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Service - Mentoring

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THE HARVARD MENTORING PROJECT
Center for Health Communication • Harvard School of Public Health

Jay A. Winsten, Ph.D., Associate Dean and Center Director

January 5, 1998

*MIKE/EK -
Mentoring advice
from a POTUS friend
+ mentoring byshot.
BR*

Mr. Bruce Reed
Assistant to the President
for Domestic Policy
The White House
Washington, DC 20502

Dear Bruce:

At Hilton Head, I talked with the President about arranging for him to speak on mentoring at a Hollywood luncheon in June. I followed-up by giving him a hand-written version of the enclosed letter. He expressed considerable interest. If you agree that this proposal has merit, I would be enormously grateful for your help in moving it forward.

I also want to follow-up on the conversation that you and I had about providing funding for mentoring in the President's budget. I recommend earmarking these funds to establish a network of mentor training centers. These centers would perform two functions: (1) outreach to businesses, institutions of faith, and non-profit membership-based organizations, to encourage and assist them in establishing new mentoring projects; (2) ongoing assistance to the coordinator of each new mentoring project through regular group meetings and individual consultations. The model for these centers already exists, thanks to the work of One to One | The National Mentoring Partnership.

*not just
units.*

Lastly, just a reminder that if the President includes ten words on mentoring in the State of the Union Address, this will double the amount of airtime that the television networks will commit to promote the growth of the mentoring movement.

Many thanks for your help. It was good to see you at Renaissance.

With best wishes,

Sincerely,

Jay A. Winsten, Ph.D.

JW/jms
Encl.



THE HARVARD MENTORING PROJECT
Center for Health Communication • Harvard School of Public Health

Jay A. Winsten, Ph.D., Associate Dean and Center Director

Hilton Head
December 31, 1997

The President
The White House
Washington, DC

Dear Mr. President:

To follow-up our brief conversation last night, I've attached a status report on Harvard's new media campaign to recruit mentors for at-risk youth. ABC, CBS, NBC, Fox, HBO, the Turner Networks, and Hollywood studios have signed on.

I need your help to influence the upcoming television season by speaking at a Hollywood luncheon that Harvard will organize for 1,000 television writers, producers and executives, under the banner of "Give Something Back." Ideally, the luncheon should be held in June, when producers are making key decisions on the content of scripts for the fall television season.

The goal of the luncheon is to encourage the inclusion of pro-social themes in scripts, including special emphasis on depicting mentoring relationships and sound parenting strategies. The luncheon also will celebrate the 10th anniversary of the designated driver campaign, demonstrating what Hollywood can accomplish when it puts its mind to it.

Thank you for considering this request.

Sincerely,

Jay A. Winsten, Ph.D.

cc: Bruce Reed



THE HARVARD MENTORING PROJECT

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THE HARVARD MENTORING PROJECT—STATUS REPORT

“The problem with [TV sitcom] ‘Fresh Prince of Bel Air’ was, they showed us what life’s like in Bel Air, but didn’t teach us how to get there.” Tanya, a 16-year old girl from a Boston inner-city neighborhood, expressed her frustration—and ambition—during a focus group discussion on youth violence prevention conducted by the Harvard School of Public Health. Tanya is smart, motivated—and going nowhere, because she lacks adequate guidance. If the right person takes her under their wing, becomes her mentor and points the way, Tanya has a good chance to achieve fulfillment as a productive citizen. There are many others like Tanya. Regrettably, few are receiving the benefits of mentoring from a caring, responsible adult.

There is solid scientific evidence that mentoring works. In a landmark study, 1,000 young people on the waiting list of Big Brothers Big Sisters of America—mostly urban youth aged 11 to 15—were randomly assigned to two groups. Members of one group were assigned a mentor; members of the other group remained on the waiting list. Typically, the mentors met with the young people three times a month, with the average meeting lasting four hours. Comparing the two groups 18 months later, the children with mentors were 46% less likely to begin using illegal drugs; 27% less likely to begin using alcohol; 53% less likely to skip school; and 33% less likely to hit someone. Rather than focusing separately on discrete problems such as drugs, alcohol, school drop-out, and youth violence—all of which may affect the same child—the strength of mentoring is that it deals with all these problems simultaneously by addressing the needs of the child as a whole.

The challenge is to take mentoring to scale. Of the 12 million at-risk children in the United States, only 300,000-400,000 currently receive the benefits of mentoring. The largest program, Big Brothers Big Sisters of America, reaches 105,000 young people—with 30,000 more on the waiting list.

The challenge is twofold: to funnel additional volunteers into existing mentoring projects; and to stimulate the creation of new mentoring projects sponsored by businesses, religious groups, and civic organizations, with their members serving as mentors. A variety of model programs already exist. In Miami, 1,200 African-American men have come together to mentor 3,000 African-American boys. In New York City, employees of Goldman Sachs are mentoring 600 young people, who visit the corporation’s offices on a regular basis to meet with their mentors. In Philadelphia, 65 churches have joined together to mentor 800 children. In Kansas City and Minneapolis-St. Paul, thousands of children are being mentored through large-scale community-based efforts. The challenge is to replicate these programs in cities and towns across the country, motivating large numbers of citizens and organizations to get involved. Generating this high level of interest—indeed, creating a movement of tremendous momentum—will require a highly effective marketing and communication effort. That is the task of the Harvard Mentoring Project in partnership with America’s Promise—The Alliance for Youth, One to One! The National Mentoring Partnership, The Points of Light Foundation, and Big Brothers Big

Sisters of America. This national media campaign will help recruit an army of volunteers to serve as mentors of at-risk youth. The Project will be conducted in collaboration with leading television networks and Hollywood studios.

The Harvard Mentoring Project will utilize media strategies comparable to those employed by Harvard's highly successful Designated Driver Campaign for drunk driving prevention, which was launched in 1988 in collaboration with major Hollywood studios and leading television networks. During four television seasons, more than 160 prime time episodes depicted the use of designated drivers, and network-sponsored public service announcements (PSAs) were broadcast up to 10-20 times per week. *The New York Times* estimated that Harvard generated more than \$100 million each year in donated network airtime; public relations activities further reinforced the Campaign, generating extensive news coverage. The bottom line: 65 million Americans served as designated drivers (Roper Poll), contributing to a 30% decline in annual fatalities from drunk driving. Harvard's Designated Driver Campaign helped create a new social norm—a new social expectation—that “the driver doesn't drink.” Similarly, the Harvard Mentoring Project will promote the widespread acceptance of a community ethic in which individual citizens accept a shared responsibility for the well-being of all children.

The timing is propitious for this new Harvard initiative. From April 27-29 in Philadelphia, retired General Colin Powell chaired the Presidents' Summit on America's Future, sponsored by the Points of Light Foundation and the National Service Corporation. Presidents Clinton, Bush, Carter, Ford, and Mrs. Reagan representing her husband, joined 30 governors, 100 mayors, scores of corporate leaders, and 4,000 delegates. They launched an effort to win unprecedented numbers of commitments from corporations, non-profits, and individual citizens to help young people who are at risk of not leading healthy, fulfilling, and productive lives. To sustain the tremendous momentum generated by the Summit, General Powell and philanthropist Raymond Chambers are heading a new organization, America's Promise—The Alliance for Youth. Dr. Jay Winsten, director of the Harvard Mentoring Project, served as co-chair of the Summit's National Media Task Force, and has now been asked to serve on the Communications and Marketing Task Force of America's Promise.

The Harvard Mentoring Project and its partners will serve as a communications engine to fuel the growth of the mentoring movement. The Project will utilize a communications strategy with three components: advertising, entertainment programming, and news. Here's how it will work:

1. **ADVERTISING:** The Project will secure commitments from television networks to produce and sponsor their own PSAs on mentoring. Some PSAs will motivate individuals to volunteer at existing mentoring projects; others will motivate businesses, religious groups, or civic organizations to launch new mentoring projects. All of the PSAs will offer a toll-free number enabling viewers to call for referrals to mentoring projects in their own communities and for information on how to launch new projects.

2. **ENTERTAINMENT PROGRAMMING:** The Project will secure commitments from television writers and producers to develop prime time episodes depicting individuals serving as mentors. Entertainment programming not only mirrors social reality, but also helps shape it by depicting what constitutes public opinion, by influencing people's perceptions of the roles and behaviors that are appropriate to members of a culture, and by modeling specific behaviors. The prime time episodes depicting mentoring will extend and reinforce the impact of the network-sponsored PSAs.
3. **NEWS:** The Project will direct the attention of journalists to newsworthy developments in mentoring to help promote the growth of the mentoring movement. The Project will encourage journalists to spotlight innovative mentoring programs, track progress in state- and city-wide efforts to take mentoring to scale, and tell the stories of mentors and the young people they help. Special attention will be focused on securing coverage of mentoring on network news magazines and evening newscasts as well as in leading newspapers.

The Project also will work with a leading advertising agency to create a simple phrase—comparable to “designated driver”—that can serve as media shorthand for a variety of volunteer roles that help at-risk youth. The Project will popularize this phrase—indeed, will make it the talk of the nation—by encouraging its use in prime time entertainment episodes and network-sponsored PSAs, as well as on billboards, posters, and T-shirts. This initiative will generate powerful momentum behind the mentoring movement, helping to motivate large numbers of individuals and organizations to commit to helping young people.

PROGRESS TO DATE

At the request of the Harvard Mentoring Project, ABC, CBS, NBC, FOX and HBO have made commitments to produce and sponsor public service announcements this fall to help recruit mentors for at-risk youth. All PSAs will be tagged with toll-free telephone numbers enabling viewers to call for information about specific mentoring opportunities in their own local communities. This initiative is a collaborative effort involving the Harvard Mentoring Project, the television networks, and non-profit organizations promoting mentoring and volunteerism. The Points of Light Foundation and One to One | The National Mentoring Partnership, with funding from the MCJ Foundation, have prepared their local affiliates to respond to callers seeking information on local mentoring opportunities. The Points of Light Foundation serves as a national umbrella for more than 400 local Volunteer Centers, whose mission is to connect citizens with volunteer opportunities. One to One | The National Mentoring Partnership is an advocacy and resource group that is spearheading the growth of the mentoring movement; it has 13 affiliates in major cities. America's Promise will sponsor a toll-free number providing callers with information on mentoring. This toll-free number will utilize an automated response system programmed to provide the caller with the name and phone number of the nearest Volunteer Center or One to One affiliate, based on the caller's zip code.

Here is a rundown of each network's plans:

1. ABC's initiative is an extension of its major, ongoing commitment to mentoring, sponsored by ABC's Children First Campaign in collaboration with the Harvard Mentoring Project, the MCJ Foundation, One to One, The National Mentoring Partnership and the Points of Light Foundation. To date, more than 100,000 viewers have called the Children's First toll-free number for information on mentoring opportunities. ABC will continue to broadcast several mentoring PSAs each week, including in prime time, tagging the PSAs with the Children First toll-free number (1-800-914-2212). Callers will be offered brochures and referrals to Volunteer Centers and One to One affiliates.

2. CBS Sports will produce and sponsor PSAs promoting mentoring that will be broadcast during sports programming beginning in September. These messages will focus on the linkage between coaching and mentoring, and will be tagged with the America's Promise toll-free number (1-888-55-YOUTH). Shorter versions of these PSAs will air on CBS in prime time. In addition, CBS has produced a one-hour syndicated program on the involvement of the faith community in mentoring.

3. FOX kicked-off a new network-sponsored public service campaign on September 15, focusing on a different topic every 3-4 months. From September 15-December 31, the entire campaign will be devoted to promoting mentoring, with PSAs airing 2-5 times per week in prime time. The FOX PSAs will be tagged with the America's Promise toll-free number.

4. Beginning in late September, NBC will sponsor PSAs promoting mentoring on an ongoing basis under the umbrella of NBC's "The More You Know" Campaign. The NBC mentoring PSAs will air throughout the schedule, including in prime time, and will be tagged with the America's Promise toll-free number.

5. HBO has produced a set of PSAs featuring individuals who are serving as mentors and the young people whom they are helping. Beginning this fall, these PSAs will run during HBO's entertainment news program, and will be made available to all other networks and cable systems. The HBO PSAs will be tagged with the America's Promise toll-free number.

The New York Times

NOVEMBER 7, 1997

Advertising

All Aboard for the Campaign for a Few Good Mentors

By STUART ELLIOTT

The ability of the communications industry to persuade Americans to modify their behavior for what are deemed laudable causes is being tested again by an ambitious project to sell the concept of mentoring. It is being brought to you by the same people who successfully sold the concept of the designated driver.

The mentoring campaign follows the example of its predecessor in proselytizing with public service announcements on television networks as well as with mentions in episodes of television series. The effort to promote mentoring has attracted the support of at least six networks, working with nonprofit organizations like One to One/The National Mentoring Partnership, Big Brothers Big Sisters of America and the Points of Light Foundation.

Another force in the mentoring drive is America's Promise, the Alliance for Youth, an offshoot of the recent Presidents' Summit for America's Future, which called for volunteers to help two million children by 2000. The Fox Broadcasting Company plans as soon as next week to add appearances by Gen. Colin L. Powell, chairman of America's Promise, to public service spots about mentoring that the network began running in September.

"With the designated driver campaign, we sought to promote a new social role and make that person a hero," said Dr. Jay A. Winsten, asso-

ciate dean and director of the Center for Health Communication at the Harvard School of Public Health in Boston. Dr. Winsten has spearheaded attempts since 1988 to have drinkers designate sober friends to drive.

"The strategy now is to promote the social role of mentor as we did with designated drivers," he added.

As the Harvard Mentoring Project seeks to duplicate the results of the Harvard Alcohol Project, challenges loom. "Mentoring is many times more difficult" to promulgate, Dr. Winsten said.

While becoming a designated driver can simply be "put on one's agenda" occasionally, he added, becoming a mentor requires dedicating substantial, regular amounts of time and "systems for referrals to mentoring projects in your hometown where you can volunteer."

But those involved in the campaign are optimistic.

"It's not that we're marketing something new," said Patrice Théard, executive director of One to One/The California Mentoring Partnership in Los Angeles.

"We're marketing something that has been working, but didn't have the media exposure," she added. "By mobilizing the media, people pay attention and respond."

For instance, 1,000 to 1,500 telephone calls a week to a national toll-free mentoring line have been attributed to viewers of the Fox spots, which carry the umbrella theme "Change begins with you." The campaign started with football players

like Brett Favre of the Green Bay Packers and will be broadened to include stars of Fox series like Andrew Shue of "Melrose Place."

"Mentoring is not easy because it's a real personal commitment," said Larry Jacobson, president of the Fox Television Network unit of Fox Broadcasting in Los Angeles, which is owned by the News Corporation. "So it takes role models to push people over the top."

"The four Presidents wouldn't have as much impact as Brett Favre," he added, referring to Messrs. Bush, Carter, Clinton and Ford, who participated in the volunteers' summit meeting.

The other networks involved in the Mentoring Project are contributing big names, too, as part of a trend to "brand" public service pitches.

NBC, owned by the General Electric Company, is running spots as part of "The more you know," a continuing public service campaign, which feature the actors Eric LaSalle, David Schwimmer and Brooke Shields. ABC is running spots under the rubric "Children first" with stars like Tim Allen, Dennis Franz and Jimmy Smits.

"We've had over 130,000 calls," said Patricia Goodrich, corporate initiatives director at ABC Inc. in New York, a unit of the Walt Disney Company, "which we're trying to trace to see how many turned into actual mentoring relationships."

Home Box Office, the pay cable network owned by Time Warner Inc., has produced eight public service announcements to appear during en-

tertainment news features; two, in English and Spanish, are centered on the boxer Oscar De La Hoya.

HBO is offering those spots to basic cable networks and the National Cable Television Association for distribution to local cable systems. A Time Warner sibling, the WB network, is incorporating a mentoring story line into a Wednesday night sitcom, "Sister, Sister."

CBS's effort involves actors like Gregory Hines and Jane Seymour as well as Lou Holtz of CBS Sports, a former Notre Dame football coach who likens mentoring to coaching.

"Obviously no one is suggesting this is the complete antidote to all of society's problems," said Matthew Margo, vice president for program practices at the CBS Television Network, a unit of the Westinghouse Electric Corporation in New York.

"But mentoring is a solution to many of the issues out there," he added, "whether it's drug abuse, illiteracy or alcohol abuse. And that touches on many of the public service issues of concern to a network."

It may be overstating matters to describe mentoring as sort of one-stop shopping for do-gooders.

But "this is the heart of the case," Dr. Winsten said. "Rather than focusing on discrete problems such as drugs, alcohol, dropping out of school and youth violence, all of which may affect the same child, the strength of mentoring is that it deals with all those problems simultaneously by addressing the needs of the child as a whole."

Service - mentoring