

TEXAS A&M UNIVERSITY-COMMERCE
MENTOR/PROTÉGÉ PROGRAM OPERATING PROCEDURE GUIDELINES

Mentor/Protégé Program

Policy Statement

It is the intent of the Mentor/Protégé Program to build an effective, long-term working relationship between established businesses (mentor) and newly-formed minority and/or woman-owned businesses (protégé) who are certified by the State of Texas as Historically Underutilized Businesses (HUBs) in order to for the latter to benefit from the knowledge and experience of the established business.

Mission and Goals of the Mentor/Protégé Program

The relationship between the mentor and protégé should provide the following:

1. Enhance and strengthen the capacity of the HUB to contract with state agencies or to receive subcontracting opportunities from a state contract;
2. Foster long-term relationships between the general or prime contractor and HUBs;
3. Increase overall participation of minority and/or women-owned business in the State of Texas HUB Program.
4. Realize protégé's company leaders competency in select areas of identified need.
5. Protégé's increased ability to realize long-term stability in their respective field.

Purpose of the Mentor/Protégé Program

To identify and overcome barriers that typically inhibit or restrict the success of minority and/or women-owned business currently certified as HUBs.

Mentor/Protégé Program Objective

To produce a broad base of high quality, competitive and profitable HUBs through incremental improvement in their respective business practices.

Mentor/Protégé Program Eligibility

1. Mentor:
 - a) Companies who have volunteered to assist Protégés in specific areas of business development which will enhance their ability to compete successfully.
 - b) Companies who have extensive work experience and can provide developmental guidance in areas that meet the needs of the protégé, including but not limited to, business, financial, and personnel management; technical matters such as production, inventory control and quality assurance; marketing; insurance; equipment and facilities; and/or other related resources;

- c) Companies in “good standing” with the State of Texas and not in violation of any statutes, rules or governing policies;
 - d) Companies with a successful work history with government entities including city, county state or national entities.
2. Protégé:
- a) Companies who have volunteered to be mentored in specific areas of business development which will enhance their capacity to compete successfully;
 - b) Companies who are eligible and willing to become certified as a HUB; or is a currently certified HUB business;
 - c) Companies who have been operational for at least one year;
 - d) Companies who are willing to participate with a mentoring firm and have identified the type of guidance that is needed for their development;
 - e) Companies who are in “good standing with the State of Texas and are not in violation of any state statutes, rules or governing policies; and
 - f) Company owners who are willing to participate in the McCombs School of Business Community Minority Business Advancement (CMBA) Program.

Mentor Application, Selection, and Reporting Criteria

Prospective mentors will submit a completed Application for consideration for selection as a sponsored Mentor. The mentor application is designed to collect information for staff to ascertain the following:

1. Whether the mentor is a registered bidder on the commission's Centralized Master Bidders List (CMBL);
2. Whether the mentor has extensive work experience and can provide developmental guidance in areas that meet the needs of the protégé. This is including but not limited to, business, financial, and personnel management; technical matters such as production, inventory control and quality assurance; marketing; insurance; equipment and facilities; and/or other related resources;
3. Whether the mentor is in "good standing" with the State of Texas and is not in violation of any state statutes, rules or governing policies;
4. Whether the mentor has mentoring experience; and
5. Whether the mentor has a successful work history with government entities including city, county state or national entities.

When the mentor application is completed and submitted, the application will reviewed by the agency HUB Coordinator for the aforementioned basic eligibility criteria. The HUB Coordinator will contact the mentor to ascertain any specific selection "criteria" over and beyond that outlined by A&M-Commerce's Protégé Criteria. If these selection criteria does not conflict with that which is outlined by A&M-Commerce, the HUB Coordinator will notify the mentor on their acceptance. If there is a conflict, the HUB Coordinator will notify the mentor on their rejection.

Once accepted the mentor company will be forwarded copies of applications received by protégé that meet the proposed mentor's criteria for selection of a protégé. It will be the responsibility of selected mentor to interview prospective protégé and draft a mutually agreed to Mentor/Protégé Agreement. The finalized agreement will be submitted to the HUB Coordinator for finalization. Reports from the mentor will comply with the schedule as outlined in the agreed to Mentor/Protégé Agreement.

Mentors will be instructed:

- That frequency of information shared with protégé's increases the likelihood of the success of the agreement.
- To initiate contact with their protégé candidates as soon as possible and when feasible to conduct face-to-face mentoring meetings.
- That regular structured interaction supports an effective mentoring relationship and as such should be reflected in the Agreement.

Protégé Application, Selection, and Reporting

Prospective protégés will submit a application for consideration for selection as a sponsored protégé. The protégé application is designed to collect information to ascertain the following:

1. Whether the protégé is eligible and willing to become certified as a HUB; or is a currently certified HUB business;
2. Whether the protégé's business has been operational for at least one year;
3. Whether the protégé is willing to participate with a mentoring firm and has identified the type of guidance that is needed for its development;
4. Whether the protégé is in "good standing" with the State of Texas and is not in violation of any state statutes, rules or governing policies; and
5. Whether the protégé is involved in a mentoring relationship with another contractor/vendor.

Once the protégé application is completed and submitted the application will reviewed by the HUB Coordinator for evaluation against the aforementioned basic eligibility criteria. The HUB Coordinator will contact the protégé to ascertain any specific needs, which need to be addressed by participation with a potential mentor. If these selection criteria does not conflict with that which is outlined by A&M-Commerce the HUB Coordinator will notify the protégé on their acceptance. If there is a conflict the HUB Coordinator will notify the protégé on their rejection.

Once approved as a protégé company the HUB Coordinator will forward copies of applications that match mentor's criteria for selection of a protégé. It will be the responsibility of selected mentors to interview prospective protégés to draft a Mentor/Protégé Agreement to submit to the HUB Coordinator for reporting purposes.

The Mentor/Protégé Program Matching Process

The following criteria will be use when matching potential mentors to potential protégés:

1. To assign mentors with protégés who share the same business responsibilities.
2. To assign mentors with protégés who reside within a close proximity of each other.
3. To identify specific needs in which the protégé can be counseled or trained by the mentor.
4. To conduct program orientations. The orientations are to help selected mentors and protégés understand their respective roles within the relationship. The HUB Coordinator will detail their role as well as the role of other personnel who participate facilitate the program. The orientations will be help prior to the finalization of any Mentor/Protégé Agreements. Attendance of the orientations is required for any Mentor/Protégé Agreement.

The Mentor/Protégé Agreement

The Mentor/Protégé Agreement sponsorship is limited to a period not to exceed twenty-four months (24) commencing from the date the mentor-protégé agreement is signed by all parties.

The Mentor/Protégé will work together in regularly scheduled meetings, focusing on developing the protégé's business plan and implementing the actions necessary to obtain results.

An agreement that details the nature of the relationship will be drawn between the Mentor and Protégé in writing.

Three original copies of the agreement will be drawn. One retained by the mentor, one retained by the protégé, and one retained by the sponsoring agency

The agreement may include, but is not limited to, the following:

1. Identification of the development areas in which the protégé needs guidance;
2. The time period which the developmental guidance will be provided by the mentor;
3. Name, address, phone and fax numbers, and the points of contact that will oversee the agreement of the mentor and protégé;
4. Procedure for a mentor firm to advise A&M-Commerce in advance if it intends to voluntarily withdraw from the program and/or terminate the mentor-protégé relationship;
5. Procedure for a protégé firm to advise A&M-Commerce in advance if it intends to voluntarily withdraw from the program and/or terminate the mentor-protégé relationship;
5. A mutually agreed upon progress reporting procedure. The agreement must state that the participation by the mentor/protégé is voluntary. The agreement must include the statement that participation in the agency's Mentor/Protégé Program is neither a guarantee for a contract opportunity nor a promise of business; rather the Program's intent is to foster positive long-term business relationships.

Mentor/Protégé Administration

1. Staff: A&M-Commerce has designated the HUB Coordinator for the administration, outreach, education, compliance, and reporting of the Mentor/Protégé Program.

2. **Team:** the Mentor/Protégé Program is implemented as a University wide effort involving a cross section of the University's programmatic resources including but not limited to central receiving, purchasing, internal purchasing, HUB Program, vendor relations, and others as identified by the HUB Coordinator. A&M-Commerce may also collaborate with HUB Coordinators at other state agencies to further the mentor/protégé effort. The HUB Coordinator will assess each Mentor/Protégé Agreement and develop a cooperation plan to make available all resources, whether personnel or material, to assist in supporting protégé needs identified in the agreement.
3. **Documentation:** the HUB Coordinator is responsible for maintaining application documents, program information materials, application files, and agreements associated with the Mentor/Protégé Program.
4. **Outreach:** the HUB Coordinator is responsible for program outreach, information dissemination, and program reporting and evaluation.
5. **Reporting:** on an annual basis, the HUB Coordinator will compile reports submitted by mentors and protégés that documents any progress made as a result of the agreements. The report should include a summary of key progress made by protégés relative to their respective agreements. Annual program evaluation information will be collected and reported for submission with the University's supplemental letter as a component of the HUB reporting materials. Case study format reporting will also be considered for the annual HUB report. The program efforts and results will also be reported in the University's HUB Strategic Plan.

**Texas A&M University-Commerce
Mentor/Protégé Program**

MENTOR APPLICATION

Application Submission Date: _____

Company Name _____

Company Address _____

Principle Line of Business _____

Contact Person Name _____

Contact Person Title _____

Phone Number _____

Fax Number _____

E-Mail Address _____

In the following questions, please check the appropriate answer.

Are you currently registered on the Centralized Master Bidders List ?

Yes () No ()

Do you have any State Contract at the present time?

Yes () No ()

Please identify your firm's primary line of business by checking the appropriate category below

Heavy Construction () Building Construction () Professional Services ()

Special Trade () Other Services () Commodities ()

Other () Please describe: _____

Please describe your company's interest and goal in becoming a Mentor through the A&M-Commerce Program: _____

Please provide any of your firms previous mentoring experience (s)

Is your firm currently "mentoring" any HUB business?

Yes () No ()

Please identify possible area (s) that your firm has expertise in that you can make available to potential protégés. (Check all that apply)

Business Management () Business financial planning () Operations budgeting ()

Personnel Management () Business material logistics () Inventory control ()

Quality Assurance () Marketing () Insurance / Bonding () Business Plan ()

Project Management () Government Bidding () Job Costing ()

Government Procurement () Construction Management ()

Other: _____

Does your firm have any specialized education and/or training that you can make available to assist protégés in their development needs? If yes, please describe:

Is your firm (representative) willing to attend a mandatory "mentor orientation" session conducted by the A&M-Commerce staff? Yes () No ()

Is your firm willing to enter into a written agreement with a protégé outlining the goals, and objectives of your potential Mentor / Protégé Relationship through A&M-Commerce Program?

Yes () No ()

*I understand that participation in A&M-Commerce Mentor/Protégé Program is voluntary and that participation in the agency's Mentor/Protégé Program is **neither a guarantee for a contract opportunity nor a promise of business**; but the Program's intent is to foster positive long-term business relationships. I, the undersigned, on behalf of the organization participating in the Mentor-Protégé Program, agree that the organization and all of its employees, officials and agents shall conduct themselves at all times in accordance with the highest business ethics and appropriate business conduct.*

Signature of Authorized Mentor Applicant Representative

(signature) _____

Texas A&M University-Commerce Applicant Eligibility Program Staff Assessment

Check all that apply (or fill in as appropriate)

- Mentor Applicant Firm Name _____
- Mentor Applicant has identified its "Contact" relative to the program in its application form
- Mentor Applicant is currently listed as a Texas vendor (staff verification on the CMBL listing as of: _____)
- Mentor Applicant is in "good standing" with the State of Texas (Comptrollers data base check - date:_____)
- Mentor Applicant has previous mentoring experience
- Mentor has identified specific areas of "skill sets" they can provide to potential Protégés.
- Mentor has indicated a willingness to participate in the A&M-Commerce Mentoring Orientation process
- Mentor has indicated a willingness to provide progress reports as outlined in its Mentor Protégé agreement
- Mentor has indicated a willingness to enter into a Mentor / Protégé Agreement and abide by program guidelines in the development of the Mentor Protégé Agreement
- Mentor Applicant has acknowledged that participation in the A&M-Commerce Mentor/Protégé Program is voluntary that participation is neither a guarantee for a contract opportunity nor a promise of business; and that the Program's intent is to foster positive long-term business relationships.

Statement by Staff on Applicants eligibility as a Mentor per A&M-Commerce Mentor/Protégé Program guidelines. (check the appropriate statement based on determination of review).

- I have reviewed the Mentor Application submitted, and have determined that the firm is compliant with prerequisites for designation as an A&M-Commerce Mentor.*
- I have reviewed the Mentor Application submitted, and have determined that the firm is not compliant with prerequisites for designation as an A&M-Commerce Mentor.*

Assessment conducted by: _____
(A&M-Commerce HUB Coordinator Signature)

Date of assessment: _____

**Texas A&M University-Commerce Mentor Applicant Notification of Program
Acceptance/Rejection**

Model Acceptance Letter

(Date)

Name of Firm

Firm Mentor Contact

(Address)

Dear (Name of Mentor Firm Contact)

This is to formally advise your firm that Texas A&M University-Commerce has reviewed your application for consideration as a Mentor. Based on our review, you **are** eligible to be a A&M-Commerce Sponsored Mentor.

Based on your eligibility as a A&M-Commerce Mentor, we will forward to your office available information relative to qualified Protégé companies for your consideration and personal contact. The establishment of a Mentor/Protégé Agreement under the guidelines of the agency program should be initiated between you and the selected Protégé firm using the A&M-Commerce Model Mentor Protégé Agreement as a template to follow.

As you are aware, there are critical elements of this agreement that we (A&M-Commerce) require to monitor the progress of you efforts as well as to report to the Legislature. If you have any questions relative to the development of the Agreement, please do not hesitate to contact (***name of agency contact***) at (***phone #***). Please also note the prerequisite of an Mentor/Protégé Orientation prior to our agencies final sponsorship of the Mentor/Protégé Agreement by A&M-Commerce.

If you have any questions on these matters, please do not hesitate to contact me.

Sincerely,

Texas A&M University-Commerce
HUB Coordinator / Mentor Protégé Program Administrator

Model Rejection Letter

(Date)

Name of Firm

Firm Mentor Contact

(Address)

Dear (Name of Mentor Firm Contact)

This is to formally advise your firm that Texas A&M University-Commerce has reviewed your application for consideration as a Mentor. Based on our review, you **are not** eligible to be a A&M-Commerce Sponsored Mentor.

Your firm has been determined ineligible for consideration based on the following:

Incomplete Application - (site specific elements missing or not identified)

If you have any questions relative to this determination of ineligibility, please do not hesitate to contact (**name of agency contact**) at (**phone #**).

Sincerely,

Texas A&M University-Commerce
HUB Coordinator / Mentor Protégé Program Administrator

Texas A&M University-Commerce Mentor Performance Assessment Survey

Note* This survey instrument is to be sent to "Protégé firms who have an assigned Mentors and have an executed Mentor Protégé Agreement on file with A&M-Commerce. The survey will be conducted on a six month basis (maximum of twice during the life of the individual Mentor Protégé agreement)

Dear A&M-Commerce Sponsored Protégé

In efforts to evaluate the impact of Texas A&M University-Commerce Mentor Protégé Program, we are requesting that the following survey be completed and mailed/faxed to our office. The information collected will be considered confidential and not be disclosed in any fashion which will identify your firm to either your Mentor or anyone else. Please note that any and all information provided is exempt for the State's Open Records provisions.

1. **Is the Mentor/Protegee Agreement that had been consummated and sponsored by A&M-Commerce still in effect?** Yes () No ()

If No, who terminated the agreement? Mentor () Protégé () Both ()

If the agreement is *no longer in place*, please describe the circumstances which led to the dissolution of the Agreement.

2. **How would you "qualify" the relationship that has developed with your mentor since the initial signing of your Mentor Protégé Agreement? (check all that apply)**

Professional () Courteous () Friendly () Mutually Beneficial () Waste of Time ()

Not Good () One Sided () Not useful at all () Of some benefit () Adversarial ()

Other: _____

3. **How would you rate the Mentors efforts in meeting your needs as outlined in the Agreement?** Excellent () Good () Mediocre () Poor ()

4. **Has your Mentor complied with all the provisions of the agreement thus far?**
Yes () No ()

5. **Are there areas of assistance where your Mentor has not been able to meet your needs? (Areas indicated in the agreement that had been agreed upon.)**

Please list.

6. **Have you and your Mentor pursued any contracting opportunities together, since entering into this Mentor / Protégé relationship?** Yes () No ()

If yes, please indicate in which of the following market areas this occurred (check all that apply).

Federal Contracting () State Contracting () Municipal Contracting ()

County Contracting () Commercial Sector Contracting () Other ()

Have any of these efforts resulted in awards to you? Yes () No ()

If yes, describe the contracting relationship (check applicable description).

As a Partner () As a Subcontractor () Other (describe) _____

7. **How would you rate the assistance provided to you by the A&M-Commerce Mentor/Protégé Program Staff?**

Excellent () Met my needs () Poor () Not helpful ()

8. **Have you been supported by other A&M-Commerce Resource Team members?** Yes () No ()

9. **How would you rate the assistance provided to you by other A&M-Commerce Mentor Protégé Resource Team members?**

Excellent () Met my needs () Poor () Not helpful ()

10. **Would you like to share any other observations, concerns and or suggestions to improve the program and/or areas of program staff improvement. Please note below.**

Please return the completed survey in the enclosed prepaid envelope or fax to: 903-886-5039, Attention: A&M-Commerce HUB Coordinator

Your cooperation in this survey will assist us in improving the program.

Thank You.

Texas A&M University-Commerce Mentor - Protégé Program
PROTÉGÉ APPLICATION

DATE _____

BUSINESS OWNERS PROFILE (Applicant)

Name _____
Address _____
City _____
State _____
Zip Code _____
Home Telephone () _____
Professional Licenses _____
Specialized Training _____
Educational Background _____

BUSINESS PROFILE

Name of Business _____
Business Address _____
City _____
State _____
Zip Code _____
Business Phone: (_____) _____
Fax (_____) _____
E-Mail Address _____
Contact Person _____
Title _____
Principle line of Business: _____
Total Numbers of Employees at time of Application _____
Full-time _____ Part-time _____

Is your firm (representative) willing to attend a mandatory "protégé orientation" session conducted by the Department staff? Yes () No ()

Is your firm willing to enter into a written agreement with a mentor outlining the goals, and objectives of your potential Mentor / Protégé Relationship through the A&M-Commerce Mentor/Protégé? Yes () No ()

Is your firm currently a "protégé" of any business under any other program? Yes () No ()

Are you currently registered on the Centralized Master Bidders List ? Yes () No ()

Do you have any State Contract at the present time? Yes () No ()

Business Structure (Please check appropriate description)

Sole Proprietorship () Corporation () Partnership () Joint Venture () LLC ()

LLP ()

Date Business Started _____ Date of HUB Certification _____

Please explain why you want to become a part of the mentor/protégé program

Please indicate the areas you need assistance in (check all that apply).

- | | | | |
|----------------------------|-----|---------------------------------|-----|
| Business Planning | () | Business Presentation Skills | () |
| Business Writing Skills | () | Business Organization/Structure | () |
| Business Legal Issues | () | Business Market Analysis | () |
| Blueprint Reading | () | Business Management | () |
| Bonding & Insurance | () | Business Marketing Plans | () |
| Bookkeeping / Accounting | () | Business Technologies | () |
| Bidding | () | Government Procurement | () |
| Cost Estimating | () | Scheduling & Purchasing | () |
| Banking Services | () | Project Planning & Scheduling | () |
| Business Permits | () | Business Personnel Issues | () |
| Reading/Interpreting Plans | () | Change Orders | () |
| Preparing Job Budgets | () | Business Processes | () |
| Competitive Market Place | () | | |

Other: (please describe) _____

Total Numbers of Employees at time of Application _____

Full-time _____ Part-Time _____

Acknowledgement Statement:

I understand that participation in Texas A&M University Mentor/Protégé Program is voluntary and that participation in the agency's Mentor/Protege Program is neither a guarantee for a contract opportunity nor a promise of business; but the Program's intent is to foster positive long-term business relationships. I, the undersigned on behalf of the

organization participating in the Mentor-Protégé Program, agree that the organization and all of its employees, officials and agents shall conduct themselves at all times in accordance with the highest business ethics and appropriate business conduct.

I understand that in order to potentially be selected by a Mentor as their protégé, information I have provided will be made available to eligible Mentors who have indicated a willingness to assist selected proteges in areas that have been identified (needs) in this materials.

Signature of Protégé Applicant

Texas A&M University-Commerce Protégé Applicant Eligibility Program Staff Assessment

Check all that apply (or fill in as appropriate)

- Protégé Applicant Firm Name _____
- Protege Applicant has identified its "Contact" relative to the program in its application form
- Protégé Applicant is currently certified as a Texas Historically Underutilized Business (staff verification on the HUB Directory - listing as of: _____)
- Protégé Applicant is in "good standing" with the State of Texas (Comptrollers data base check - date: _____)
- Protégé Applicant is not currently being Mentored
- Protégé has identified specific areas of "skill sets" they have identified as needing assistance.
- Protégé has indicated a willingness to participate in the A&M-Commerce Protégé Orientation process
- Protégé has indicated a willingness to provide progress reports as outlined in its Mentor Protégé agreement
- Protégé has indicated a willingness to enter into a Mentor / Protégé Agreement and abide by program guidelines in the development of the Mentor Protégé Agreement
- Protégé Applicant has acknowledged that participation in A&M-Commerce Mentor/ Protégé Program is voluntary that participation is neither a guarantee for a contract opportunity nor a promise of business; and that the Program's intent is to foster positive long-term business relationships.

Statement by Staff on Applicants eligibility as a Protégé per A&M-Commerce Mentor Protégé Program guidelines. (check the appropriate statement based on determination of review).

- I have reviewed the Protégé Application submitted, and have determined that the firm is compliant with prerequisites for designation as an A&M-Commerce Protégé.*
- I have reviewed the Protégé Application submitted, and have determined that the firm is not compliant with prerequisites for designation as an A&M-Commerce Mentor.*

Assessment conducted by: _____
(A&M-Commerce *HUB* Coordinator Signature)

Date of assessment: _____

**Texas A&M University-Commerce Protégé Applicant
Notification of Program Acceptance**

(Date)

Company Name

Contact Person

Company Address

Dear _____:

This letter is to formally notify you of your acceptance in the Texas A&M University-Commerce Mentor/Protégé Program as a Protégé.

Based on your eligibility as a Department protégé, we will forward to you available information relative to qualified Mentor companies for your consideration and personal contact. The establishment of a Mentor/Protégé Agreement under the guidelines of the agency program should be initiated between you and the selected Mentor firm using the Department Mentor/Protégé Agreement as a template to follow.

As you are aware, there are critical elements of this agreement that we (the Department) require to monitor the progress of your efforts as well as to report to the legislature. If you have any questions relative to the development of the Agreement, please do not hesitate to contact (name of agency contact) at (phone number). Please also note the prerequisite of a Mentor/Protégé Orientation prior to our agencies final sponsorship of the Mentor/Protégé Agreement by Texas A&M University-Commerce.

Should you have any questions feel free to contact me.

Sincerely,

Texas A&M University-Commerce
HUB Coordinator/Mentor/Protégé Program Administrator

Model Protégé Rejection Letter

(Date)

Company Name

Contact Person

Company Address

Dear:_____

This letter is to formally advise you that Texas A&M University-Commerce has reviewed your application for consideration as a Protégé. Based on our review, you are not eligible to be a sponsored Protégé at this time.

Your firm has been determined ineligible for consideration based on the following:

Incomplete Applicant-(site specific elements missing or not identified in the application)

Should you have any questions concerning this determination feel free to contact me.

(name of agency contact) at (phone number).

Sincerely,

Texas A&M University-Commerce

HUB Coordinator/Mentor/Protégé Program Administrator