

THE 1999 BEST PRACTICES IN MENTORING CONFERENCE[©]

November 4, 5, 6, 1999

The Bolger
Leadership Center

Potomac, Maryland

Hosted by

NIST, Office of Diversity

Gaithersburg, Maryland

CONFERENCE COMMITTEE:

Dr. Rita Boags, Leadership Technologies

Sol del Ande Eaton, NIST

Mattie Ellis-Silas, GM

George Gant, Dow Corning

Dr. David James, IMA

Fred Keaton, USA Today

Bernard Scales, Du Pont

**Bringing People
Together**



Why you should attend

If you are contemplating the setup of a mentor program in your organization or are looking for ways to enhance, upgrade or expand a present program, you will want to come to this conference. Mentoring programs are far more complex than they appear on the surface. The tasks of helping individuals within the same organization to set up learning partnerships between them looks deceptively simple. Even establishing a successful mentor program on a small scale needs a thorough study of the field, benchmarking of other programs, careful planning and implementation. Once a successful pilot is established on a small scale, how does one go about multiplying that effect fivefold, tenfold, or a hundredfold? There are many issues to be considered in starting and expanding a successful mentor program.

Information from this conference will teach you to avoid the pitfalls and learn from organizations that have established best practices formats. A unique feature of the conference is a comprehensive and integrated approach to the delivery of the information. This is not a shotgun approach - participants will leave with a roadmap for the design and implementation of best practice program with many of the options available for each organization's unique and specific needs.

Who should attend?

- Personnel with the primary responsibility for designing and coordinating mentor programs in your organization
- Mentor design team leaders and members.
- Program sponsors and champions.
- Managers and directors of diversity programs, career development centers, organization development initiatives, training and development, and succession planning.
- Managers of knowledge management initiatives and training for learning organizations.
- Coordinators of community outreach programs, college scholarships and internships, and recruitment programs.

What you will learn

- How a company's "best practice" program got started and continues to expand and improve
- The key elements of a best practices program and how to use them in your own organizations
- A review of practical and critical information, synthesized by experts in the field
- Information from dialogue and sharing with other participants with whom you can network and exchange know-how
- The challenges, pitfalls, setbacks and failures you can expect and how to resolve them
- How to assess the value and effectiveness of your own program
- New and innovative techniques you can apply to your organization's program
- Samples and examples of materials that have proven successful, i.e. proposals, training agendas, presentations, booklets, articles, reports, assessment and evaluation questionnaires, etc.

Who are the experts?

Practitioners from organizations such as:

Phillips Petroleum	University of Michigan
Dow Corning Corporation	Lawrence Livermore Labs
DuPont	UNITY Journalists of Color
Fannie Mae	United States Coast Guard
General Motors	US Department of Labor
GMAC Mortgage	Western Carolina University

Leading edge consulting firms and sponsors:

Barbara Deane, Cultural Diversity at Work Newsletter
Omer Simeon, HTM
Rita Boags, Leadership Technologies
Linda Stromei, LINCO

Renowned authors, consultants and sponsors:

- Margo Murray, author of *Beyond the Myths and Magic of Mentoring*
- Larry Ambrose, author of *The Mentor's Companion*
- Dr. David James, president of the International Mentoring Association
- Camille Murphy, Commission on the Status of Women

About our Host - NIST Office of Diversity Programs, Gaithersburg MD

The National Institute of Standards and Technology is an agency of the U.S. Department of Commerce's Technology Administration. NIST's mission is to strengthen the U.S. economy and improve the quality of life by working with industry to develop and apply technology, measurements and standards. It carries out this mission through a portfolio of major programs. The Office of Diversity Programs is headed by Sol del Ande Eaton. She sees her role as host of this conference as supporting the values of NIST in its encouragement of staff diversity, leadership and professional growth.

DAY ONE

Thursday, November 4, 1999
8:00 am to 4:40 pm

Starting Up a Winning Program

MORNING SESSION - 8:00 AM to 11:30 AM

- WELCOME & INTRODUCTORY REMARKS - 8:00 to 8:30 AM :** Program Chairs Sol Eaton, NIST and Dr. Rita Boags, Leadership Technologies
- Conference Theme: *Bringing People Together* presented by Camille Murphy, Commission on the Status of Women, Westchester County, NY
 - Agenda for the Two Days and Post Conference Workshops presented by the Conference Steering Committee
- I. THE FOUNDATIONS OF A BEST PRACTICES PROGRAM - 8:30 to 9:30 AM:** Best Practices: The 12 Keys-Steering Committee Panel Presentation
- The growth of Mentoring Initiatives: Why Mentoring? Why Now?
 - The Core Process of Best Practices Program
 - knowledge exchange
 - learning partnerships
 - measurable outcomes
 - Program Implementation: A 12-Point Needs Assessment

BREAK

II. BREAKOUT GROUPS: 10:00 TO 11:45 AM

GROUP A	GROUP B	GROUP C	GROUP D
<p>Pilot Design & Implementation of a Prototype</p> <p>B.Scales, DuPont and L.Rhodes, Department of Labor, Region IX</p> <p>DuPont's corporate mentor program is frequently benchmarked by other organizations. Find out how they identified their best practices profile and how their prototype has been refined and streamlined in the last 10 years.</p> <p>The Department of Labor, Region IX Demonstration Mentoring Project utilizes many of the same formats and processes. Learn the important key ingredients and how they all fit together.</p> <p>Key themes to be discussed are: Building the program foundation from Program Objectives and Linking them to Strategic Business Goals; Aligning key stakeholders, Sponsors and Champions; Creating the Coordination Design Team and utilizing them throughout; Implementing the Design within the organization's cultural norms and constraints.</p>	<p>Identifying Initial Target Groups: Recruiting & Selection</p> <p>S.Sarvis, Fannie Mae & Lorie Valle, Lawrence Livermore Labs</p> <p>Mentor programs are frequently a part of an organization's diversity initiative. Goals for such programs are to provide one-on-one learning experiences that will impact the "glass ceiling" and retention of its talented minority and female employees.</p> <p>How does an organization target specific protege groups for mentoring without creating organizational backlash and keep within the legal guidelines for non-discrimination?</p> <p>Fannie Mae's Office of Diversity also has a mentor program targeted to the development of its diverse population but does not create women only or minority only protege groups in its program. Find out the pros and cons of the two approaches and the challenges and opportunities they face.</p> <p>Lawrence Livermore has had a Cross-Cultural Mentoring Program for two years. Find out the pros and cons of the two approaches and their challenges.</p>	<p>Matching Strategies: Facilitated Protege Driven & Team Based</p> <p>J.Graham, DuPont and K.Stricker, GM</p> <p>Among the many matching strategies that exist, there are two which show promise for continued reliability of its process.</p> <p>In the protege driven practice, proteges interview a panel of prospects which has been generated by the coordinating team. The proteges select from their interviewees. DuPont will discuss this process as a part of their Core Practice.</p> <p>In the team based matching format, a coordination or sub-team matches the mentors and proteges and announces the matches. There are many variations to this process and these will be discussed along with the basic practice as created by GM Finance Group and adopted in other parts of the company.</p>	<p>Learning from the Pilot Assessment, Monitoring & Evaluation</p> <p>D.James, IMA and G.Gant, Dow Corning</p> <p>One of the most significant features of a best practices program is the use of data to demonstrate the effectiveness of desired processes.</p> <p>Data collection is important prior to program implementation, at specific checkpoints throughout the pilot and at the end of a pilot. This workshop discusses the kinds of data that can be used, methods of gathering data and ways to report results.</p> <p>Dow Corning Corporation's pilot mentor program incorporated a highly sophisticated pre-measurement and post-measurement system based upon the company's core competencies.</p>

BUFFET LUNCHEON - 12:15 to 1:30 PM

Luncheon speaker: 1:00 to 1:30 pm: Dr. David James, President of the International Mentoring Assn.

AFTERNOON SESSION - 2:00 PM to 3:45 PM

III. BREAKOUT GROUPS: REPEAT OF MORNING PROGRAM (SECTION II)

BREAK

- IVa. ANNOUNCEMENT OF EVENING AND NEXT DAY'S EVENTS: 4:00 to 4:30 PM
- IVb. OPEN CONVERSATION HOUR AND NETWORKING: 5:00 to 6:00 PM

AUTHOR'S DINNER - 6:00 PM

featuring Margo Murray, author of "Beyond the Myths and Magic of Mentoring"

DAY TWO

Friday, November 5, 1999
8:00 AM to 4:30 PM

Expanding the Pilot and Sustaining Success

MORNING SESSION

Pre-Session Author's Roundtable: 7:00 to 8:00 AM: Featuring Larry Ambrose, author of *A Mentor's Companion*

V. PASSING THE TORCH: 8:00 to 9:45 AM

Panel: Building the Internal Competency for Program Excellence. Featuring speakers from the General Motors Mentoring Facilitation Team and DuPont's Mentoring Excellence Committee.

- Packaging and transplanting the Core Process
- Expanding to new venues: Practical examples
- Maintaining consistency and quality
- Changing the role of the Pilot Coordinator Team to Internal consultation and training
- Ownership and warehousing issues

BREAK

VI. BREAKOUT GROUPS: 10:00 to 11:45 AM

GROUP E	GROUP F	GROUP G	GROUP H
Training Designs: Half Day and Full Day	National Programs and Distance Mentoring	Marketing and Communication	Linking Community, Corporate and Educational Programs
B.Brandt, L.Rogere and R.Boags, Leadership Technologies	B.Rosen, GMAC Mortgage & K.Wilson, US Coast Guard	S.Shiflet, Phillips Petroleum Co. and C.R.Tingson, University of Michigan	D. James, IMA and E. Hsu, Unity Journalists
Training is essential before embarking on a planned mentoring partnership. Two designs will be presented in this group. In Design 1: the 4-hour format enables participants to learn their respective roles, interviewing techniques for finding a prospective partner and the creation of a Partnership Agreement. In Design 2: the 8-hour Workshop has a larger content and features similar to the 4-hour format. Participants are arranged in table teams to ensure high levels of interactivity. Exercises are conducted to teach the roles and responsibilities of mentors and proteges, the developmental dialogue process, the partnership agreement process, and managing the challenges which can destroy or inhibit learning in mentoring partnerships.	When programs are designed to bring together mentors and proteges from different geographic locations, there are unique challenges to address. This workshop will lay-out those challenges and how they have been managed. GMAC Mortgage has sought to solve the mentor shortage at some of its satellite locations by expanding the boundaries of its programs to include participants from many different regions. The US Coast Guard is in the process of implementing a cross-functional mentor program. They are a part of a network of mentors and proteges from 10 different agencies who find partners through a special Internet access program.	Most practitioners overlook this very critical aspect of sound mentoring programs. This presentation covers the entire spectrum of communication starting with the Program Proposal and Project Plan. All of the communications evolve from these foundation pieces. Phillips Petroleum has a number of ways of informing prospective program participants and recruiting new members into the various mentoring programs throughout the corporation. These methods include in-house brochures, orientations, reference/training manual and an intranet site. Examples from our participating organizations, indicate that a consistent and multi-faceted approach produces the necessary results. Brochures, pamphlets, videos are among the examples used.	Many organizations expand their mentoring programs beyond their internal workforce to include educational institutions and community efforts. Find out how this process works by listening to two practitioners from different sides of the issue. David James, as IMA President has had many years of experience linking educational institutions to programs targeting a variety of populations. Unity Journalists of Color has established a mentor program within its organization to bring together senior and graduate level students in journalism and experienced journalists in all fields of the discipline. Their goal is to increase the level of retention of minority employees in all aspects of journalism.

LUNCH 12:00 to 1:30 PM

Mentoring: The Insider's View: Speakers - Shirley Dogan and Jim Schoonover

This mentor/protege pair started their partnership in DuPont's pilot program in 1989. Hear how they overcame challenges of distance and a multitude of differences to create a partnership that has lasted a decade.

VII. MENTORING PARTNERSHIPS and the GLOBAL LEARNING VILLAGE: 2:00 PM to 3:30 PM

Guest Speakers Panel:

- Optimizing diversity learning through partnerships
- Mentoring as a key leverage activity in a Learning Organization
- Using the mentoring experience during downsizing, mergers and re-engineering
- Building Intellectual Capital in the workplace of the future

VIII. LEARNING LABORATORY: Value Creation and Maximizing your Return on Investment (ROI) 3:30 to 4:15 PM

Applications exercises facilitated by the presentation team

CLOSING REMARKS AND ACKNOWLEDGEMENTS: 4:00 to 4:30 PM

Announcements of Evening Events and Post-Conference Workshops

DAY THREE

Saturday, November 6, 1999

8:00 AM to 4:30 PM

Post-Conference Workshops

Workshop #	Workshop Title, Instructors and Description
I. 4 hours	Using the MBTI and other standardized instruments in Mentoring Programs Barbara Rosen, GMAC Mortgage and Linda Stromei, Ph.D., LINCO The MBTI (Myers-Briggs Type Indicator) is a widely utilized instrument and can be an excellent asset to foster understanding between members of mentoring pairs. Find out how two skilled practitioners of the Myers Briggs utilize this and other instruments as tools to foster communication and to measure growth within partnerships. Linda also uses pre- and post-testing for skills transfer, using various instruments, and has developed her own instrument to assess mentor and protege satisfaction.
J. 4 hours	Uses of Technology to Manage and Measure Programs Omer Simeon, HTM, George Gant, Dow Corning Corp. As a mentoring program grows, so does the amount of paper that must be managed. A paperless system of database management can be a tremendous asset in managing the mentor and protege pools, finding prospective partners, and monitoring and measuring progress.
K. 2 hours	Understanding and Using Knowledge Management as a Mentoring Model Truls Engstrom, Stavanger College, Norway Coordinators of Mentoring Programs are actually in the knowledge management business. Many have not recognized their activities as such in the past. The growth of knowledge assets or intellectual capital is what mentoring is about. Explore with this educational researcher from Norway his work on Knowledge Management and learn more about how to apply these concepts and strategies to your program.
L. 2 hours	Communication Training for Mentoring Dr. Betty Farmer and Dr. Kathleen S. Wright, Western Carolina University Effective communication is synonymous with effective mentoring relationships. This session considers the critical role of listening within the many functions of mentoring. Because communication is a two-way process, this workshop will focus on training that is suitable for both mentors and proteges. The presenters will share their ATHENE model for communication training, a communication assessment instrument, and identify barriers that impede listening.
LUNCH BREAK	
M. 2 hours	Using Focus Groups to Conduct Assessments and Program Evaluations Roxann Filaseta, Leadership Technologies Focus groups are a simple and effective means of collecting data at any point in a program: beginning, middle or end. The process can be used for assessing the organization's readiness and uncovering negative influences that could hamper the rollout of a mentoring program. Evaluating the status and outcome of programs is another excellent use of the technique. This session demonstrates the process and provides samples of an actual agenda, questionnaires used in the process along with formats for reporting results.
N. 4 hours	Designing Effective Information Sessions and Mentor/Protege Training Rita Boags and Murray Bradfield, Leadership Technologies The Information Sessions (Orientations) conducted in organizations are critical to the rollout of a program to inform the general population and combat myths and mis-information which abound. What should be included? How long should it be? Who should be invited? How to present the information and to whom will be covered in this session where you see examples of effective Information Sessions and receive assistance in the design of Presentations to take back to your organization. Closely linked to the Information Session is the training that Mentors and Proteges must receive. The issues of selecting the proper audience content and design of the workshop will be discussed. Demonstrations of ways to use the principles of adult learning will be incorporated into the workshop that will enable participants to create or modify existing workshop designs for their organizations.
O. 2 hours	Mock Team Matching Session DuPont Haskell Lab Mentoring Team DuPont has traditionally used a facilitated Protege-driven matching process. In this model proteges are given a pre-screened list of mentors for interviewing. See how the pre-screened list is created and the information from the protege interviews is managed. Communication to the selected and nonselected mentors is a delicate matter. Learn the protocols that are used and the results of their process. The workshop will be conducted with actual partnership forms, and participants will engage in interactional exercises as a part of the demonstration.
P. 4 hours	Creating Coordinator and Participant Guidebooks Mattie Ellis-Silas, General Motors In order to create and maintain a consistent, high quality common practice in an organization, the processes and documents must be collected and packaged. General Motors Finance Group led the way in creating its comprehensive <i>Coordinators and Facilitators Guide</i> . It has become a one-stop shop for new programs that wish to start building on the successes of the past. The Guide contains a description of their best practices; the program outlines and timeframe, forms to use, participant training materials, facilitator's guides and more.
END OF WORKSHOP	

CONFERENCE SPEAKERS AND PRESENTERS

Larry Ambrose, Perrone-Ambrose Associates, Chicago, IL

Mr. Ambrose consults and provides mentoring skill building programs for mentors and their proteges. With his partner, James Perrone, he created the Mentors 2000 Series, which focuses on shaping the learning organization of the future through building the mentoring culture. Mr. Ambrose is author of *A Mentor's Companion*, designed to help individuals improve on-the-job performance.

Dr. Rita S. Boags, Leadership Technologies, Castro Valley, CA

Rita is the founder and principal of Leadership Technologies, a 15-year-old training and consulting firm specializing in the implementation of programs to impact the Glass Ceiling in organizations. The firm has developed a comprehensive and integrated approach to mentoring programs, offering clients a packaged template which can be customized to their unique needs and specifications.

Murray Bradfield, Leadership Technologies, Atlanta, GA

Murray has extensive experience working on diversity issues within global contexts. His research, study and publications in curriculum design and adult education are applied to conflict mediation, intercultural communication and managing diversity. Mentoring has become a central part of his leadership and career development offerings for his client base.

Robert S. Brandt, Consultant, Wilmington, DE

Bob is a cultural diversity and workforce partnering consultant. While at DuPont, he was responsible for the design, implementation and audit of upward mobility initiatives for DuPont's women and minority employees. As one of the original mentors in DuPont's mentoring prototypes, he brings invaluable experience and know-how to his mentoring and diversity consultation projects.

Shirley B. Dogan, Keeping Books, West Grove, PA

Shirley is the principal of a financial management consulting firm. Shirley opened her business after completing 16 years with DuPont. Her professional associations include NATP, AIPB and Quickbooks Professional Advisors. As a mother of one son, Shirley is deeply involved in community organizations focused on young people.

Sol del Ande Eaton, National Institute of Standards and Technology (NIST), Gaithersburg, MD

In 1997, Sol Eaton became the first Diversity Program Manager at NIST. Prior to this position, she served as EEO Officer and Diversity Program Manager at several different federal agencies, including The National Institute of Dental Research, the Office of Assistant Secretary for Health, and the Naval Research Lab.

Mattie Ellis-Silas, General Motors, Detroit, MI

Mattie has worked at General Motors Corporation for 31 years in the fields of Finance and Human Resources. In 1995 Mrs. Ellis-Silas became the Team Leader of Employee Development Mentoring Process for the Finance organization. By 1998, approximately 13,000 employees were involved in the mentoring program. In tribute to her leadership role and contributions to the Mentoring Task Team, she is affectionately referred to as the "God-mother of Mentoring" by the GM Finance community.

Truls Engstrom, Stavanger College, Stavanger, Norway

Mr. Engstrom is an assistant professor in the School of Hotel Management at Stavanger College. He is in the process of completing his dissertation on the relationship between mentoring and knowledge management.

Dr. Betty Farmer, Western Carolina University, Cullowhee, NC

Dr. Farmer is an assistant professor of communication and public relations at Western Carolina University. She has been a member of Western's faculty mentoring program since 1993 and a member of the International Mentoring Association Board of Directors since 1998. Betty Farmer and Kathleen Wright have been researching and writing about mentoring for over a decade and have been conducting communication training for mentoring programs since 1994.

Roxann Filaseta, Consultant, Santa Clara, CA

Roxann consults in the areas of organizational change, executive coaching, mentor programs, and team building. She effectively leads a wide variety of focus groups to meet business and employee needs. Roxann has a B.A. in Economics and an M.A. in Management. She is an associate with Leadership Technologies.

George A.L. Gant, Dow Corning Corporation

George Gant's 34 years with Dow Corning Corporation have been characterized by a combination of notable technical and business achievements and outstanding service to his industry, his community, and a wider public. While in a previous role as Internal Human Resource Consultant, George headed a cross-functional team which designed and implemented an innovative and leading-edge mentoring pilot for women engineers.

Janet Graham, DuPont, Wilmington, DE

Janet is a 10-year employee of DuPont and a Team Associate with the Organizational Development Group, DuPont Consulting Solutions, Global Services Business. Involved with DuPont's mentoring programs since 1992, she has been the Co-Coordinator for DuPont's 1998 Mentoring Conference, and consultant to many DuPont businesses in establishing mentoring programs specific to their business needs.

Evelyn Hsu, UNITY Journalists of Color, Seminole, FL

Evelyn is director of the Unity Mentor Project, a program funded by the Kellogg Foundation to increase minority representation in newsrooms. Ms. Hsu is also an associate at the American Press Institute in Reston, VA and is a member of the board of directors of the Maynard Institute for Journalism Education.

Dr. David P. James, International Mentoring Association, Largo, MD

Dr. James is the president of the International Mentoring Association and an internationally recognized expert in training, establishing and evaluating mentoring programs. He has published in the International Journal of Mentoring, Black Issues in Higher Education, and New Directions for Community Colleges. He has recently co-authored a book, with Marcia Canton, entitled "Best Mentoring Practices in Higher Education." It will be published in late 1999.

Dr. Fred Keaton, USA Today, Arlington, VA

Fred Keaton is Director of Staff Development for *USA TODAY* newspaper. He has the overall responsibility for management development, EEO and diversity initiatives. In this capacity Fred worked with his clients in the Computer Systems division to design and implement a formal mentoring program. This is the first of its kind within the company and its success will mean an opportunity for the program to be copied throughout the organization.

Camille Murphy, Commission on the Status of Women, New York

Camille is the director of the Westchester County Office for Women, the first county government agency serving women and families. She is a recognized leader of initiatives designed to improve the status of women locally, nationally and internationally. As immediate past president of the National Association of Commissions for Women, she established the first grant to women's commissions to fund mentoring programs for girls across the nation.

Margo Murray, MMHA The Manager's Mentor, Inc., Oakland, CA

Margo is President & Chief Operating Officer of an international consulting firm, specializing in total Quality Productivity Performance Systems design and implementation. Her book, *Beyond the Myths and Magic of Mentoring: How to Facilitate an Effective Mentoring Program*, includes twenty years of research and client experiences with her Facilitated Mentoring Model. In 1996 Margo and MMHA were recognized with two Athena Awards and two Honorable Mentions for excellence in mentoring. Margo was recently invited to speak about global mentoring experiences to the United Nations Secretariat.

Lynn Rhodes, US Department of Labor (DOL), Region IX, San Francisco, CA

Lynn is the Director of the Office of Administrative Support at the Employment and Training Administration. Involved for many years as the Federal Women's Program Manager for the Regional DOL, Lynn is currently a member of the team responsible for designing and implementing the first pilot mentoring program in the regional offices.

Louise Rogere, Consultant, Newark, DE

An employee of DuPont for over 25 years, Louise became a Diversity Consultant at DuPont in 1993 and led a Diversity Program for over 400 people. Prior to retirement, she was one of the hosts of a successful Mentoring Conference sponsored by DuPont. Since retirement, her consultant activities have increased in the area of mentoring and diversity.

Barbara Rosen, GMAC Mortgage, Horsham, PA

Barbara is a Senior Training Consultant at the corporate office of GMAC Mortgage. She is the team leader of the Corporate Mentoring Program, a program that incorporates all of the national offices. In the two years since its inception, it has grown to over 400 participants.

Sandy Sarvis, Fannie Mae, Washington, D.C.

Sandy is Director of Diversity Initiatives in the Office of Diversity. She has directed the Corporate Mentor Program for the last five years and participates as both a mentor and a protege. Fannie Mae's mentor program is designed to create a more diverse pool of leadership candidates, enhance personal skills and complement other professional development efforts.

Bernard E. Scales, DuPont, Wilmington, DE

Bernie is Manager of Diversity, EEO/AA for DuPont. Bernie has the core competency for mentoring at DuPont, and acts as the internal clearing house for information and resources to many DuPont programs. He consults with a wide variety of non-DuPont companies and organizations in the public and private sector. He is called upon to speak and advise others as they seek to follow DuPont in the implementation of a "Best Practices Mentor Program."

Dr. James D. Schoonover, Consultant, West Chester, PA

Before his retirement, Jim was Corporate Vice Chairman of the Operations Network at DuPont. In the early 1990's he played a key role in a successful organizational transformation effort at DuPont. It was during this time he became involved in mentoring. Today, he continues to speak and consult on organizational issues.

Omer T. Simeon, HTM, Calabasas, CA

Omer is the co-founder and partner of HTM Company, a firm specializing in the integration of technical and business entities. The firm has partnered with Leadership Technologies to design and develop computerized approaches to training, i.e, The Organization Game and the CAS 2000 Mentoring Management System.

Suzanne Shiflet, Phillips Petroleum, Bartlesville, OK

Suzanne is a member of the Corporate Human Resources & Organization Development Staff. She is responsible for coordinating the Phillips Corporate Mentoring Program. Approximately 650 people are in the program, including in locations outside the United States. In addition, there are 100 employees who are mentors to college students at three Oklahoma Universities and the Colorado School of Mines.

Kathleen Stricker, GM Finance, Pontiac, MI

Kathy is the manager of Leadership Processes and responsible for the GM Finance Mentoring Program. Kathy has been in this assignment for three years and with the GM Corporation for 30 years. There have been over 800 partnerships created in the GM Finance program over the past five years.

Linda Stromei, Ph.D., LINCO, Corrales, NM

Dr. Stromei is principal of LINCO, a consulting firm that specializes in implementation and evaluation of formal mentoring programs for organizations. Her quantitative evaluation of formal mentoring programs earned her 3 national research awards this year from the International Mentoring Association, the Society for Human Resource Management and the International Society for Performance Improvement.

Connie Rose Tingson, University of Michigan, Ann Arbor, MI

Connie is the Assistant Director in the Office of New Student Programs at the University. She oversees the University Mentorship Program which encompasses work with students, university faculty and staff. Additionally she has developed an Asian American mentoring program for students, and presented at symposia and conferences on Best Practices in mentoring for college environments.

Lorie Valle, Lawrence Livermore National Labs, Livermore, CA

Lorie is the Diversity Awareness Program Manager at the "Lab". In this capacity, she develops methods to improve and enhance the understanding of and appreciation for diversity at the Laboratory, helping individuals and departments improve their ability to work with a diverse workforce, and helping employees maximize their talents and skills. Directing the organization's Cross-Cultural Mentoring program for the past four years is a key component of the Lab's diversity direction.

Kathleen M. Wilson, United States Coast Guard, Washington, DC

Since 1996, Kathleen has been the Mentoring Program Coordinator for the United States Coast Guard. Her career with government agencies has spanned a 24 year history working on three continents. A number of agencies have initiated mentoring programs based partly or wholly on the program. Among these groups are NASA, US Army, Army National Guard, Air National Guard, and the U.S. Forest Service.

Dr. Kathleen S. Wright, Western Carolina University, Cullowhee, NC

Kathleen is a professor and head of the Department of Communication & Theatre Arts. She was a member of the task force that established Western's Faculty Mentoring Program in 1990. In partnership with Betty Farmer, she researches and writes about mentoring and conducts communication training for mentoring programs.

The 1999 Best Practices in Mentoring Conference
 November 4 - 6, 1999
 Registration Form

YOU WILL RECEIVE WITH YOUR REGISTRATION FEE:

- Workshop Materials and Program Sample Pack
- Pre-Conference Program Assessment
- Lunch, Break Refreshments and Welcome Night Dinner
- Certificate of Completion

FEES:

Day 1 and Day 2 Conference Attendance \$ 950.00
 (Accommodations are not included. See reverse side for details.)

Day 1 Break Out Session

(Check Session desired by priority: 1,2,3,4]

MORNING: Session A _____ Session B _____ Session C _____ Session D _____
 AFTERNOON: Session A _____ Session B _____ Session C _____ Session D _____

Day 2 Break Out Session

(Check Session desired by priority: 1,2,3,4]

MORNING: Session E _____ Session F _____ Session G _____ Session H _____

FEES: For Post Workshop Attendance

Workshops: I _____ J _____ N _____ P _____ \$ 325.00
 Workshops: K _____ L _____ M _____ O _____ \$175.00

Day 3 Workshops

(Check Session desired by priority: 1,2,3,4]

MORNING: Session I _____ Session J _____ Session K _____ Session L _____
 AFTERNOON: Session M _____ Session N _____ Session O _____ Session P _____

REGISTRATION FORM: Please PRINT clearly or type. Complete and send the entire page for registration

Name: _____ Title: _____

Organization: _____

Address: _____

Phone: (____) _____ FAX: (____) _____ E-mail: _____

PAYMENT METHODS (For Conference Registration only-Accommodations are not included)

Check or Money Order Make payable to: CSC Mentoring Conference

Mail payment with completed registration to: 665 Enchanted Way, Pacific Palisades, CA 90272

Check amount enclosed _____ Purchase Order # _____

Credit Card: Visa, MasterCard, Diners Club, Carte Blanche, American Express)

Credit Card: Type _____ Exp. Date _____

Fees: DAY 1 & Day 2 \$950

Number _____

Post Conference Workshops

Signature _____

Number _____ x \$325 = \$ _____

Agency Purchase Orders: _____

Number _____ x \$175 = \$ _____

For Federal Tax ID # call (310)459-5527 or (310)454-7067

ENTER TOTAL HERE.....\$ _____

Complete the registration form and FAX to: (310) 454-7067 or Mail to: CSC, 665 Enchanted Way, Pacific Palisades, CA 90272

FOR FURTHER INFORMATION CALL: (800) 521-0669 or (510) 581-2946 or (301) 975-5562 or EMAIL: mentornews@aol.com

NOTE: A limited number of Conference Scholarships are available to Non-Profit Organizations.

1999 BEST PRACTICES in MENTORING CONFERENCE®
November 4, 5, 6, 1999

ACCOMMODATION INFORMATION
Each participant is responsible for arranging his or her accommodations

WILLIAM F. BOLGER CENTER
For Leadership Development
A Training and Conference Center
9600 Newbridge Drive
Potomac, MD 20854-4436

FOR ROOM RESERVATION:
(301) 983-7000

FOR INFORMATION:
www.bolgercenter.com

LOCATION:	The Center is located on 83 rolling acres in the heart of the Potomac countryside, just minutes away from Washington, DC. The proximity to two major airports and Interstate 95 makes the Center easy to reach from any major city.
DESCRIPTION:	Meeting and public areas are spacious and airy to enhance ease of movement. The result is an environment that stimulates creativity in everyone. Fee parking is located on the facility grounds.
GUEST ROOM ACCOMMODATIONS	<ul style="list-style-type: none">• 396 Standard rooms, 56 Deluxe rooms, 28 Suites• Double or Queen size beds• Ample desk space for work or study• Satellite cable TV with free movie channels• Hair dryers, coffee makers, ironing boards and irons• Window view of award-winning landscapes• All rooms are non-smoking. ADA guest rooms available
MEALS	Three buffet style, all-you-can-eat meals are served each day at times suited to typical meeting schedules. A wide variety of flavorful and nutritious selections are offered to meet individual taste and dietary needs.
FITNESS AND RECREATION	The comprehensive Fitness and Recreation facility provides guests with: <ul style="list-style-type: none">• Wellness seminars and physical fitness assessment• Heated indoor swimming pool• Weight training• Cardiovascular conditioning and aerobics• Gymnasium for team activities• Variety of outdoor sports, e.g., volleyball and basketball, and scenic paths, great for enjoying outdoor workouts
BUSINESS OFFICE	Business Office provides a variety of business services, including faxing, copying, typing and computer services. Guests may take advantage of the computer centers for their personal use or to gain internet access. Office supplies are available.

RESERVATION PROCEDURES

Conference participants are required to call and reserve their own accommodations by **October 13, 1999**. The phone number for our reservations department is **301-983-7000**. At that time individuals are to provide the reservations agent with their full name and address and arrival and departure dates. Any requests for reservations received after the cut-off date will be accepted on a space available basis and are subject to current rate availability. Individuals arriving after 6:00 p.m. are required to have guaranteed reservations. If the reservations are not guaranteed, the reservation will be dropped at 6:00 p.m.