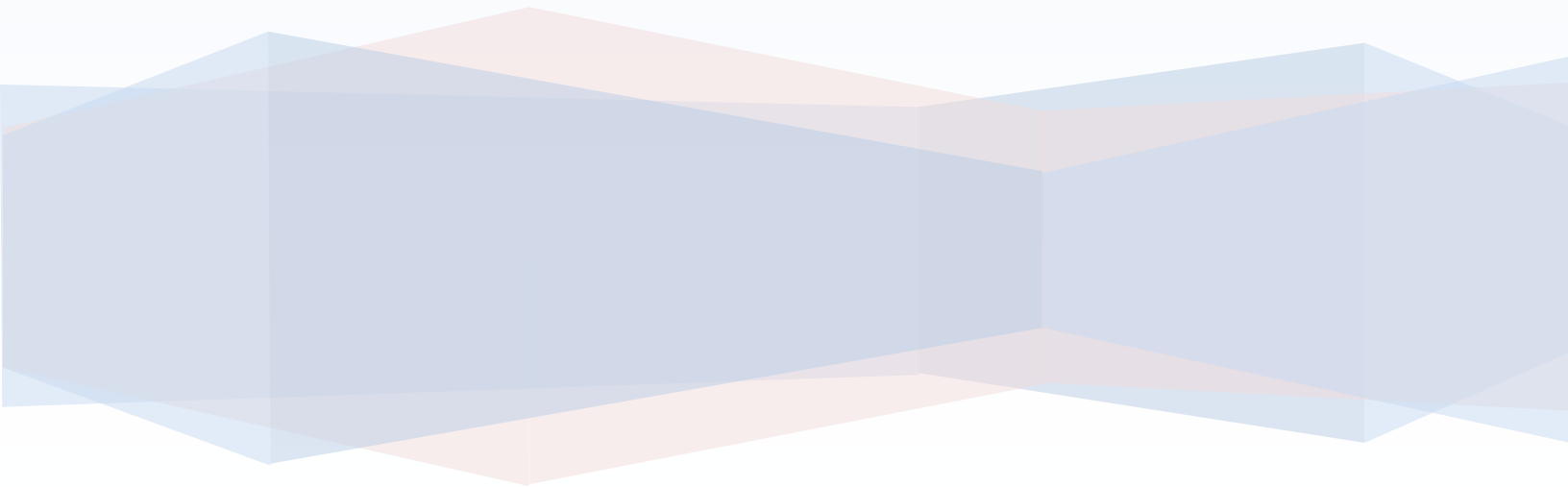


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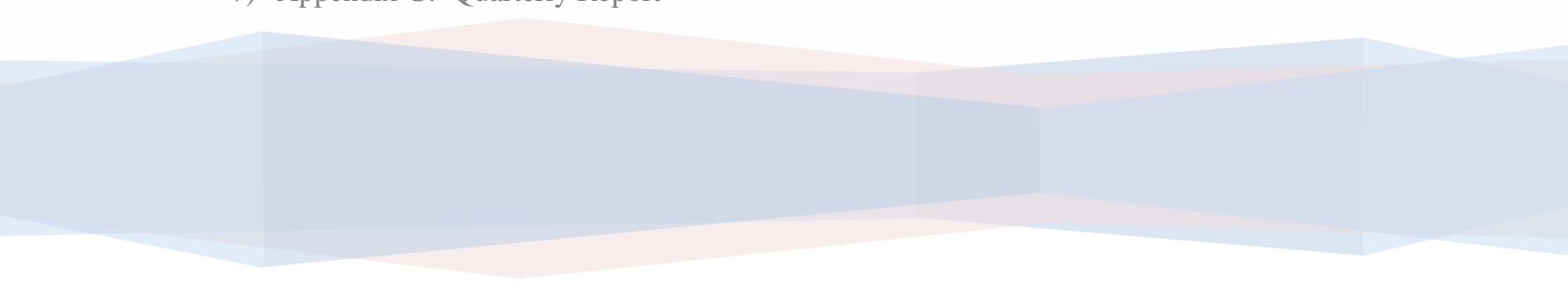
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Introduction

Mission: This guide is intended to serve as a resource that ACA Region Leaders can use in developing mentorship programs that support and empower Branch Leaders.

Objectives: This guide serves as a resource that ACA Region Leaders can use as a foundation in developing a Branch-to-Branch Mentorship Program. The guide can also be used as a resource by Branch Leaders who seek to develop mentorship programs within their branches (e.g., a senior leader to a junior leader branch mentorship program). The information provided in this guide is intended to serve as a resource, and it is expected that Region and Branch Leaders will make program modifications as appropriate to their unique needs.

The implementation of a Branch-to-Branch Mentoring Program can provide Branch Leaders with an opportunity to receive the support they need to broaden their association leadership skills and the success of their branches. The ACA's Branch Development Committee created this resource guide to provide ACA Region Leaders with a vehicle for establishing Branch-to-Branch Mentoring Programs. Such mentorship programs can be used with branches that are struggling, inactive, or even those seeking to gain expertise in an area in which another branch or branch leader excels.

Branch Mentor positions are non-paid, volunteer professional service positions. The Branch Mentee will be assigned a Branch Mentor from his or her region and will communicate with his or her assigned mentor primarily by email, telephone, or video conference.

The Branch-to-Branch Mentorship Program is intended to provide Branch Leader Mentees with opportunities to:

- Develop their leadership skills;
- Learn about successful initiatives and programs in other branches and understand how to implement these in their own branches;
- Become acquainted with resources and people who can support their branch's needs and help them reach their leadership goals and objectives; and,
- Develop skills to mentor other Branch Leaders.

Roles and Responsibilities

1) Mentor

- a. Facilitate a discussion of how you and your mentee can optimally work together to achieve the mentee's leadership development goals;
- b. Support your mentee in gathering the knowledge, skills, and information she or he needs to reach her or his goals. Mentors may wish to utilize content from the Getting to Know you Questionnaire (Appendix D) and Sample Discussion Questions (Appendix E) to facilitate said processes;
- c. Regularly review progress and identify how you can best support your mentee at each stage of their development; and,
- d. If possible, the mentor will support the mentee by attending one of his or her branch conferences or leadership development trainings during the year.

2) Mentee

- a. Establish leadership development goals and communicate these to your mentor;
- b. Identify potential challenges and specific areas where you would like to receive support, and communicate these to your mentor. Mentees may wish to utilize content from the Mentee Application (Appendix B) to assist with the identification of said concerns;
- c. Actively participate in the mentoring relationship, and communicate with your mentor about your leadership needs and what you need from the mentoring relationship;
- d. Attempt to attend one of your Branch Mentor's conferences or leadership development trainings during the leadership year; and,
- e. Provide a written project(s) outcome summary (1-2 pages) including four quarterly reports documenting meeting times and progress during the year. The outcome summary should be submitted to your ACA Region Past Chair by July 15 (see Appendix G for an example of a Quarterly Report).

3) Region Past-Chair

- a. ACA's Regional Operating Guide states under the responsibilities of the Past Chair, that she or he will, "Facilitate a branch-to-branch mentorship/support program/process."

- b. Provide feedback to Branch Mentors and Mentees subsequent to each quarterly report;
- c. Make an effort to be aware of, and celebrate Branch Mentor and Mentee successes; and,
- d. Be available to assist Branch Mentors and Mentees with challenges throughout the year, and offer additional guidance and resources as needed.

Procedural Considerations

Pairing of Mentors and Mentees

The pairing of the Branch Mentor/Mentee Leaders will be overseen by the Region Past Chair, and if appropriate, two other leaders in the region or the region's branches.

Potential Selection and Reporting Timeline

June 1: Emails providing program information and announcing that applications are available online are sent out to incoming Region and Branch Leaders via ACA Connect. Region Past Chairs also identify branches that are struggling or seeking specific supports, and encourage them to participate in the program.

July 15: Mentor and Mentee Applications are due to the Region Past Chairs (all required materials must be received by this date; see Appendix A and B for examples of Mentor and Mentee Applications that can be used).

July 16: The Region Chair (and any other leaders who are participating in this process) begins the review and consideration of matches. Review to be completed before the start of the ACA Institute for Leadership Training (ILT).

July 21: Mentors and mentees are identified and notified of their acceptance and pairings, and have an opportunity to meet at the ACA ILT.

August 31: Mentoring pair has identified mutual goals for the leadership year and established a mentoring plan, which includes a schedule for meeting during the year and the way in which they will be communicating (see Appendix C).

September 30: First quarterly report and annual goals to be sent to Region Past Chair.

December 31: Second quarterly report to be sent to Region Past Chair.

March 31: Third quarterly report to be sent to Region Past Chair.

June 15: Fourth and final quarterly report and outcome summary of progress toward reaching goals to be sent to Region Past Chair.

Potential Selection Criteria

All nominees for Branch Leader *Mentees* must meet the following prerequisites:

- Be the President, Past President, or President-elect of an ACA state branch;

- Complete a mentee application; and,
- Have enthusiasm and an ability to be an active mentee.

All nominees for Branch Leader *Mentors* must meet the following prerequisites:

- Be the President, Past President, President-elect, or Executive Director of a state branch association;
- Complete a mentor application;
- Have enthusiasm and an ability to be an active mentor; and,
- Have at least 2 years of Branch Leadership Experience (includes president roles, and any other leadership roles within a branch). Note: Region Leaders may, depending on their region's unique strengths, require mentors have more extensive experience. Matches should take into consideration each leader and branch's needs.

Mentoring Agreement:

Branch Mentors and Mentees must both agree to the conditions delineated in the Mentoring Agreement, and should submit the completed, signed document to their Region Past Chair by August 31. As both mentors and mentees have numerous roles and responsibilities in addition to their duties as Branch Leaders, the Mentoring Agreement contract is intended to facilitate consistent scheduling arrangements and collaboratively defined mentoring relationship agreements that best suit each mentor/mentee pair.

Appendix A

Additional Mentoring and Leadership Resources

- 1) ACA Branch Development page: <http://www.counseling.org/about-us/divisions-regions-and-branches/branches>
 - a. Simplified Robert's Rules of Order: <http://www.counseling.org/docs/default-source/Branches/simplified-roberts-rules-of-order.pdf?sfvrsn=0>
 - b. Federal Income Tax Exception 501(c)(3) Instructions Form: http://www.counseling.org/docs/default-source/Branches/instructions-for-501c3_i1023.pdf?sfvrsn=2
- 2) ACA Leadership page: <http://www.counseling.org/about-us/leadership>
 - a. Full ACA Policy and Procedure Manual: <http://www.counseling.org/docs/leadership-resources/aca-policies-and-procedure-manual---march-2013.pdf?sfvrsn=0>
 - b. ACA Bylaws: <http://www.counseling.org/docs/leadership-resources/bylaws---march-20-2013.pdf?sfvrsn=0>
 - c. ACA Nominations and Elections Handbook: <http://www.counseling.org/docs/leadership-resources/nominations-and-election-handbook---april-2013.pdf?sfvrsn=0>
 - d. Governing Council Leadership Handbook: <http://www.counseling.org/docs/leadership-resources/governing-council-leadership-handbook--july-2013.pdf?sfvrsn=0>
 - e. ACA Committee/Task Force Leadership Handbook: <http://www.counseling.org/docs/default-source/leadership-resources/committee-leadership-handbook>
 - f. ACA Committee/Task Force Member Statement of Commitment: <http://www.counseling.org/docs/default-source/leadership-resources/aca-committee-statement-of-commitment-2015.pdf?sfvrsn=2>
 - g. ACA Committee Nomination Packet: http://www.counseling.org/docs/default-source/leadership-resources/committee-nominations-packet_2015.pdf?sfvrsn=7
 - h. ACA Committee Nomination Form: http://www.counseling.org/docs/default-source/leadership-resources/committee-nomination-form_filldd2c1ef16116603abcacff0000bee5e7.pdf?sfvrsn=8

- i. ACA Advertising Media Kit: http://www.counseling.org/docs/default-source/advertising/aca_2015mediakit-mq.pdf?sfvrsn=2
- 3) ACA Connect: <http://community.counseling.org/home>
- 4) ACA Podcasts page: <http://www.counseling.org/knowledge-center/podcasts>
- 5) Other Websites:
 - a. Center for Servant Leadership: <https://greenleaf.org/>
 - b. Free Management Library: <http://managementhelp.org/>
 - c. Center for Creative Leadership: <http://www.ccl.org/leadership/index.aspx>

Appendix B

Mentoring Program: Mentor Application

Personal Information

Name: .

Mailing Address:

City: State: Zip:

Region/County:

Home/Cell Phone: Work Phone:

Email Address:

Leadership History Information

Please describe your history with counseling leadership positions, and the length of time you have served in each role.

What leadership positions do you hold on the state, regional, division, and/or national level?

Please describe your prior experiences providing mentorship, and the length of time you have served in each role.

Please list the specific area(s) that you feel you have particular expertise. Please list as many as possible. For example: managing meetings, strategic planning, motivating volunteers, event management, marketing and public relations, membership growth and retention, by-laws and policy development, development of community partnerships, budget development and implementation, leadership development and succession planning, student/new professional support and development, use of technology and social media in leadership, legislative or government relations, governance or parliamentary procedures, nominations and elections, public speaking, recognition and awards, publications, wellness for leaders, or documenting and archiving.

Please list any special professional interests you have that may be helpful in matching you with a mentee.

Please describe what you are looking to get out of your mentorship experience.

Thank you for your interest in the Mentoring Program. Please submit your application to:

(NAME)

(Email address)

You will be notified when we have paired you with a mentee.

Thank you!

Region Past Chair

Appendix C

Mentoring Program: Mentee Application

Personal Information

Name:

Mailing Address:

City:

State:

Zip:

Region/County:

Home/Cell Phone:

Work Phone:

Email Address:

Leadership History Information

Please describe your history with counseling leadership positions, and the length of time you have served in each role.

What leadership positions do you hold on the state, regional, division, and/or national level?

Please describe your personal leadership development goals, and those you hold for your region.

Please list the specific area(s) where you would like to receive support. For example: managing meetings, strategic planning, motivating volunteers, event management, marketing and public relations, membership growth and retention, by-laws and policy development, development of community partnerships, budget development and implementation, leadership development and succession planning, student/new professional support and development, use of technology and social media in leadership, legislative or government relations, governance or parliamentary procedures, nominations and elections, public speaking, recognition and awards, publications, wellness for leaders, or documenting and archiving.

Please list any special professional interests you have that may be helpful in matching you with a mentor.

Please describe what you are looking to get out of your mentorship experience.

Thank you for your interest in the Mentoring Program. Please submit your application to:

(NAME)

(Email address)

You will be notified when we have paired you with a mentee.

Thank you!

Region Past Chair

Appendix D

Mentoring Agreement

Mentoring Agreement

We are voluntarily entering into a mentoring relationship, which we expect to be mutually beneficial. We want this to be a rewarding experience with most of our time together spent on addressing the mentee's development as a counseling association leader.

Specific Role of the Mentor

Discuss the mentor's role, which will include providing support and feedback, recommending counseling leadership developmental activities to facilitate growth and learning, suggesting and providing resources on leadership development.

Specific Role of the Mentee

Discuss the mentee's role, which will include serving as an active participant in the Mentoring Program, committing to working with the mentor by attending all scheduled meetings/or replying in a timely fashion, and openly communicating with the mentor. The mentee will develop professional goals and be open to coaching and feedback from the mentor.

Frequency of Meetings

How often will we meet?

How long will our meetings last?

What format will we use for meeting (e.g., Skype, G-Chat, FaceTime, Go-to-Meeting)?

In the case of an emergency in which the mentor or mentee are unable to keep a meeting date, a call or email will be made in advance to reschedule.

Mentor Signature: _____

Mentee Signature: _____

Appendix E

Mentoring Program: Getting to Know You Questionnaire

The purpose of gathering this information is to provide your mentor with information about you that can be used to facilitate the development of the mentorship process. You can use this form as a discussion tool or complete it before you have your first meeting.

Name:

City:

State:

Length of time as a national and state association member:

What got you interested in leadership positions?

Which leadership activities are your favorite and why?

What is it about your association that is exciting to you?

What past experiences do you have with your association?

What do you want to learn more about in terms of your association and leadership?

When you think about your leadership role, what are your personal and professional goals for the next year?

What do you hope to gain from this mentoring relationship?

How will you include your other current branch leaders (i.e., executive board members) in learning and mentorship processes?

In what ways are you supporting the strategic goals of your branch?

Appendix F

Sample Discussion Questions

Mentee Questions:

- Why did you pursue leadership roles in counseling?
- What do you like best about being a counseling leader?
- What are the challenges you face as a leader in an organization?
- Why is it important to you to be a counseling association member?
- What do you think are the greatest challenges facing the counseling profession today?
- How do you motivate volunteers?
- What are important considerations when working with volunteers?
- How do you stay motivated?
- Who or what are some of your most important resources that you use to guide you in your leadership roles?
- What leadership books or theories have most influenced your ideas and thoughts?
- Who are your personal and professional mentors, and how have these individuals been able to inspire and connect with you?
- How do you strike a healthy balance between your professional and personal life?
- How do you think counselors can advocate for the counseling profession?
- What are your professional goals and dreams (short-term and long-term)?
- What is the one action you have taken that has accounted for most of your success?
- How do you handle professional obstacles and roadblocks?
- What advice do you have for me as I continue forward as a leader in our profession?

Mentor Questions:

- How is your role/committee/task force/panel, or other service to your professional association going? What questions do you have, and how can I support you in your work?
- How can I support you in your leadership role?
- What previous leadership experience do you have? What did you like or dislike about it?
- How would you describe yourself as a leader (strengths and struggles)?
- What obstacles do you think you will continue to face in leadership roles?
- Talk about your time management skills as a leader.
- How do you motivate volunteers?
- How are you doing in terms of working towards your professional mentoring goals we established earlier in our relationship? How can I support you in reaching those goals?
- Have any of your experiences thus far inspired new goals or initiatives?
- What do you believe are the current strengths of your branch?
- What are the most significant areas of need for your branch?
- How can you connect your strengths and skills with your areas most in need?
- Who else can provide you with assistance with your leadership and branch development?

Appendix G

Quarterly Report

Full Name:

Email Address:

Please describe the progress you have made toward your leadership development goals during the most recent quarter.

What activities have you engaged in that have promoted your development as a leader?

What have you found to be most beneficial about the Branch-to-Branch Mentoring Program?

Describe your relationship with your mentor, and the ways in which your mentor has supported you, or served as a resource during the most recent quarter.

How have you begun to utilize and disseminate resources from the Branch-to-Branch Mentoring Program, or those obtained from your mentor? How do you plan to do so moving forward?

Meetings with your mentor (document each date):

Questions:

Suggestions:

Requests for assistance:

(First Quarter: July 1 – September 30; Second Quarter: October 1 – December 31; Third Quarter: January 1 – March 31; Fourth Quarter: April 1 – June 30)