Welcome

The USF Alumni Mentor Program first began in 2013 as a LinkedIn group called Dons Helping Dons, which quickly grew to more than 3,000 members.

Both the Office of Alumni Engagement and the Career Services Center sensed the need to “bring LinkedIn to life” and so began the good work of building an Alumni Mentor Program that facilitates relationship building and skill development while embodying core Jesuit values such as service to others and cura personalis.

MISSION STATEMENT

To facilitate meaningful mentor relationships between experienced alumni, recent graduates, and current students with a focus on community building, character development, and career advancement.

USF mentors live the mission by dedicating their time, talents and energy to helping fellow Dons achieve their personal, academic and career goals.

Building a mutually beneficial, open and trusting relationship with your mentor/mentee will take time, effort and a degree of patience. This handbook is intended to assist you with this process by explaining your responsibilities, providing suggestions on how to prepare for and conduct successful mentor meetings, and offering a plethora of suggested activities to complete with your mentor/mentee.

Of course, this handbook cannot cover everything. In working with your mentor/mentee, you must rely on your good sense and instincts while maintaining the highest level of personal and professional integrity.

We trust that your mentoring experience will prove rewarding and inspiring. Please contact us directly with questions, concerns, suggestions and/or feedback.

In the words of St. Ignatius, “Go forth, and set the world on fire.”

Sincerely,

Your USF Alumni Network

Office of Alumni Engagement
(415) 422-6431 | alumni@usfca.edu
# Table of Contents

- Program Goals & Timeline .................................................. 4
- Mentor Responsibilities ...................................................... 5
- Mentee Responsibilities ..................................................... 6
- Meeting Your Mentor/Mentee ............................................... 7
- Maintaining Momentum ...................................................... 8
- Distance Mentoring .......................................................... 10
- Career Services Center ..................................................... 11
- Appendix ............................................................................. 12

If you want to lift yourself up, lift up someone else.
–Booker T. Washington
Program Goals & Outline

The USF Alumni Mentor Program facilitates meaningful connections between experienced alumni, recent graduates and current students across a wide variety of industries and fields of study. The USF Alumni Mentor Program provides the mentor and mentee the flexibility to decide mutually on both the timing and the content of meetings. Specific program goals:

- **Equip** the mentee with skills and tools needed to make sound career decisions;
- **Assist** the mentee with establishing and accomplishing short and long-term goals, both personal and professional;
- **Improve** the mentee’s leadership, teamwork, creative thinking, decision making, and interpersonal skills;
- **Explore** and discuss with the mentee different career paths, companies and industries;
- **Facilitate** community building, character development and career advancement for both mentors and mentees.

*Separate Programs for Graduate and Undergraduate Students*

The Alumni Mentor Program is open to graduate students in the fall and undergraduate students in the spring. Alumni mentors are invited to participate both semesters.

Alumni Mentor Program Timeline

<table>
<thead>
<tr>
<th>Fall – Graduate/Law School Mentorship</th>
<th>Spring – Undergraduate Mentorship</th>
</tr>
</thead>
<tbody>
<tr>
<td>July-August</td>
<td>November-December</td>
</tr>
<tr>
<td>Mentors are invited to apply</td>
<td>Mentors are invited to apply</td>
</tr>
<tr>
<td>August-September</td>
<td>January</td>
</tr>
<tr>
<td>Graduate students are invited to apply</td>
<td>Undergraduate students are invited to apply</td>
</tr>
<tr>
<td>October</td>
<td>February</td>
</tr>
<tr>
<td>Kickoff Dinner – program begins</td>
<td>Kickoff Dinner – program begins</td>
</tr>
<tr>
<td>December</td>
<td>April</td>
</tr>
<tr>
<td>Program ends</td>
<td>Program ends</td>
</tr>
</tbody>
</table>

Prepared by the Office of Alumni Engagement | June 2014 (updated September 2018)
Mentor Responsibilities

Community Building

As a USF mentor, your first responsibility is to help foster a mentorship community based on trust and mutual respect. Lead by example in all things:

- Attend and be social at university events and featured activities
- Be punctual and come prepared to mentor meetings
- Be an active member on USF LinkedIn groups
- Have your own mentor(s) and professional network

Character Development

One of USF’s core values as a Jesuit institution is *cura personalis*, or “care for the whole person.” Thus, your second responsibility is to help your mentee become a complete human being.

- Be a positive role model (both online and in person)
- Be genuinely interested in your mentee as an individual
- Acknowledge achievements and offer positive reinforcement
- Help your mentee to maintain a positive attitude and an open mind

Career Advancement

Your third and main responsibility will be to help prepare your mentee for the “world of work.” How you go about doing this will depend on the individual personality, skills and interests of your mentee. Here are some tried and true ways to support your mentee’s career growth:

- Be responsive to your mentee when they reach out for help or advice
- Be open and generous in sharing your ideas, experiences, resources and network
- If possible, invite your mentee to meet your colleagues and peers
- Encourage your mentee to take risks and seize opportunities
Mentee Responsibilities

Mentoring is an equal partnership between two individuals and USF mentees are expected to put forth as much effort as their mentors.

Your mentor will help you make progress towards both your personal and professional goals, but only if you keep an open mind and adhere to these basic recommendations:

- With your mentor, decide on preferred method and frequency of contact; listen and respect the opportunities, limitations and format of the relationship.

- Be proactive in reaching out to and scheduling 1:1 meetings with your mentor.

- Create an agenda for each mentor meeting (e.g., prepare questions; suggest discussion topics).

- Establish and continuously review your goals (see p. 16), assess progress and determine next steps with your mentor.

- Respect your mentor’s time as you do your own; respond to messages or calls within two business days and notify your mentor no fewer than 24 hours in advance if you expect to miss a scheduled meeting.

- Seriously consider all advice or suggestions you receive; demonstrate when you have followed advice at every opportunity and express appreciation for every form of assistance you receive.

- Engage in reverse mentoring; share information and ideas that may help your mentor with his/her own personal or professional development.

- Ask for honest feedback; don’t respond defensively.

- Provide positive feedback to your mentor and do not disparage your mentor to others.

- Assume the mentoring relationship will be strictly professional; be friendly, but do discuss, agree on and respect personal boundaries.

- If you are a current student, keep your mentor informed of academic progress, achievements or difficulties.

- Be active on LinkedIn and other professional networking sites.
Meeting Your Mentor/Mentee

Once you have been successfully matched with your mentor/mentee, you will be introduced to each other via email and will receive a formal invitation to the Alumni Mentor Program Kickoff Dinner. (Mentors/mentees located outside of the Bay Area will receive separate instructions based on their geographic region.)

The AMP Kickoff Dinner is the first opportunity to meet your mentor/mentee. The reception will include a brief workshop on mentoring, time for goal setting, and, of course, socializing.

From there, you are expected to connect with your mentor/mentee on a consistent base – though how frequently is up to you. Getting off to a strong start is critical, so here are a few things to consider when preparing for your first mentor meeting:

- Decide on the date, time, length and location of your first meeting at least one week in advance.
- The first 1:1 meeting should be casual and relaxed, so consider going for coffee or lunch, meeting on campus, or attending one of the small group sessions. (Be prepared to pay your own way at all times. You’re not expected to pay for your mentor/mentee.)
- Share personal and professional interests with each other.
- Review each other’s job search documents like your resume and cover letter.
- Write/review 3-5 goals (see p. 16) for the mentee to accomplish/work towards.

KICK-START THE CONVERSATION!

What was your childhood like? What were your dreams and schemes?

Where did you go to high school? What is/was your favorite class at USF?

What are your hobbies and interests? What are you passionate about?

Where in the world have you been? What have you learned from your travels?

Who do you admire and respect? Why?

Prepared by the Office of Alumni Engagement | June 2014 (updated September 2018)
Maintaining Momentum

Getting connected is easy, but staying connected is hard. Like all relationships worth pursuing, mentoring relationships demand time and energy.

The USF Alumni Mentor Program requires that you meet with your mentor/mentee consistently over the two months you are matched together. To ensure that happens, we encourage you to be flexible with your schedule, be honest about other commitments, and respect each other’s time.

People often say that motivation doesn’t last. Well, neither does bathing. That’s why we recommend it daily.

–Zig Ziglar

USF helps facilitate regular communication between mentors and mentees by sending monthly emails chock full of timely content, reminders and suggested activities, including:

Community Building

- **Attend** USF-sponsored events such as basketball games, guest lectures, career fairs.
- **Invite** fellow mentors and mentees to an informal group lunch or dinner.
- **Engage** in community projects together such as volunteering.

Character Development

- **Enroll** in soft-skill enhancing programs (e.g., Toastmasters International).
- **Select** a book to read and discuss together over the course of the program.
- **Compete** in a team activity together (e.g., pickup game of basketball; trivia).
- **Help** one another achieve personal goals (e.g., maintaining a healthy lifestyle).
- **Attend** Mass or other religious/spiritual services (as appropriate).

Career Advancement

- With the mentee, **decide** on 3-5 SMART goals (see p. 16) for them to work towards.
- **Help** polish the mentee’s resume, cover letter, LinkedIn profile and elevator pitch.
- **Ask** your mentee to shadow you (or a close and trusted associate) at work for a few hours or an entire day.
• **Invite** your mentee to join you in a social activity where other professionals or clients are involved.

• **Research** and join professional and/or student organizations; subscribe to appropriate magazines and trade journals.

• **Arrange** informational interviews for your mentee so he/she can hear multiple perspectives on different career paths and companies.

• **Give** your mentee an assignment (e.g., researching a specific industry or company; reading a certain magazine or newspaper article).

• **Go** shopping! If your mentee is open to the idea, help them to select “business professional” and “business casual” outfits.

---

**Success is not final, failure is not fatal: it is the courage to continue that counts.**

—Winston Churchill
Distance Mentoring

The USF Alumni Mentor Program is not limited to the San Francisco Bay Area. Alumni living/working outside the Bay Area are encouraged to join the program.

Distance mentoring is a mentoring relationship in which the mentor and mentee are in different geographic locations. Distance mentoring relies almost exclusively on email, video conferencing, and online meeting software and platforms.

Of course, this type of mentoring relationship is not without its challenges. To ensure a successful mentoring experience, keep these suggestions in mind:

- **Use videoconferencing software** (e.g., Skype), especially for your first meeting. This will help you pick up nonverbal cues and get a better sense of your mentor/mentee. Yes, you still have to dress professionally!

- **Get personal.** Consider sharing photos of your family members, friends, favorite places, etc. This will go a long way towards building a trusting relationship.

- **Email sparingly.** Email is best for scheduling meetings, sharing resources, and asking non-urgent questions. Avoid using email to give critical feedback.

- **Stick to your word.** Distance mentoring sometimes makes it seem easy to postpone or cancel a mentor meeting. This is a quick way to corrode trust. Instead, show up to each session fully prepared for a productive conversation.

- **Listen for nonverbal cues.** Sometimes you can tell how people feel not by what they say but how they say it. Keep your ear tuned for a raising or lowering of voice; a change in tone; silence; a quickening or slowing of speaking pace; sighs, pauses, and similar expressions.
Career Services

The university’s three career centers support both students and alumni in their career endeavors. While not required, we encourage all mentees to visit their career center at least once during the program to supplement the good advice and suggestions of the mentors.

Priscilla A. Scotlan Career Services Center
University Center, 5th Floor
W: https://www.usfca.edu/career/
E: careerservices@usfca.edu
T: (415) 422-6216

School of Law –
Office of Career Planning
Kendrick Hall, 230
W: https://www.usfca.edu/law/career
E: lawcareer@usfca.edu
T: (415) 422-6757

School of Management –
Graduate Career Services
University Center, 5th Floor
W: https://www.usfca.edu/management/student-life/career-services
E: SOMCareers@usfca.edu
T: (415) 422-5033
Alumni Mentor Program: Appendix

Personal Respect & Harassment ..................................................13
Meet Your Match ......................................................................14
Ground Rules.............................................................................15
Setting Objectives ....................................................................16
Plan Effective Meetings ..............................................................17
Suggested Itineraries .................................................................18
Program Staff ...........................................................................20
personal respect & harassment

prevention of sexual and other unlawful harassment policy

In order to advance its fundamental value of “creating a culture of service that respects and promotes the dignity of every person”, the University of San Francisco (“University”) is committed to an environment that is free of sexual and other unlawful harassment. Sexual harassment is unlawful under Title IX of the 1972 Education Amendments, Title VII of the Civil Rights Act of 1964, and the California Fair Employment and Housing Act. As a matter of University policy, sexual or other unlawful harassment occurring in the course of any University activity is prohibited. This policy provides complaint procedures to assist the University in its efforts to implement this policy.

Harassment on the basis of race, religious creed, color, national origin, ancestry, disability, marital status, medical condition (cancer-related or genetic-related), sexual orientation, sex, age, or any other protected status under federal, state or local law, ordinance or regulation applicable to the University, is a violation of this policy.

Any such harassment of any individual in the course of any University-administered program, job or activity is prohibited and shall not be tolerated. The University shall take prompt and effective corrective action to address unlawful harassment. The policy explicitly applies to University students, faculty, staff, administrators, independent contractors and all other individuals engaged in University activities.

Individuals who know of harassment, or believe that they have been harassed, in violation of this policy are encouraged to contact the USF Alumni Mentor Program Coordinator immediately.

To read the full policy, visit: https://myusf.usfca.edu/human-resources/policies-procedures
Meet Your Match

These questions will help you and your mentor/mentee learn about each other.

● What is important to you? (E.g., social justice, a healthy lifestyle, volunteering, money…)

● What is your background and professional experience? (I.e., what internships/jobs have you held?)

● What skills do you have and are proud of? (E.g., public speaking, math, writing)

● What training or courses have you taken recently, or plan to take?

● Which professional journals do you subscribe to, or want to subscribe to?

● Which skills do you desire to develop?

● How will a mentoring partnership help develop those skills?

● What attracted you to this program?

● What one thing can I do to ensure a positive experience for you in this partnership?

● What should I expect from you in this mentoring partnership?

● Would you rather be a celebrity for 1 week in modern times, or a king or queen for 1 year in olden times?

● Star Wars or The Lord of the Rings?

● Summer or winter?

● Dogs or cats?

● Tell me about your most recent vacation.

● If money weren’t an object, where in the world would you buy property?

● What is your favorite restaurant in San Francisco?
Ground Rules

Use this handout to set ground rules, agree on limits, and develop a plan for your mentoring partnership.

**Items to consider as you set your ground rules:**

- Who will take responsibility for setting up meetings?
- Should the person who breaks a meeting appointment be responsible for rescheduling?
- Are meeting reminders necessary?
- If one of us is unhappy with the relationship, what is the best way to deal with it?
- How will we handle confidentiality?
- How will we proceed if one of us needs to withdraw from the relationship?
- How will we meet? In person, by phone, via Skype/Hangouts?
- Should we meet during the workweek or on weekends and evenings?
- Are there any other norms/expectations we need to clarify?

### OUR GROUND RULES

1. 

2. 

3. 

4. 

5. 

Prepared by the Office of Alumni Engagement | June 2014 (updated September 2018)
Setting Objectives

During the first mentor meeting, we recommend establishing 2-3 objectives that you hope to accomplish/work towards over the course of the program. Your objectives are more likely to be met if you have clear action steps designed to meet them.

You should already have an idea of what your objectives are for the program. Work with your mentor to develop realistic action steps that together you can work on to achieve each of your objectives. An example is provided below.

Remember, action steps demonstrate how you will reach each of your goals.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Action Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXAMPLE:</td>
<td>EXAMPLE:</td>
</tr>
<tr>
<td>☐ I want to build self confidence when delivering presentations.</td>
<td>☐ I will volunteer to present my project at the next division meeting.</td>
</tr>
<tr>
<td>☐</td>
<td>☐ I will practice my presentation with my mentor one week before I’m due to present.</td>
</tr>
<tr>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
Plan Effective Meetings

Student Mentees should complete this meeting planner prior to their mentoring meeting, and share with their mentor so the meeting is organized and the focus is clear. Including the objectives the mentee is working on is a reminder to discuss the progress being made, and to make adjustments as needed to your action steps.

**Mentoring Meeting Planner**

- **Date:**
- **Time:**
- **Place:**
- **Mentoring Objectives:**
- **Recap of Last Meeting:**
- **Focus for this Meeting:**
- **Outcomes:**

Prepared by the Office of Alumni Engagement | June 2014 (updated September 2018)
# Suggested Itineraries

After the Kickoff Dinner, it’s important that you connect with each other regularly and consistently. How you spend your time is completely up to you, and we encourage you to approach mentorship in whatever style works best for you and your mentor/mentee.

For those who need help getting started, here are seven suggested itineraries that can be done in or out of order:

<table>
<thead>
<tr>
<th>I. Kickoff Dinner – Set Goals (2 hours)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Meet your mentor/mentee for the first time, enjoy dinner with your fellow tablemates, and listen to the guest speakers</td>
<td></td>
</tr>
<tr>
<td>• Establish 1-2 initial goals and ground rules for your mentoring relationship</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>II. Resume Review (1 hour)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Review, discuss and critique each other’s resumes and LinkedIn profiles</td>
<td></td>
</tr>
<tr>
<td>• Research together 2-3 ideal careers – look at job descriptions and discuss the steps necessary to land those jobs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>III. Job Shadow (1-4 hours)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Arrange a morning or afternoon for the mentee to visit the mentor at work</td>
<td></td>
</tr>
<tr>
<td>• Give a tour of the workspace</td>
<td></td>
</tr>
<tr>
<td>• Arrange sit-down introductions to colleagues and bosses</td>
<td></td>
</tr>
<tr>
<td>• If possible, include the mentee in a business meeting, client call, or team lunch</td>
<td></td>
</tr>
<tr>
<td>• Mentees: write a 1-page summary of what you observed, learned or questions you have</td>
<td></td>
</tr>
<tr>
<td>• Mentors: debrief with your colleagues – <em>what was their impression of your mentee?</em> Share feedback with your mentee</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IV. Small Group Mentoring Sessions (1-2 hours)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Attend a Small Group Mentoring Session for an opportunity to network with fellow mentors and mentees</td>
<td></td>
</tr>
<tr>
<td>• When available, sessions include company tours, happy hours, and industry Q&amp;As</td>
<td></td>
</tr>
<tr>
<td>• New sessions announced at the beginning of each month via email</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>V. Attend an On-Campus USF Event (1-2 hours)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Attend one of the many on-campus USF events for an opportunity to network with fellow students and alumni</td>
<td></td>
</tr>
<tr>
<td>• Events include public lectures, sports games, career fairs and workshops</td>
<td></td>
</tr>
<tr>
<td>• Visit <a href="http://www.usfca.edu/calendar">www.usfca.edu/calendar</a> for a full list of publicly listed events</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>VI. Volunteer Together (1-4 hours)</th>
<th></th>
</tr>
</thead>
</table>
Both the university and the greater San Francisco Bay Area offer a plethora of opportunities to volunteer.

- Choose an activity that promotes teambuilding and conversation, and is aligned with the university’s mission, vision and values.
- Visit [https://www.volunteermatch.org/](https://www.volunteermatch.org/) for a robust list of volunteer opportunities.

### VII. Conduct a Mock Interview (1-2 hours)

- Record yourselves doing a mock interview (mentors should play the role of the interviewer/employer)
- Base the interview on a real and current job posting
- Review the recording – what does the mentee need to improve or focus on?
Contact

Office of Alumni Engagement
101 Howard St., Ste 200
San Francisco, CA 94105
alumni@usfca.edu
(415) 422-6431