

# ACE MENTOR PROGRAM OF GREATER NEW YORK

2018 STRATEGIC PLAN





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# INTRODUCTION

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Since its inception in 1994, the ACE Mentor Program of Greater New York (“ACE GNY”) has been remarkably successful in its mission to educate high school students in the New York City area about careers in architecture, engineering and construction management. Starting with 90 students and a very limited budget, the program has grown to introducing 1,500 students to the A-E-C field each year. Almost 700 mentors from firms throughout the New York City area form the heart of the program, working in teams to teach the students about the engineering and design field. In addition to its educational aspects, the program has several highly successful annual fundraising events; ACE GNY awards approximately \$200,000 annually in student scholarships.

There are several important reasons for the success of ACE GNY. First, it has a number of highly committed Board members who are passionate about the mission. Those members have encouraged their staffs to participate as mentors, many of whom devote a significant amount of their own time to the program. Further, the Board members have been generous in their fundraising efforts, which has allowed the program to grow each year. Lastly but importantly, the ACE GNY staff, while small, is highly motivated and committed to the success and growth of the program.

Growth and success do not happen without leadership and planning and in 2017, with new leadership in place, the Board determined that it would be appropriate to begin a new strategic planning effort to help guide the next 3-5 years of the organization.

# UNDERTAKING THE PLANNING PROCESS

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The Board established an ad hoc Strategic Planning Committee and retained an outside facilitator to assist in the creation of the Plan. Through the fall and early winter of 2017-18, efforts focused on interviews with most Board members and many others involved in ACE GNY, discussing the program's past successes and challenges, and the views of what its future should be.

Out of these conversations, the outline of the new Plan emerged. The Board approved a Vision Statement and reaffirmed the Mission Statement. It also created a set of Core Values and established seven (later expanded to eight) Strategic Goals. Under each goal, Board members have defined specific initiatives that collectively, will enable ACE GNY to achieve its 3-5 year goals and measure its success.

While the Plan's initiatives are detailed, they are only the beginning - each initiative includes milestones and performance measures. As work begins in the summer of 2018, the Board Chair has charged the Executive Committee with overseeing the implementation of the Plan. The Executive Committee will hold quarterly reviews of the status of each initiative (discussed below) in order to ensure that focus remains on achieving the Plan's goals, and steering ACE GNY toward its future. The Board and Executive Committee recognize that the environment in which ACE GNY works is constantly changing, thus this Plan – and specifically the Initiatives – should be seen as flexible. Those responsible for implementing initiatives should raise any obstacles and recommend changes in direction, focus or timing to the Executive Committee during the quarterly review if not sooner, depending on the issue.

The details of the Plan are outlined in the following pages and attachments.

# VISION

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Every student in our program can enter the design and construction industry.

# MISSION

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To engage, excite and enlighten high school students to pursue careers in architecture, construction and engineering through mentoring and to support their continued advancement in the industry.

# CORE VALUES

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**DIVERSITY** – We respect diversity of race, gender, sexual orientation, thought, interests and ideas.

**INCLUSION** – We value, nurture and practice respect for the talents, beliefs, backgrounds, and ways of living of all of our participants.

**INTEGRITY** – We deal honestly and fairly with one another; we work hard to produce and deliver quality programs, and we use the financial support of our donors efficiently.

**EXCELLENCE** – We strive to engage students by providing high-quality and creative content and strategies, basing our insights on knowledge and experience.

**COLLABORATION** – We believe that through our commitment and working together, we will obtain greater results and make the best use of our resources.

# STRATEGIC GOALS

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## A. SEEK MEASURED/SMART GROWTH IN THE NUMBER OF STUDENTS

Strengthen relationships with existing schools; with mentors' assistance, work with schools to help the schools assume a greater role in the program

## B. STRENGTHEN THE MENTOR PROGRAM

Offer training and resources for mentors and recognition and support from the Board and mentors' firms; establish guidelines for teams

## C. DIVERSIFY FUNDING SOURCES AND INCREASE FUNDING LEVELS

Broaden the industries involved in ACE GNY; seek public and private funds

## D. INCREASE VISIBILITY

Use branding and marketing to spread the word about ACE GNY especially to new firms/industries that could support ACE GNY

## E. SUPPORT STUDENTS POST HIGH SCHOOL

Support students through college; offer internships; link graduates with ACE GNY firms

## F. IMPROVE ORGANIZATIONAL GOVERNANCE

Reinvigorate committees; improve committee reporting; refine Board meeting agendas; add policies as required

## G. MEASURE RESULTS

Determine what percent of ACE GNY students go to college and what percent enter the industry

## H. INCREASE INDUSTRY OUTREACH

Use the positions of Vice Chairs to lead new Industry Councils, charged with expanding ACE GNY's members, mentors and financial base

# INITIATIVES & IMPLEMENTATION

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## Next Steps

The plan identifies specific initiatives needed to implement and achieve the eight strategic goals above. In total, there are 58 initiatives, of which 25 were defined as “Priority 1”, meaning their implementation should start in Year 1 (Summer 2018). The remaining 33 initiatives are defined as either “Priority 2” (24) or “Priority 3” (9) and are intended to start in Year 2 or Year 3 or later. As implementation of Priority 1 initiatives start and as the environment surrounding ACE GNY evolves, the Executive Committee will review the Priority 2 and 3 initiatives in mid-2019 to affirm that they remain important or to make any needed revisions in scope or timing.

As the newly created Industry Councils take shape and begin to undertake their responsibilities, most of them will need to coordinate their efforts with at least some of the initiatives that will already be underway, as their mandates sometimes overlap. The Industry Councils’ initiatives are shown separately under Goal H, but their work will support many of the Plan’s goals.

There are several Priority 2 initiatives for which it may be beneficial to start earlier than mid-2019: “Update By-Laws” (Initiative F.7) should begin when some of the other Priority 1 governance-related initiatives (Goal F - Improve Organizational Governance) begin to come to conclusion; the “Annual Board Retreat” (Initiative F.9) may need to be planned before mid-2019, if it is the intention to hold a board retreat at the end of Year 1.

In addition, as those Priority 2&3 Initiatives for Goal G - “Measure Results” - begin to provide data, the information can be used to enhance the efforts of many of the other ongoing initiatives.



# INITIATIVES & IMPLEMENTATION

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The following charts show:

- All Initiatives with Priority Designation Organized by Strategic Goal
- All Initiatives with Priority Designation Organized by Lead Committee
- Priority 1 Initiatives Organized by Strategic Goal
- Priority 1 Initiatives Organized by Lead Committee
- Priority 2&3 Initiatives Organized by Strategic Goal
- Priority 2&3 Initiatives Organized by Lead Committee
- Milestone Tracking Charts for Priority 1 Initiatives

These charts are followed by the detailed implementation plans for all Priority 1 Initiatives. Implementation plans have also been prepared for most of the Priority 2 and 3 Initiatives but will be reviewed in mid-2019, after the first year of the Plan's implementation.



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# All Initiatives with Priority Designation Organized by Strategic Goal

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## All Initiatives with Priority Designation by Strategic Goal

No.	Initiative	Person Responsible And Lead Committee	Priority			Goal
			1	2	3	
A.1	Strengthen Relationships With Current Schools	Victoria Cerami Outreach	X			A. Seek Measured Growth in the Number of Students
A.2	Evaluate Shorter "Intro To ACE" Program And Potential Partners, Especially For Underserved Areas	Marcos Diaz-Gonzalez Outreach	X			A. Seek Measured Growth in the Number of Students
A.3	Evaluate Affiliate-Wide Activities W/Partners, e.g., Workshops, Orientation To The Trades	Program		X		A. Seek Measured Growth in the Number of Students
B.1	Ensure All Team Leaders Are Familiar With Program Paperwork & Protocols	Joe Laurio Mentor	X			B. Strengthen Mentor Program
B.2	Create "ACE Message" For All Teams To Deliver To Students	Staff	X			B. Strengthen Mentor Program
B.3	Establish Minimum Requirements / Expectations For Program Content (Incl. For Half Year Program)	Joe Basel Program	X			B. Strengthen Mentor Program
B.4	Provide More (Personal) Benefits To Mentors/Team Leaders (Incl. w/in Their Firms)	Andy Hlushko Mentor	X			B. Strengthen Mentor Program
B.5	Create Mentor Leadership Training Program	Bob Schimmenti Mentor	X			B. Strengthen Mentor Program
B.6	Ensure Each Team Has Representation From All Disciplines, CMI, Architecture	Industry Councils Staff	X			B. Strengthen Mentor Program
B.7	Define Objectives Of The Scholarship Program And Evaluate Impact Of The Program	Ed Jerman & Felice Farber Program	X			B. Strengthen Mentor Program
B.8	Establish Evaluation Criteria For Team Leaders	Mentor		X		B. Strengthen Mentor Program
B.9	Implement Succession Plan For Team Leaders	Mentor		X		B. Strengthen Mentor Program
B.10	Strengthen Links Between Board And Team/Mentors	Staff		X		B. Strengthen Mentor Program
B.11	Establish Means For Teams To Share Information, Contact Info, Ask Questions, Etc. (Through Website?)	Staff			X	B. Strengthen Mentor Program
B.12	Establish A Mentor Retention Program (W/in The Program And Retain Involvement After Mentor Role Ends)	Mentor		X		B. Strengthen Mentor Program

## All Initiatives with Priority Designation by Strategic Goal

C.1	Explore Funding From NYC Council, Dept. of Education, Dept. of Youth & Community Development and NYS	Phil Tugendrajch Fundraising	X		C. Diversify and Increase Funding
C.2	Investigate Foundations Funding (Including Using Paid Consultant Or New ACE GNY Employee)	Rose Reichman Fundraising	X		C. Diversify and Increase Funding
D.1	Social Media – Establish/Keep Fresh	Staff PR	X		D. Increase Visibility
D.2	Improve the Website	Staff PR	X		D. Increase Visibility
D.3	Create ACE Description For ACE GNY Students To Use In College Applications And Resumes	Staff PR ACE National	X		D. Increase Visibility
D.4	Pursue Marketing/Advertising Opportunities	PR		X	D. Increase Visibility
D.5	Increase Industry Alliances <sup>7</sup> & Joint Marketing	PR Industry Councils		X	D. Increase Visibility
D.6	Promote ACE GNY To NYC Council & Elected Officials	PR		X	D. Increase Visibility
D.7	Promote ACE GNY To NYC Dept. of Education	PR		X	D. Increase Visibility
E.1	Offer Mentoring, Resume & College Application Assistance, Interview Prep, Etc. To High School Juniors And Seniors (e.g., Webinars, Etc.)	Nadene Taylor Alumni	X		E. Support Students Post-High School
E.2	Offer Internships To College Students & Grads	Walter Mehl Alumni	X		E. Support Students Post- High School
E.3	Add Alumni Support Info To Mentor Handbook	Louise Levi Alumni	X		E. Support Students Post- High School
E.4	Evaluate ACE Nat'l Database & Determine What Steps GNY Can Take Alone	Staff		X	E. Support Students Post-High School
E.5	Connect High School Seniors With Former ACE GNY Students At Same College	Staff		X	E. Support Students Post-High School
E.6	Offer Mentoring And Other Assistance To College Students	Alumni		X	E. Support Students Post-High School
E.7	Offer Presentation & Interview Practice For College Seniors & Young Professionals	Alumni		X	E. Support Students Post-High School
E.8	Assess How Colleges Can Help ACE GNY High School Juniors & Seniors Applying To College	Alumni		X	E. Support Students Post-High School

## All Initiatives with Priority Designation by Strategic Goal

E.9	Link College Grads With Firms For Jobs	Staff		X	E. Support Students Post-High School
E.10	Evaluate Summer Internships For High School Students	Outreach		X	E. Support Students Post-High School
F.1	Refocus Board Meetings/Outline Priorities	Gerri Gregor Governance	X		F. Improve Organizational Governance
F.2	Clarify Committees' Responsibilities And Rejuvenate. Establish Audit & Compliance Committee. Add More Non-Board Members To Committees	Mike Neary & Denise Berger Governance		X	F. Improve Organizational Governance
F.3	Create Whistleblower & Code Of Ethics Policies	Bob Rubin Governance	X		F. Improve Organizational Governance
F.4	Revamp The On-Boarding Program For Board Members	Hannah O'Grady Governance	X		F. Improve Organizational Governance
F.5	Define (And Enforce) Responsibilities For Board Members	Hannah O'Grady Governance	X		F. Improve Organizational Governance
F.6	Create Personnel Policies	Staff	X		F. Improve Organizational Governance
F.7	Review And Update By-Laws Including Defining Emeritus Status Requirements	Governance		X	F. Improve Organizational Governance
F.8	Create Succession Plan For Board Chair	Governance		X	F. Improve Organizational Governance
F.9	Plan Annual Board Retreat	Governance		X	F. Improve Organizational Governance
F.10	Identify Potential Roles For Board Members Once They Rotate Off The Board	Governance			X F. Improve Organizational Governance
G.1	Track Program Retention Rate For Students And Mentors And Develop Plan To Improve It	Staff		X	G. Measure Results
G.2	Evaluate ACE National Surveys And Determine What Info ACE GNY Requires	Staff		X	G. Measure Results
G.3	Identify New Ways To Keep In Touch W/Students After High School And Keep Them Engaged W/ACE GNY	Mentor		X	G. Measure Results
G.4	Create Database Of Students In And Post College	Staff		X	G. Measure Results
G.5	Track Retention Rate For Firms' Participation	Staff		X	G. Measure Results

## All Initiatives with Priority Designation by Strategic Goal

G.6	Track Number Of Students Who Finish College	Staff		X	G. Measure Results
G.7	Track Number Of Students Who Enter Industry	Staff		X	G. Measure Results
G.8	Track Improvement In Board Diversity	Staff		X	G. Measure Results
G.9	Evaluate A Program Review Committee	Program		X	G. Measure Results
H.1	Define The Roles, Responsibilities And Structure Of The Industry Councils	Executive Committee	X		H. Increase Industry Outreach
H.2	Engage/Expand Firms And Increase Mentors	Industry Councils		X	H. Increase Industry Outreach
H.3	Increase Firms' Involvement Through Increased Staff Participation	Industry Councils		X	H. Increase Industry Outreach
H.4	Increase Participation In Fund-Raising And At Events	Industry Councils		X	H. Increase Industry Outreach
H.5	Increase Participation By Industry Organizations	Industry Councils		X	H. Increase Industry Outreach





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# All Initiatives with Priority Designation Organized by Lead Committee

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## All Initiatives with Priority Designation by Lead Committee

No.	Initiative	Person Responsible And Lead Committee	Priority			Goal
			1	2	3	
E.1	Offer Mentoring, Resume & College Application Assistance, Interview Prep, Etc. To High School Juniors And Seniors (e.g., Webinars, Etc.)	Alumni	X			E. Support Students Post- High School
E.2	Offer Internships To College Students & Grads	Alumni	X			E. Support Students Post- High School
E.3	Add Alumni Support Info To Mentor Handbook	Alumni	X			E. Support Students Post- High School
E.6	Offer Mentoring And Other Assistance To College Students	Alumni		X		E. Support Students Post-High School
E.7	Offer Presentation & Interview Practice For College Seniors & Young Professionals	Alumni			X	E. Support Students Post-High School
E.8	Assess How Colleges Can Help ACE GNY High School Juniors & Seniors Applying To College	Alumni		X		E. Support Students Post-High School
H.1	Define The Roles, Responsibilities And Structure Of The Industry Councils	Executive Committee	X			H. Increase Industry Outreach
C.1	Explore Funding From NYC Council, Dept. of Education, Dept. of Youth & Community Development And NYC	Fundraising	X			C. Diversify And Increase Funding
C.2	Investigate Foundations Funding (Including Using Paid Consultant Or New ACE GNY Employee)	Fundraising	X			C. Diversify And Increase Funding
F.1	Refocus Board Meetings/Outline Priorities	Governance	X			F. Improve Organizational Governance
F.2	Clarify Committees' Responsibilities And Rejuvenate. Establish Audit & Compliance Committee. Add More Non-Board Members To Committees	Governance	X			F. Improve Organizational Governance
F.3	Create Whistleblower & Code Of Ethics Policies	Governance	X			F. Improve Organizational Governance
F.4	Revamp The On-Boarding Program For Board Members	Governance	X			F. Improve Organizational Governance
F.5	Define (And Enforce) Responsibilities For Board Members	Governance	X			F. Improve Organizational Governance

## All Initiatives with Priority Designation by Lead Committee

F.7	Review And Update By-Laws Including Defining Emeritus Status Requirements	Governance		X	F. Improve Organizational Governance
F.8	Create Succession Plan For Board Chair	Governance		X	F. Improve Organizational Governance
F.9	Plan Annual Board Retreat	Governance		X	F. Improve Organizational Governance
F.10	Identify Potential Roles For Board Members Once They Rotate Off The Board	Governance		X	F. Improve Organizational Governance
B.6	Ensure Each Team Has Representation From All Disciplines, CM, Architecture	Industry Councils Staff	X		B. Strengthen Mentor Program
H.2	Engage/Expand Firms And Increase Mentors	Industry Councils		X	H. Increase Industry Outreach
H.3	Increase Firms' Involvement Through Increased Staff Participation	Industry Councils		X	H. Increase Industry Outreach
H.4	Increase Participation In Fund-Raising And At Events	Industry Councils		X	H. Increase Industry Outreach
H.5	Increase Participation By Industry Organizations	Industry Councils		X	H. Increase Industry Outreach
B.1	Ensure All Team Leaders Are Familiar With Program Paperwork & Protocols	Mentor	X		B. Strengthen Mentor Program
B.4	Provide More (Personal) Benefits To Mentors/Team Leaders (Incl. w/in Their Firms)	Mentor		X	B. Strengthen Mentor Program
B.5	Create Mentor Leadership Training Program	Mentor	X		B. Strengthen Mentor Program
G.1	Track Program Retention Rate For Students And Mentors And Develop Plan To Improve It	Mentor	X		G. Measure Results
B.8	Establish Evaluation Criteria For Team Leaders	Mentor		X	B. Strengthen Mentor Program
B.9	Implement Succession Plan For Team Leaders	Mentor		X	B. Strengthen Mentor Program
B.12	Establish A Mentor Retention Program (w/in The Program And Retain Involvement After Mentor Role Ends)	Mentor		X	B. Strengthen Mentor Program
G.3	Identify New Ways To Keep In Touch w/Students After High School And Keep Them Engaged w/ACE GNY	Mentor		X	G. Measure Results

## All Initiatives with Priority Designation by Lead Committee

A.1	Strengthen Relationships With Current Schools	Outreach	X		A. Seek Measured Growth In The Number Of Students
A.2	Evaluate Shorter "Intro To ACE" Program And Potential Partners, Especially For Underserved Areas	Outreach	X		A. Seek Measured Growth In The Number Of Students
E.10	Evaluate Summer Internships For High School Students	Outreach		X	E. Support Students Post-High School
D.1	Social Media – Establish/Keep Fresh	PR	X		D. Increase Visibility
D.2	Improve The Website	PR	X		D. Increase Visibility
D.3	Create ACE Description For Students To Use In College Applications And Resumes	PR ACE National Staff	X		D. Increase Visibility
D.4	Pursue Marketing/Advertising Opportunities	PR		X	D. Increase Visibility
D.6	Promote ACE GNY To NYC Council & Elected Officials	PR		X	D. Increase Visibility
D.7	Promote ACE GNY To NYC Dept. Of Education	PR		X	D. Increase Visibility
D.5	Increase Industry Alliances & Joint Marketing	PR / Industry Councils		X	D. Increase Visibility
B.3	Establish Minimum Requirements / Expectations For Program Content (Incl. For Half Year Program)	Program	X		B. Strengthen Mentor Program
B.7	Define Objectives Of The Scholarship Program And Evaluate Impact Of The Program	Program	X		B. Strengthen Mentor Program
A.3	Evaluate Affiliate-Wide Activities W/Partners, E.G., Workshops, Orientation To The Trades	Program		X	A. Seek Measured Growth In The Number Of Students
G.9	Evaluate A Program Review Committee	Program		X	G. Measure Results
B.2	Create "ACE Message" For All Teams To Deliver To Students	Staff	X		B. Strengthen Mentor Program
F.6	Create Personnel Policies	Staff	X		F. Improve Organizational Governance
E.4	Evaluate ACE Nat'l Database & Determine What Steps NY Can Take Alone	Staff		X	E. Support Students Post-High School
G.5	Track Retention Rate For Firms' Participation	Staff		X	G. Measure Results
G.8	Track Improvement In Board Diversity	Staff/ Governance		X	G. Measure Results

## All Initiatives with Priority Designation by Lead Committee

E.5	Connect High School Seniors With Former ACE GNY Students At Same College	Staff/Alumni		X	E. Support Students Post-High School
G.2	Evaluate ACE National Surveys And Determine What Info ACE GNY Requires	Staff/Alumni		X	G. Measure Results
G.4	Create Database Of Students In And Post College	Staff/Alumni		X	G. Measure Results
G.6	Track Number Of Students Who Finish College	Staff/Alumni		X	G. Measure Results
G.7	Track Number Of Students Who Enter Industry	Staff/Alumni		X	G. Measure Results
E.9	Link College Grads With Firms For Jobs	Staff/Alumni ACE National		X	E. Support Students Post-High School
B.11	Establish Means For Teams To Share Information, Contact Info, Ask Questions, Etc. (Through Website?)	Staff/Mentor		X	B. Strengthen Mentor Program
B.10	Strengthen Links Between Board And Teams/Mentors	Staff/Mentor Ind. Councils		X	B. Strengthen Mentor Program



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# Priority 1 Initiatives Organized by Goal

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## Priority 1 Initiatives Organized by Goal

No.	Initiative	Person Responsible	Lead Committee	Goal
A.1	Strengthen Relationships With Current Schools	Victoria Cerami	Outreach	A. Seek Measured Growth in the Number of Students
A.2	Evaluate Shorter "Intro To ACE" Program And Potential Partners, Especially For Underserved Areas	Marcos Diaz-Gonzalez	Outreach	A. Seek Measured Growth in the Number of Students
B.1	Ensure All Team Leaders Are Familiar With Program Paperwork & Protocols	Joe Laurd	Mentor	B. Strengthen Mentor Program
B.2	Create "ACE Message" For All Teams To Deliver To Students	Staff	Staff	B. Strengthen Mentor Program
B.3	Establish Minimum Requirements / Expectations For Program Content (Incl For Half Year Program)	Joe Basel	Program	B. Strengthen Mentor Program
B.4	Provide More (Personal) Benefits To Mentors/Team Leaders (Incl. W/In Their Firms)	Andy Hlushko	Mentor	B. Strengthen Mentor Program
B.5	Create Mentor Leadership Training Program	Bob Schimmenti	Mentor	B. Strengthen Mentor Program
B.6	Ensure Each Team Has Representation From All Disciplines, CM, Architecture	Staff	Staff/Indus. Councils	B. Strengthen Mentor Program
B.7	Define Objectives Of The Scholarship Program And Evaluate Impact Of The Program	Ed Jerman & Felice Farber	Program	B. Strengthen Mentor Program
C.1	Explore Funding From NYC Council, Dept. Of Education, Dept. Of Youth & Community Development And NYS	Phil Tugendrajch	Fundraising	C. Diversify and Increase Funding
C.2	Investigate Foundations Funding (Including Using Paid Consultant Or New ACE GNY Employee)	Rose Reichman	Fundraising	C. Diversify and Increase Funding
D.1	Social Media – Establish/Keep Fresh	Staff	PR	D. Increase Visibility
D.2	Improve The Website	Staff	PR	D. Increase Visibility
D.3	Create ACE Description For Students To Use In College Application And Resumes	Staff	ACE National PR	D. Increase Visibility
E.1	Offer Mentoring, Resume & College Application Assistance, Interview Prep, Etc. To High School Juniors And Seniors (e.g., Webinars, Etc.)	Nadene Taylor	Alumni	E. Support Students Post- High School
E.2	Offer Internships To College Students & Grads	Walter Mehl	Alumni	E. Support Students Post- High School



## Priority 1 Initiatives Organized by Goal

E.3	Add Alumni Support Info To Mentor Handbook	Louise Levi	Alumni	E. Support Students Post- High School
F.1	Refocus Board Meetings/Outline Priorities	Geri Gregor	Governance	F. Improve Organizational Governance
F.2	Clarify Committees' Responsibilities And Rejuvenate. Establish Audit & Compliance Committee. Add More Non-Board Members To Committees	Mike Neary & Denise Berger	Governance	F. Improve Organizational Governance
F.3	Create Whistleblower & Code Of Ethics Policies	Bob Rubin	Governance	F. Improve Organizational Governance
F.4	Revamp The On-Boarding Program For Board Members	Hannah O'Grady	Governance	F. Improve Organizational Governance
F.5	Define (And Enforce) Responsibilities For Board Members	Hannah O'Grady	Governance	F. Improve Organizational Governance
F.6	Create Personnel Policies	Sue Veres Royal	Staff	F. Improve Organizational Governance
G.1	Track Program Retention Rate For Students And Mentors And Develop Plan To Improve It	Staff	Mentor	G. Measure Results
H.1	Define The Roles, Responsibilities And Structure Of The Industry Councils	John Pierce	Executive Committee	H. Increase Industry Outreach



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# Priority 1 Initiatives Organized by Lead Committee

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## Priority 1 Initiatives Organized by Lead Committee

No.	Initiative	Person Responsible	Lead Committee	Goal
E.1	Offer Mentoring, Resume & College Application Assistance, Interview Prep, Etc. To High School Juniors And Seniors (e.g., Webinars, Etc.)	Nadene Taylor	Alumni	E. Support Students Post- High School
E.2	Offer Internships To College Students & Grads	Walter Mehl	Alumni	E. Support Students Post- High School
E.3	Add Alumni Support Info To Mentor Handbook	Louise Levi	Alumni	E. Support Students Post- High School
B.2	Create "ACE Message" For All Teams To Deliver To Students	Staff	Staff	B. Strengthen Mentor Program
F.6	Create Personnel Policies	Sue Veres Royal	Staff	F. Improve Organizational Governance
H.1	Define The Roles, Responsibilities And Structure Of The Industry Councils	John Pierce	Executive Committee	H. Increase Industry Outreach
C.1	Explore Funding From NYC Council, Dept. Of Education, Dept. Of Youth & Community Development And NYS	Phil Tugendrajch	Fundraising	C. Diversify and Increase Funding
C.2	Investigate Foundations Funding (Including Using Paid Consultant Or New ACE GNY Employee)	Rose Reichman	Fundraising	C. Diversify and Increase Funding
F.1	Refocus Board Meetings/Outline Priorities	Geri Gregor	Governance	F. Improve Organizational Governance
F.2	Clarify Committees' Responsibilities And Rejuvenate. Establish Audit & Compliance Committee. Add More Non-Board Members To Committees	Mike Neary & Denise Berger	Governance	F. Improve Organizational Governance
F.3	Create Whistleblower & Code Of Ethics Policies	Bob Rubin	Governance	F. Improve Organizational Governance
F.4	Revamp the On-Boarding Program For Board Members	Hannah O'Grady	Governance	F. Improve Organizational Governance
F.5	Define (And Enforce) Responsibilities For Board Members	Hannah O'Grady	Governance	F. Improve Organizational Governance
B.6	Ensure Each Team Has Representation From All Disciplines, CM, Architecture	Staff	Industry Councils	B. Strengthen Mentor Program

## Priority 1 Initiatives Organized by Lead Committee

B.1	Ensure All Team Leaders Are Familiar With Program Paperwork & Protocols	Joe Laurd	Mentor	B. Strengthen Mentor Program
B.4	Provide More (Personal) Benefits To Mentors/Team Leaders (Incl. w/in Their Firms)	Andy Hlushko	Mentor	B. Strengthen Mentor Program
B.5	Create Mentor Leadership Training Program	Bob Schimmenti	Mentor	B. Strengthen Mentor Program
G.1	Track Program Retention Rate For Students And Mentors And Develop Plan To Improve It	Staff	Mentor	G. Measure Results
A.1	Strengthen Relationships With Current Schools	Victoria Cerami	Outreach	A. Seek Measured Growth in the Number of Students
A.2	Evaluate Shorter "Intro To ACE" Program And Potential Partners, Especially For Underserved Areas	Marcos Diaz-Gonzalez	Outreach	A. Seek Measured Growth in the Number of Students
D.1	Social Media – Establish/Keep Fresh	Staff	PR	D. Increase Visibility
D.2	Improve The Website	Staff	PR	D. Increase Visibility
D.3	Create ACE Description For Students To Use In College Applications And Resumes	Staff	PR ACE National	D. Increase Visibility
B.3	Establish Minimum Requirements / Expectations For Program Content (Incl. For Half Year Program)	Joe Basel	Program	B. Strengthen Mentor Program
B.7	Define Objectives Of The Scholarship Program And Evaluate Impact Of The Program	Ed Jerman & Felice Farber	Program	B. Strengthen Mentor Program



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# Priority 2 & 3 Initiatives Organized by Goal

pgs. 32-33

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## Priority 2&3 Initiatives Organized by Goal

No.	Initiative	Priority		Lead Committee	Goal
		2	3		
A.3	Evaluate Affiliate-Wide Activities W/Partners, e.g., Workshops, Orientation To The Trades	X		Program	A. Seek Measured Growth in the Number of Students
B.8	Establish Evaluation Criteria For Team Leaders	X		Mentor	B. Strengthen Mentor Program
B.9	Implement Succession Plan For Team Leaders	X		Mentor	B. Strengthen Mentor Program
B.10	Strengthen Links Between Board And Teams/Mentors	X		Staff/Mentor/ Ind. Councils	B. Strengthen Mentor Program
B.11	Establish Means For Teams To Share Information, Contact Info, Ask Questions, Etc. (Through Website?)		X	Staff/Mentor	B. Strengthen Mentor Program
B.12	Establish A Mentor Retention Program (W/In The Program And Retain Involvement After Mentor Role Ends)	X		Mentor	B. Strengthen Mentor Program
D.4	Pursue Marketing/Advertising Opportunities	X		PR	D. Increase Visibility
D.5	Increase Industry Alliances & Joint Marketing		X	PR / Industry Councils	D. Increase Visibility
D.6	Promote ACE GNY To NYC Council & Elected Officials		X	PR	D. Increase Visibility
D.7	Promote ACE GNY To NYC Dept. Of Education	X		PR	D. Increase Visibility
E.4	Evaluate ACE Nat'l Database & Determine What Steps NY Can Take Alone		X	Staff	E. Support Students Post-High School
E.5	Connect High School Seniors With Former ACE GNY Students At Same College	X		Staff/Alumni	E. Support Students Post-High School
E.6	Offer Mentoring And Other Assistance To College Students	X		Alumni	E. Support Students Post-High School
E.7	Offer Presentation & Interview Practice For College Seniors & Young Professionals		X	Alumni	E. Support Students Post-High School
E.8	Assess How Colleges Can Help ACE GNY High School Juniors & Seniors Applying To College	X		Alumni	E. Support Students Post-High School
E.9	Link College Grads With Firms For Jobs	X		Staff/Alumni/ ACE National	E. Support Students Post-High School
E.10	Evaluate Summer Internships For High School Students	X		Outreach	E. Support Students Post-High School
F.7	Review And Update By-Laws Including Defining Emeritus Status Requirements	X		Governance	F. Improve Organizational Governance



## Priority 2&3 Initiatives Organized by Goal

F.8	Create Succession Plan For Board Chair	X		Governance	F. Improve Organizational Governance
F.9	Plan Annual Board Retreat	X		Governance	F. Improve Organizational Governance
F.10	Identify Potential Roles For Board Members Once They Rotate Off The Board		X	Governance	F. Improve Organizational Governance
G.2	Evaluate ACE National Surveys And Determine What Info ACE GNY Requires	X		Staff/Alumni	G. Measure Results
G.3	Identify New Ways To Keep In Touch W/Students After High School And Keep Them Engaged W/ACE GNY	X		Mentor	G. Measure Results
G.4	Create Database Of Students In And Post College	X		Staff/Alumni	G. Measure Results
G.5	Track Retention Rate For Firms' Participation	X		Staff	G. Measure Results
G.6	Track Number Of Students Who Finish College	X		Staff/Alumni	G. Measure Results
G.7	Track Number Of Students Who Enter Industry		X	Staff/Alumni	G. Measure Results
G.8	Track Improvement In Board Diversity		X	Staff/ Governance	G. Measure Results
G.9	Evaluate A Program Review Committee		X	Program	G. Measure Results
H.2	Engage/Expand Firms And Increase Mentors	X		Industry Councils	H. Increase Industry Outreach
H.3	Increase Firms' Involvement Through Increased Staff Participation	X		Industry Councils	H. Increase Industry Outreach
H.4	Increase Participation In Fund-Raising And At Events	X		Industry Councils	
H.5	Increase Participation By Industry Organizations	X		Industry Councils	<u>Note</u> that this goal supports Goals A, B, C, D and E.



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# Priority 2 & 3 Initiatives Organized by Lead Committee

pgs. 36-37

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## Priority 2&3 Initiatives Organized by Lead Committee

No.	Initiative	Priority		Lead Committee	Goal
		2	3		
E.6	Offer Mentoring And Other Assistance To College Students	X		Alumni	E. Support Students Post-High School
E.7	Offer Presentation & Interview Practice For College Seniors & Young Professionals		X	Alumni	E. Support Students Post-High School
E.8	Assess How Colleges Can Help ACE GNY High School Juniors & Seniors Applying To College	X		Alumni	E. Support Students Post-High School
F.7	Review And Update By-Laws Including Defining Emeritus Status Requirements	X		Governance	F. Improve Organizational Governance
F.8	Create Succession Plan For Board Chair	X		Governance	F. Improve Organizational Governance
F.9	Plan Annual Board Retreat	X		Governance	F. Improve Organizational Governance
F.10	Identify Potential Roles For Board Members Once They Rotate Off The Board		X	Governance	F. Improve Organizational Governance
H.2	Engage/Expand Firms And Increase Mentors	X		Industry Councils	H. Increase Industry Outreach  Note that this goal supports Goals A, B, C, D, and E.
H.3	Increase Firms' Involvement Through Increased Staff Participation	X		Industry Councils	
H.4	Increase Participation In Fund-Raising And At Events	X		Industry Councils	
H.5	Increase Participation By Industry Organizations	X		Industry Councils	
B.8	Establish Evaluation Criteria For Team Leaders	X		Mentor	
B.9	Implement Succession Plan For Team Leaders	X		Mentor	B. Strengthen Mentor Program
B.12	Establish A Mentor Retention Program (W/in The Program And Retain Involvement After Mentor Role Ends)	X		Mentor	B. Strengthen Mentor Program
G.3	Identify New Ways To Keep In Touch W/Students After High School And Keep Them Engaged W/ACE GNY	X		Mentor	G. Measure Results
E.10	Evaluate Summer Internships For High School Students	X		Outreach	E. Support Students Post-High School
D.4	Pursue Marketing/Advertising Opportunities	X		PR	D. Increase Visibility
D.5	Increase Industry Alliances & Joint Marketing		X	PR / Industry Councils	D. Increase Visibility
D.6	Promote ACE GNY To NYC Council & Elected Officials		X	PR	D. Increase Visibility

## Priority 2&3 Initiatives Organized by Lead Committee

D.7	Promote ACE GNY To NYC Dept. Of Education	X		PR	D. Increase Visibility
A.3	Evaluate Affiliate-Wide Activities W/Partners, e.g., Workshops, Orientation To The Trades	X		Program	A. Seek Measured Growth in the Number of Students
G.9	Evaluate A Program Review Committee		X	Program	G. Measure Results
B.10	Strengthen Links Between Board And Teams/Mentors	X		Staff/Mentor/Ind. Councils	B. Strengthen Mentor Program
B.11	Establish Means For Teams To Share Information, Contact Info, Ask Questions, Etc. (Through Website?)		X	Staff/Mentor	B. Strengthen Mentor Program
E.4	Evaluate ACE Netl Database & Determine What Steps NY Can Take Alone		X	Staff	E. Support Students Post-High School
E.5	Connect High School Seniors With Former ACE GNY Students At Same College	X		Staff/Alumni	E. Support Students Post-High School
E.9	Link College Grads With Firms For Jobs	X		Staff/Alumni ACE National	E. Support Students Post-High School
G.2	Evaluate ACE National Surveys And Determine What Info ACE GNY Requires	X		Staff/Alumni	G. Measure Results
G.4	Create Database Of Students In And Post College	X		Staff/Alumni	G. Measure Results
G.5	Track Retention Rate For Firms' Participation	X		Staff	G. Measure Results
G.6	Track Number Of Students Who Finish College	X		Staff/Alumni	G. Measure Results
G.7	Track Number Of Students Who Enter Industry		X	Staff/Alumni	G. Measure Results
G.8	Track Improvement In Board Diversity		X	Staff/ Governance	G. Measure Results



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# Milestone Tracking Chart for Priority 1 Initiatives

pgs. 40-43

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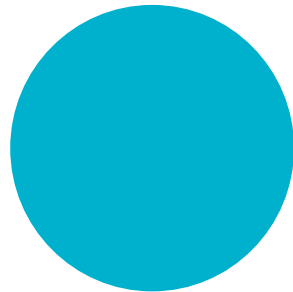
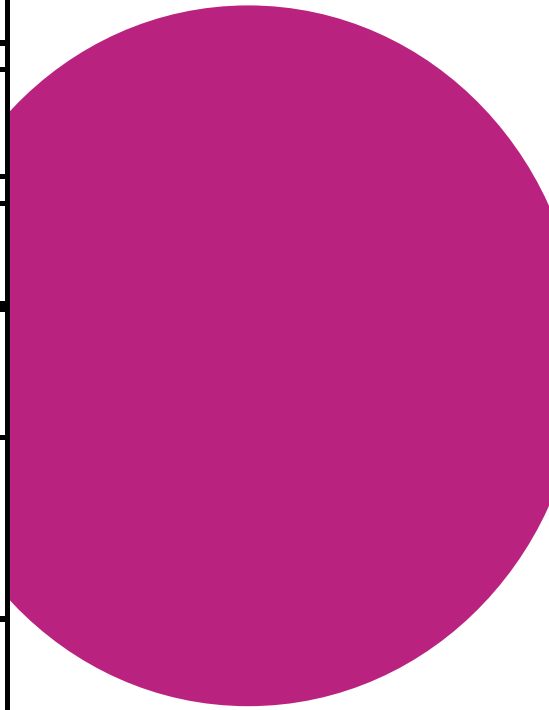
# Milestone Tracking Chart For Priority 1 Initiatives

Initiative	Milestone	Due Date	2023						
			Jan	Feb	Mar	Apr	May	Jun	Jul
1.1	Develop and launch the first cohort of the ACE Mentor Program	Q3 2023	Completed	Completed	Completed	Completed	Completed	Completed	Completed
1.2	Expand the program to include more schools and districts	Q4 2023		Completed	Completed	Completed	Completed	Completed	Completed
1.3	Implement a mentorship program for participants	Q1 2024			Completed	Completed	Completed	Completed	Completed
1.4	Develop a curriculum for the program	Q2 2023		Completed	Completed	Completed	Completed	Completed	Completed
1.5	Secure funding for the program	Q3 2023		Completed	Completed	Completed	Completed	Completed	Completed
1.6	Recruit and train mentors	Q4 2023		Completed	Completed	Completed	Completed	Completed	Completed
1.7	Develop a marketing plan for the program	Q1 2024		Completed	Completed	Completed	Completed	Completed	Completed
1.8	Implement a data tracking system	Q2 2024			Completed	Completed	Completed	Completed	Completed
1.9	Develop a sustainability plan	Q3 2024				Completed	Completed	Completed	Completed
1.10	Develop a long-term strategy	Q4 2024					Completed	Completed	Completed



# Milestone Tracking Chart For Priority 1 Initiatives

	2021	2022	2023	2024	2025	2026	2027	2028
		Phase 1						
		Phase 2						
	Phase 3							
			Phase 4					
	Phase 5		Phase 6					
	Phase 7		Phase 8					
	Phase 9							
		Phase 10	Phase 11					
		Phase 12	Phase 13					









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# Detailed Implementation Plans for Priority 1 Initiatives

pgs. 46-95

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GOAL:

# Seek Measured Growth in the Number of Students

# A.1

INITIATIVE:

## Strengthen Relationships With Current Schools

Person Responsible: Victoria Cerami  
Coordinate with: Alumni Committee and ACE Staff;  
E.1 Mentoring & College Assistance

### IMPLEMENTATION STEPS

#### A. Clarify Scope as Necessary:

1. How many contacts should we have on file for each school, and at what level?
2. What is our target percentage growth annually for student enrollment in ACE GNY for the next five years?
3. What is the target penetration rate for top schools once we have identified them?

#### B. Background Research

1. Using online database, collect a list of schools that have been actively involved with ACE GNY from the past five years. If available, list contact for each school.
  - a. Collect data on how many students per school; per year; per graduating class; were involved. Analyze trend.
  - b. Identify current "champion" schools.
2. Find schools that have not been involved with ACE GNY for the past five years.
  - a. Collect data on how many students schools previously brought to ACE GNY from the last five years of active involvement. Analyze trend.
3. Survey Board members to understand any past relationships with schools.
4. Research past ways ACE GNY has developed relationships with schools; survey veteran ACE GNY Board Members to understand effectiveness.

### C. Develop Recommendations

1. Choose ten schools to contact and re-establish/strengthen relationships, from both active schools list and inactive schools list and survey information from Board.
2. Determine contact person (s) from each school.
3. Talk to point person(s) from each school to determine most beneficial ways to attract students to ACE GNY.
4. Finalize ways to develop relationships for schools: such as career day, school fairs, presentation to a specific club or classroom, etc.;
5. Finalize ways to provide acknowledgments for schools that heavily participate in the program.
6. Assign volunteers who will keep in contact with chosen schools.
7. Determine cost for proposed events. Present to Board for comment and approval and request fundraising to host events.
8. Check in with school contact(s) monthly or quarterly to understand retention, needs from ACE GNY, and feedback.

### D. Determine Next Steps

1. Schedule events for champions.
2. Ensure contact with school champions is regularly done.
3. Host event for school to attract more students.

## MILESTONES

Start Date: June 2018

- a. Clarify scope: June 2018
- b. Complete background research: July 2018
- c. Quantify desired ACE GNY student growth: August 2018
- d. Contact representatives from schools: October 2018
- e. Present to Board for Approval: December 2018
- f. Determine next steps: February 2019

## GOALS/PERFORMANCE MEASURES

(Set at start; revise after "B" is complete)

- a. Increase number of students from champion schools by 10% by 2019.
- b. Increase number of students from champion schools by 20% by 2020.

## RESOURCES REQUIRED

- a. Online Database
- b. Support from ACE GNY Staff
- c. Meeting location(s)
- d. Funding for school events (including minor expenses, such as travel)
- e. Funding for recognition events for school champions

GOAL:

# Seek Measured Growth in the Number of Students

# A.2

INITIATIVE:

## Evaluate Shorter “Intro To ACE” Program and Potential Partners, Especially for Underserved Areas

Person Responsible: Marcos Diaz Gonzalez  
Coordinate with: Program and Mentor Committees

### IMPLEMENTATION STEPS

#### A. Clarify Scope as Necessary

- a. Program scope: For the purposes of this initiative we are referring to “Intro To ACE” specifically as a shorter program (not necessarily project-based and not necessarily including all ACE disciplines) intended to introduce high school students to ACE during a given school year in order to have them enroll in ACE GNY the following year. What minimum program requirements apply?
- b. Audience: Introduce HS, HS administrators, HS teachers, and students of underserved areas to the value of joining a full ACE GNY team the following year, or to create their own HS-specific team the following year.

#### B. Background Research

Note: In order to test this “Intro to ACE” concept Team 41 (Sunset Park HS) has been created as a pilot during Spring 2018. Team 41 has 23 students (9th, 10th and 11th graders). The goal is to have the students return for a full ACE program during the 2018/2019 year (as 10th, 11th, and 12th graders). This pilot will allow ACE GNY to understand potential issues with the “Intro to ACE” concept prior to the program being launched during the 2018/2019 school year.

1. Meet with ACE GNY staff, Committee members, and Team 41 mentors to evaluate the Team 41 pilot. Determine any changes to approach, content, etc. for future “Intro to ACE” programs. Seek also independent feedback from students, school teacher, and principal. The review should include:
  - a. Length of the program
  - b. Topics covered
  - c. Field trips
  - d. Likelihood they’ll recommend ACE to others
2. Work with ACE GNY staff to determine a list of target high schools which currently have no students enrolled in ACE GNY or with few or intermittent enrollment in ACE GNY (research combined with A.1). These high schools should be chosen based on their underserved status, diverse student body, and proximity to mass transit linking it to potential ACE mentoring offices.
3. ACE GNY staff to canvass Board and Committee members to find potential affiliations with such HS.
4. Work with ACE GNY staff to determine best entry point to each HS (if through Principal, administrator, teacher)
5. Meet with Mentor Committee to get their ideas as to how each HS could be supported through ACE
6. Meet with HS Principals and Administrators (in the Fall) to determine general level of interest in joining an “Intro to ACE” program (in the Spring Semester)



7. Meet with ACE GNY staff to determine possible allocation of resources and if these high schools should be the basis of a future new team or if students should be included in other existing teams meeting near or within convenient subway rides from the HS.
8. ACE GNY Staff to determine potential level of engagement with NYC DOE regarding support/grants
9. Select a Board champion for this HS and potential new team
10. Select an ACE GNY firm for meeting locations (if new team)
11. Select team leader (if new team)
12. Consider if team leaders or regular mentor on team should also be a HS champion for this HS

#### C. Develop Recommendations

1. Based on research, identify 2-3 high schools per year for an "Intro to ACE" program
2. Work with Program and Mentor Committees to finalize list of HS targets for the next 5 years
3. Work with Program and Mentor Committees to finalize recommendation for an (#weeks/#meetings?) "Intro to ACE" curriculum. This could be a modified ACE Intro Pilot Curriculum based on student, mentor, teacher, and Principal feedback for pilot program.
4. Identify ACE GNY lead to reach out to each school Principal
5. Have School Principal identify a School Champion
6. Work with ACE GNY Staff to evaluate NYC DOE potential support/grants for the program
7. Work with Board Membership and Mentor Committee to identify a mentor team
8. Draft Final Curriculum customized for each HS
9. Work with high school champion to finalize curriculum, incorporating input from HS (preferred meeting dates, meeting cadence, potential location for field trips)
10. Work with HS champion to show location of meetings
11. Work with ACE GNY staff and HS Champion to register new group of ACE students
12. Work with HS Champion to get all field trip waivers in advance of day
13. ACE GNY staff to meet with Principal and HS champion at the end of each "Intro to ACE" program to confirm best way to complete registration and get their students to register for the following year (as a new team or through existing teams)

#### D. Determine Next Steps

1. Review and assess "Intro to ACE" pilot
2. Confirm school list
3. Confirm yearly KPIs
4. Start Intro to ACE in designated high school (during Spring Semester 2019)

## MILESTONES

Start Date: June 2018

- a. Clarify scope: July 2018
- b. Complete background research: September 2018
- c. Develop recommendations: October 2018
- d. Determine next steps: February 2019

## GOALS/PERFORMANCE MEASURES

(Set at start; revise after "B" is complete)

- a. Establish relationship with 2-3 new high schools per year for the next 5 years
- b. Favorable response from students, high school Principal, and champion in pilot program.
- c. Target 20 students (9th, 10th, 11th grades only) for each "Intro to ACE" team, with 75% of the students re-registering for the full program the following ACE season
- d. Reevaluate HS and teams after three years of program start

## RESOURCES REQUIRED

- a. Support from ACE GNY staff, some Board members, Program and Mentor Committees
- b. Repeated visits to designated high schools
- c. Lead Mentors and Mentor Firms (and owners for field trips)

GOAL:

# Strengthen Mentor Program

# B.1

INITIATIVE:

## Ensure All Team Leaders Are Familiar With Program Paperwork & Protocols

Person Responsible: Joe Lauro

Coordinate with: B.3 (Minimum Program Requirements) and Mentor Committee  
re: Handbook

### IMPLEMENTATION STEPS

#### A. Background Research:

1. Review 2017-18 ACE GNY season to find out percentage of team leaders who have not fulfilled all requirements

#### B. Next Steps

1. Talk with Team Leaders individually who failed to follow protocols set forth in 2017-18 and identify ways to help them fulfill those requirements next year
2. Create a new, improved, and mandatory training for Team Leaders that reviews all paperwork and protocols
3. Identify a "consequence" should Team Leaders not follow protocols and review this at the training
4. Identify a deadline by which time different paperwork must be submitted
5. Identify a Board member for each team that will help reach out to Team Leaders should they fail to follow deadlines and protocols (or this will fall to Program Review Committee)
6. Continue to hold the January Team Leader meeting as a check in for protocols and deadlines – make this a mandatory meeting
7. Hold meetings with individual Team Leaders who did not follow protocols (must be done at Executive Director level)
8. Identify a Co-Leader to help balance the responsibility

## MILESTONES

Start Date: Summer 2018

- a. Review 2017-18 academic year: Summer 2018
- b. Hold calls or meetings with those Team Leaders that did not follow protocols for 2017-18: Summer 2018
- c. Create training for Team Leaders Summer 2018
- d. Hold Team Leader meeting: September 2018
- e. Have Program Committee or board members begin intervening: December 2018
- f. Hold second Team Leader meeting: January 2019
- g. Hold meetings with those Team Leaders that did not follow protocols for year (annually)

## GOALS/PERFORMANCE MEASURES

- a. Have transparent process to hold Team Leaders accountable
- b. Meet all legal requirements for program (Parent consent forms, background checks, etc.)

## RESOURCES REQUIRED

- a. Staff resources
- b. Board support

GOAL:

# Strengthen Mentor Program

# B.2

INITIATIVE:

## Create “ACE Message” For All Teams To Deliver To Students

Person Responsible: Staff, with input from Mentor, Program, and PR Committees.

Coordinate with: D.1 & D.2, advise A.1, include in B.3

### IMPLEMENTATION STEPS

#### A. Background Research

1. Identify what Team Leaders have used in the past to introduce students to ACE.

#### B. Next Steps

1. Develop a message for Team Leaders to use during their first meetings with students including the following topics:
  - a. What the ACE Mentor Program is
  - b. Expectations
  - c. Basic Requirements (as determined by the Program Committee)
  - d. Goals of ACE – help introduce students to careers in the industry; help student get into the field after college
2. Distribute to a few mentors to see if the message aligns with what they teach students
3. Compare to other messages created by the PR Committee to ensure they align with the ACE GNY brand
4. Create a PowerPoint to be distributed to Team Leaders in the following ways:
  - a. Via email (electronically)
  - b. Resource on the ACE GNY website
  - c. Reviewed at first Team Leader training
5. Review as needed and update accordingly

## MILESTONES

Start Date: Summer 2018

- a. Create the ACE GNY Message: July 2018
- b. Distribute to Mentor Committee for review: July 2018
- c. Get approval from the PR Committee: August 2018
- d. Create PowerPoint with message: August 2018
- e. Distribute to all Team Leaders (at Team Leader Training): September 2018
- f. Distribute to all mentors: October 2018
- g. Include on the ACE GNY website upon the website completion: Spring 2019

## GOALS/PERFORMANCE MEASURES

- a. Have a strong, consistent message about what ACE is (for students and mentors)
- b. Have students be able to understand the goals and expectations of ACE upon their first meeting
- c. Encourage consistency of ACE GNY Team Leaders

## RESOURCES REQUIRED

- a. Staff, Mentor Committee, Program Committee, and PR Committee
- b. Website update

GOAL:

# Strengthen Mentor Program

# B.3

INITIATIVE:

## Establish Minimum Requirements Expectations For Program Content, Including Half-Year Program Requirements

Person Responsible: Joe Basel

Coordinate with: Staff; Program Committee; Coordinate with B.2 and B.6

### IMPLEMENTATION STEPS

#### A. Clarify scope as necessary:

1. Determine which aspects of program will have requirements; when and how requirements are to be implemented.

#### B. Background Research

1. Current minimum requirements:
  - a. All mentors registered with current/active background check
  - b. All students registered with parent consent form
  - c. Minimum hours of team meetings
2. Desired minimum requirements:
  - a. Review draft team minimum requirements document by Mentor Committee
  - b. Mandatory representation of Architecture, Construction Management, Engineering within each group
  - c. Minimum content/curriculum to create consistency across teams
  - d. Create reach goals for content for advanced teams?
  - e. Minimum requirements for content to be incorporated with final presentation
  - f. Create end-of-year portfolio for students to send in with college applications and internship applications.
  - g. Other?
3. Half-year program to be responsible for meeting all requirements
4. ACE GNY staff to have discussion about consequences if minimum requirements are not being met
  - a. Different level consequence depending on violation:
    - i. Not having background checks puts the organization at legal risk
    - ii. Not having minimum hours of meetings does not put organization at legal risk
    - iii. Keeping in mind that team leaders are also volunteers
5. Determine how many teams are not currently meeting new expectations in terms of ACE representation, parent consent forms slips, and mentor background checks

6. Determine system to track if curriculum is being met throughout the year.
  - a. Teams to submit lesson plans? Schedule overview?
  - b. If curriculum is required, will ACE GNY provide skeleton lesson plans?
7. Present recommendations to the board for approval.
8. ACE GNY PR to provide slides communicating the minimum requirements to mentors and to students to be clear about expectations and consequences for failure to meet requirements

#### C. Develop recommendations

1. ACE GNY staff to review and edit outline of minimum recommendations created by Mentor Committee
2. Mentor Committee to send out to involved mentors for review and comment regarding feasibility
3. ACE GNY staff to review which ACE GNY teams they know will not be able to meet new minimum requirements regarding A, C, & E representation at present.
  - a. Work on creating combined groups that will meet new minimum requirements
4. Send out new requirements before presentations of session prior to when requirements will be in place
  - a. This allows mentors time to make changes to their plan for next year as needed (Example, send out in May 2018 for an 2018-2019 session)
  - b. Based on final recommendations, may need to consider a partial roll-out over several years
5. Establish method of mentor feedback after/during the first session requirements were implemented
6. Establish method of tracking if any teams stop participating due to new requirements

#### D. Determine Next Steps:

1. Review and assess work to date.
2. Survey mentors involved for feedback.
3. Decide whether to alter, remove or add any additional requirements.

## MILESTONES:

Start Date: July 2018

- a. Clarify scope: July 2018
- b. Complete background research: October 2018
- c. Develop recommendations: C.1-15: November 2018 (some work is concurrent with Background Research)
- d. Develop recommendations: C. 15 – 16: December 2018
- e. Develop recommendations: C. 17: January 2019
- f. Determine next steps: March 2019

## GOALS/PERFORMANCE MEASURES

- a. Establish clear minimum requirements and consequences.
- b. Review how many teams are able to meet new requirements

## RESOURCES REQUIRED

- a. Support from ACE staff, some Board members, other ACE committees (Mentor, Membership)
- b. Meeting location(s)

GOAL:

# Strengthen Mentor Program

# B.4

INITIATIVE:

## Provide More (Personal) Benefits To Mentors/Team Leaders (Including Within Their Firms)

Person Responsible: Andrew Hlushko

Coordinate with: Mentor and Executive Committees/Industry Councils; Incorporate B.5 Results

### IMPLEMENTATION STEPS

#### A. Clarify scope as necessary:

Are benefits monetary or congratulatory? Is this for first-year Mentors or for Veterans? Do proposed benefits apply at the start of the ACE GNY season, or should benefits be awarded at the end of the year? Should benefits be given continuously? Can we work together with represented companies? Should benefits apply to personal professional endeavors or personal leisure? Do benefits have monetary value? Are these benefits to come from ACE GNY or from mentor firms or industry organizations?

#### B. Background Research

1. Identify current appreciation measures.
  - a. ACE GNY events
  - b. Mentor Committee events
  - c. Participation certificate
  - d. Recognition
    - i. For mentor within firm
    - ii. For mentor within industry
    - iii. For mentoring firm with ACE/Industry
2. Survey Mentors to determine professional goals and useful benefits (i.e. become certified in their field [create study groups?], attend an exclusive project management seminar, network with clients) via online survey portal.
3. Survey Board members and mentor firms.
4. Collect and analyze survey information.
5. Work with ACE GNY staff to determine which firms participate in ACE GNY and how many mentors per firm.
6. Determine costs of programs or opportunities necessary to achieve Mentor goals.



### C. Develop recommendations

1. Based on survey information, identify five “incentives” that ACE GNY and/or firms could provide or subsidize for ACE GNY Mentors
2. Present collected information to the Executive Committee for comment and approval.
3. Request funding to administer benefits.
4. Test pilot for Team Leaders or Veterans of Program – selection will be based on an application.

### D. Determine Next Steps:

1. Survey and assess Mentor existing and requested benefits.
2. Decide if outside funding is necessary or if this can be fully funded in house.
3. Determine how Mentors will receive benefits – is it for a select few or all Mentors? Should it be an application?
4. Present information to Board for approval.

## MILESTONES:

Start Date: June 2018

- a. Clarify scope: June 2018
- b. Complete background research: September 2018
- c. Determine benefits to provide to Mentors: November 2018
- d. Determine funding: November 2018
- e. Present to Board for Approval: January 2019 Board Meeting
- f. Determine next steps: March 2019

## GOALS/PERFORMANCE MEASURES

- a. Create survey and release survey by 7/31/2018.
- b. Collect data and determine funding by 9/15/2018.
- c. Create application for incentives by 11/30/2018
- d. Present to board by January 2019 Board Meeting

## RESOURCES REQUIRED

- a. Support from ACE GNY staff, Board members, other ACE committees (Mentor, Executive, Industry Councils) and Team Leaders.
- b. Meeting location(s)
- c. Location for pilot event, food, etc.
- d. Online survey portal
- e. Treasurer/funding

GOAL:

# Strengthen Mentor Program

# B.5

INITIATIVE:

## Create Mentor Leadership Training Program

Person Responsible: Bob Schimmenti  
Coordinate with: Mentor Committee, ACE Staff

### IMPLEMENTATION STEPS

#### A. Clarify scope as necessary:

Is this for all mentors or new mentors? Is this mandatory or voluntary? Is this required for team leaders? If long term mentors, what is the frequency of training? Who implements training? Do we consider 2 phases of training – phase 1 initial or a prerequisite for phase 2?

#### B. Background Research

1. Meet with/survey Team Leaders to gather information about existing training programs, if any
2. Survey mentors for challenges faced during mentoring sessions
3. Survey Mentor Committee for qualities necessary to be a good mentor for inclusion in the training
4. Survey Board members for skills they hope their staff gains by mentoring
5. Assess Team Leader Meeting
6. Research whether other ACE affiliates have a similar program
7. Review existing training material from ACE GNY Board members

#### C. Develop recommendations

1. Based on research, identify list of qualities/skills required to be included in the training program
2. Prioritize list for inclusion in the program (required vs nice to have)
3. Develop training format (media, LOE for mentors, frequency)
4. Review and approve list, format and frequency for development of training program with ACE GNY staff
5. Plan implementation of pilot program – format of training, schedule

#### D. Determine Next Steps

1. Review and assess work to date.
2. Survey mentors involved, for feedback.
3. Implement pilot program
4. Decide whether to go to full scale implementation.

## MILESTONES

Start Date: July 2018

1. Clarify scope: July 2018
2. Complete background research: October 2018
3. Develop recommendations: November 2018 (some work is concurrent with Background Research)
4. Determine next steps: December 2018
5. Recommend implementation in 12-24 months

## GOALS/PERFORMANCE MEASURES

- a. Establish training program for mentors.
- b. Review mentor and student retention for indication of program success

## RESOURCES REQUIRED

- a. Support from ACE GNY staff, some Board members, other ACE committees (Mentor, Program)
- b. Meeting location(s)
- c. Location for pilot event, food, etc.
- d. Input from training experts on program development/execution

GOAL:

# Strengthen Mentor Program

# B.6

INITIATIVE:

## Ensure Each Team Has Representation From All Disciplines, CM, Architecture

Person Responsible: Staff  
Coordinate with: Industry Councils

### IMPLEMENTATION STEPS

#### A. Background Research

1. Send list of mentors that were registered for each team to Team Leaders for final approval at end of season
2. Review 2017-18 mentor teams to find out percentage of teams who did not have representation from all disciplines

#### B. Next Steps

1. Talk with Team Leaders individually who did not have full representation on their teams
2. Work with Industry Councils to identify firms who can help fill any gaps with current teams and introduce firms to Team Leaders in preparation of next season
3. Require Team Leaders (as part of B.1) to submit their full mentor list to ACE GNY by the end of September
4. Work with Team Leaders and Industry Councils to finalize each team by mid-October
5. Require Team Leaders to bring team list to the Team Leader Meeting in January (as identified in B.1) to make sure no mentor/discipline has dropped off team

## MILESTONES

Start Date: Summer 2018

- a. Review 2017-18 academic year: Summer 2018
- b. Hold calls or meetings with those team leaders that did not have all disciplines represented: Summer 2018
- c. Identify potential mentor firms/mentors as needed: Summer 2018
- d. Obtain and review mentor team lists: September 2018
- e. Finalize teams: October 2018
- f. Ensure all teams have full representation: December 2018
- g. Reconfirm all teams have full representation: January 2019
- h. Hold second Team Leader Meeting: January 2019

## GOALS/PERFORMANCE MEASURES

- a. Have transparent process to hold team leaders accountable for having all disciplines represented on teams
- b. Ensure students are introduced to all aspects of industry

## RESOURCES REQUIRED

- a. Staff resources
- b. Board support
- c. Funds for second team leader meeting

GOAL:

# Strengthen Mentor Program

# B.7

INITIATIVE:

## Clarify Objectives Of The Scholarship Program and Measure Its Impact/Success

Person Responsible: Felice Farber, Ed Jerman

Coordinate with: Program Committee, ACE Staff, Board, and ACE Foundation

### IMPLEMENTATION STEPS

#### A. Clarify Objectives

Define objectives of the Scholarship Program and determine the impact/success of the Program. How does it help the students? Does it make a difference in their lives? Can it be better?

#### B. Background Research

1. Work with ACE GNY staff to research the history of the Scholarship Program – how much has been given out, size of individual scholarships and do students collect all four years (how is follow-up done? Do students stay in A-E-C program?). Conduct surveys of scholarship winners who have not collected all 4 years of the scholarship.
2. Work with ACE GNY staff to determine if there are any impediments to the implementation of the scholarships – contacting students (database?), issuing checks, etc.
3. Work with ACE GNY Mentors to survey seniors on reasons for not applying for the scholarship.
4. Survey Board members to confirm the objectives of the Scholarship Program – confirm basis of Program is merit based not financial need, should Program overall size be increased and confirm distribution / size of individual scholarships.
5. Conduct surveys of previous scholarship winners to explore impact. Was the money helpful? Was the recognition helpful? Assess both financial and non-financial impacts, e.g., ability to note on resume the receipt of a scholarship, etc.

#### C. Develop recommendations

1. Based on research, develop metrics to measure the success of the Scholarship Program.
2. Based on research, develop recommendations regarding optimal size of individual scholarships that provide most impact to students.
3. Work with Fundraising Committee to determine if annual scholarship “pool” can be increased.

#### D. Determine Next Steps

1. Review and assess work to date.
2. Finalize understanding of scholarship process with finalized objectives.
3. Develop ways to improve the impact of the Scholarship Program.

### MILESTONES:

Start Date: June 2018 (after this round of scholarships is distributed)

- a. Clarify scope: June 2018
- b. Complete background research: July 2018
- c. Develop recommendations: August 2018
- d. Determine next steps: September 2018

### GOALS/PERFORMANCE MEASURES

- a. Obtain consensus from the Board on primary goals of the Scholarship Program
- b. Demonstrated impact of the program on students
  - Did higher percentage of scholarship students graduate vs. those who did not receive a scholarship?
  - Were students who received a scholarship able to use it to leverage other scholarships?

### RESOURCES REQUIRED

- a. Support from ACE GNY staff, some Board members, other ACE committees

GOAL:

# Diversify and Increase Funding

C.1

INITIATIVE:

## Explore New York City and New York State Funding

Person Responsible: Phil Tugendrajch

Coordinate with: ACE Foundation, ACE Staff, Board, Program Committee

### IMPLEMENTATION STEPS

#### A. Background research

1. Meet with ACE GNY staff to discuss upcoming and planned discrete programs that might be more likely to qualify for city and state funding programs, based on prior research
2. Research NYC Department of Education (DOE) and/or Division of Youth and Community Development (DYCD) websites to understand requirements to register as a not-for-profit
3. Research NYC Council Discretionary Funding recent grants
4. Research NYC DOE recent RFPs for examples of requirements and programs
5. Research NYS Network for Youth Success and National Girls Collaborative Project to understand goals and funding potential
  - a. Join their listserv at [networkforyouthsuccess.org](http://networkforyouthsuccess.org)
6. Investigate Mayor's Fund to Advance NY City youth workforce programs to understand program opportunities and requirements and level of effort required to register as a not-for-profit. (Does registration under B.3, above, cover registration for this and other programs, as well?)
7. Investigate NYS Network for Youth Success program

#### B. Next Steps

1. Meet with NYC DOE and/or DYCD to discuss potential ACE funding
2. Identify potential consultants to assist with NY City Council Funding, (and potentially other NYC programs?) through discussion with Carlo Scissura
3. Meet with consultants to discuss potential assistance, cost, potential ACE GNY programs, information required, etc.
4. Identify level of effort that would be required to retain a consultant and provide him/her the necessary information
5. Meet with Executive Committee to discuss opportunities and requirements and cost for decision on whether to move forward
6. Meet with Mayor's Fund representative to discuss potential ACE GNY funding
7. Meet with ACE GNY staff and potentially with Executive Committee to discuss potential and next steps



8. Consider outreach to other NYS ACE affiliates to join this effort and determine whether any have received NYS funding
9. Meet with NYS Network for Youth Success and National Girls Collaborative Project to discuss ACE and understand options for funding (other ACE affiliates may join meeting)
10. Meet with Executive Committee and determine how to proceed with consultant and pursuit of NYC and/or NYS funding

## MILESTONES

Start date: July 2018

- a. Complete background research: September 2018
- b. Decision on hiring consultant: December 2018
- c. Decision on whether/if to pursue NYC funding: February 2019
- d. Decision on whether/if to pursue NYS funding: March 2019

## GOALS/PERFORMANCE MEASURES

- a. Funding for one ACE GNY program secured by September 2019
- b. Funding for two ACE GNY programs secured by March 2019

## RESOURCES REQUIRED

- a. Meeting sites
- b. Travel expenses
- c. Consultant to assist pursuit of funding

GOAL:

# Diversify and Increase Funding

C.2

INITIATIVE:

## Investigate and Apply For Foundation Grants

Person Responsible: Rose Reichman

Coordinate with: Fundraising Committee, ACE Staff & ACE Foundation

### IMPLEMENTATION STEPS

#### A. Background research

1. Work with ACE GNY staff to determine initiatives appropriate to grow ACE GNY.

#### B. Next Steps

1. Create a list of non-overhead initiatives suitable for application for foundation grants.
2. Create an advisory panel from various ACE GNY committees and selected mentors to help determine initiatives for foundation grants
3. Include financial goals for first year from foundation grants for these initiatives
4. Develop role of fundraiser and determine salary requirements for a part-time position
  - a. Seek experienced fundraiser with knowledge of education and foundations that sponsor education initiatives, or someone with experience the in non-profit world and ability to identify appropriate foundations
  - b. ACE GNY staff and Fundraising Committee help to identify and interview candidates
  - c. Prepare a short list of candidates for interviews by the Fundraising Committee
5. Select fundraiser and work with that individual and with advisory committee to develop a realistic plan for the first year to include potential funders, due date/contact, amount to be requested, and list of each foundation's board of directors, strength and weaknesses (SWOT analysis), the external environment in which ACE GNY operates, potential threats, and funding to date.
6. Present selected individual and foundation plan to the board
7. Fundraiser determines background written materials needed for grant applications such as ACE GNY history, mission statement, vision statement, financial reports, boardgiving lists, current teams, mentors/students, list of board of directors, etc. Works with staff to assemble materials.
8. Fundraiser prepares list of potential foundations' board members to circulate with ACE GNY board to determine if ACE GNY board members are familiar with any of these foundation individuals

## MILESTONES:

Start Date: July 2018

- a. Move ahead on A, B, and C above. Complete by September 2018
- b. Develop role of fundraiser and advertise for candidates: September 2018
- c. Review applications and interview candidates: November 2018
- d. Develop recommendations for selection of candidate and complete final interviews: December 2018
- e. Hire fundraiser to begin submitting grants: January 2019

## RESOURCES REQUIRED

- a. Support from ACE GNY staff, Fundraising Committee, ACE GNY committees, Board members
- b. Meetings, and costs for advertising for fundraising candidate

GOAL:

# Increase Visibility

INITIATIVE:

## Social Media – Establish and Keep Fresh

Person Responsible: ACE Staff  
 Coordinate with: PR Committee

### IMPLEMENTATION STEPS

#### A. Clarify scope as necessary:

Should this include a larger communication strategy? Brand identity? Should this extend beyond mentor firms and students (i.e. Mentors, industry organizations, etc.) Note D.1 success is contingent on D.2 ("Improve the Website") success as well as the brand identity that will be developed.

#### B. Background Research:

1. Inventory existing social media accounts and explore other alternatives
  - a. Website
  - b. Facebook
  - c. Instagram
  - d. Twitter
2. Research social media content/identities:
  - a. Instagram identity examples: @acementorpa and @acementoraustin and @acementorchi and @acementorlaoc
  - b. Successful design publications (architecture record, etc) digital content
  - c. Other?
3. Define target social media audiences
  - a. Students, mentors, potential students and mentors, donors?

#### C. Develop Recommendations

1. Develop a communication strategy for the year based on ACE GNY event calendar
2. Develop social media engagement calendar for the year-based communication strategy
3. Establish brand identity for each audience or event type (template), requires coordination with website brand identity (Initiative D.2)
4. Create a social media strategy per event based on target audience
5. Determine which social media platforms to pursue based on target audience
6. Prioritize rollout of social media platforms based on priority audience (based on affiliate goals)

7. Develop strategies to obtain pro-bono resources with incentives i.e. credit for contribution
  - a. For content generation / graphic design
  - b. Social media strategy
8. Develop strategies to obtain funding for social media based on sponsorship from industry firms on ACE GNY's accounts (e.g., Firm takeover of a social media platform to highlight their work)
9. Determine frequency of metric review
10. Establish discrete performance measures to assess success
11. Incorporate "ACE Message" (B.2)

D. Determine Next Steps:

1. Allocate resources per communication type or event
2. Implement engagement calendar
3. Review metrics per social media platform / event
4. Adjust strategy based on metrics

## MILESTONES:

Start Date: Summer 2018

- a. Create social media plan with hashtags, schedule, etc.: Summer 2018
- b. Share/review plan with Team Leaders: September 2018
- c. Encourage social media point person for each team and hold webinar to review plan and schedule: November 2018
- d. Host third annual Team Instagram contest: January 2019

## GOALS/PERFORMANCE MEASURES

- a. Increased traffic/followers
- b. Increase sponsorships via social media impressions
- c. Increase student registration via social media impressions
- d. Maintain relationships with mentoring firms, mentors, alumni or industry partners (i.e., AIA, alumni, mentors, students, etc.)

## RESOURCES REQUIRED

- a. Communications Director and Social Media strategist
- b. Graphic designers

GOAL:

# Increase Visibility

# D.2

INITIATIVE:

## Improve The Website

Person Responsible: ACE NY Staff  
Coordinate with: PR Committee

### IMPLEMENTATION STEPS

#### A. Background Research:

1. Communicate with ACE National about their website redesign
2. Research other affiliate websites
3. Research other education non-profits for design ideas

#### B. Next Steps

1. Determine what elements should be on the website – tabs for about, students, mentors, alumni, sponsors, and contact
  - a. Information about B.O.D can be under the “About” tab
2. Write a RFP for a consultant to design and program site. Ensure that the website can be edited from the ACE GNY staff side; recommended format was Wordpress
3. Communicate with PR Committee, ACE National, and ACE GNY Staff to review the proposal
4. Rewrite the proposal with feedback from PR Committee, Mentor Committee, and Alumni Committee
5. Obtain names of design consultants to respond to RFP

## MILESTONES

Start Date: Summer 2018

- a. Develop RFP for the website: Summer 2018
- b. Get appropriate approvals: Summer 2018
- c. Review proposals and select design consultant: early Spring 2019
- d. New website finished: March 2019

## GOALS/PERFORMANCE MEASURES

Develop and launch a website that target audiences can easily navigate and from which they can obtain information by Spring 2019.

## RESOURCES REQUIRED

- a. ACE GNY staff, PR Com, Mentor Com, Alumni Com's involvement
- b. Website budget: \$25-\$30K

GOAL:

# Increase Visibility

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INITIATIVE:

## Create ACE Description For Students To Use In College Applications and Resumes

Person Responsible: Staff

Coordinate with: Mentor &amp; Alumni Committees and ACE National

### IMPLEMENTATION STEPS

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#### A. Background Research:

1. Identify the main purpose of ACE
2. Identify the skills that are developed through ACE

#### B. Next Steps

1. For resumes... Staff: Compile 2-3 bullet points to describe ACE to be approved by PR Com
2. For college applications.... Staff: Compile a 2-3 sentence overview of ACE to be approved by PR Com
3. Distribute to current ACE GNY students via website or physical handouts at team meetings for students to utilize
4. Distribute to ACE GNY alumni via website or email
5. Incorporate into student professional development events



## MILESTONES

Start Date: Summer 2018

- a. Create ACE description: June 2018
- b. Include in student newsletter: Fall 2018
- c. Have students incorporate into their resumes and college applications: Fall 2018
- d. Post on website: Spring 2019

## GOALS/PERFORMANCE MEASURES

- a. Develop a concise, single message that students provide to college admissions representatives, employers, describing ACE
- b. Ensure that college reps, employers, understand what ACE is
- c. Encourage students to talk about ACE on their resumes, college apps, and interviews

## RESOURCES REQUIRED

- a. Website update: Spring 2019
- b. Staff, Public Relations Committee

GOAL:

# Support Students Post High School

# E.1

INITIATIVE:

## Offer Mentoring, Resume, and College Application Assistance, Interview Prep, Etc. To High School Juniors And Seniors

Person Responsible: Nadene Taylor

Coordinate with: Provide results to A.1. Coordinate with Mentor Committee

### IMPLEMENTATION STEPS

#### A. Background Research:

1. Research what ACE National and selected affiliates do to mentor high school juniors and seniors.
  - a. Possibly contact Katie Bawarski, ACE Northeast Regional Director
2. Survey juniors and seniors to determine needs
3. Survey high school counselors from high schools that support ACE GNY to determine what type of college application/resume/interview prep they currently offer juniors and seniors and where more assistance is needed
4. Connect with Mentor Committee to determine interest for mentoring opportunity
5. Connect with Scholarship Committee
  - a. We will later identify 5 past ACE GNY Scholarship winners to take part in pilot program (similar to Big Brother Big Sister mentorship)
6. Connect with other groups such as Women in Architecture, and various engineering and construction groups to see how we can partner together for junior and senior support programs
7. Research Big Brother Big Sister and other mentoring programs directed at supporting junior and seniors in college preparation
  - a. Analyze commonalities and develop goals for the Alumni Pilot Program
8. Determine what cycle assistance is needed for Juniors vs. Seniors
  - a. Senior – Fall (college application, college interview prep, etc)
  - b. Junior – Spring (deciding on colleges to apply, choosing best classes for senior year)

## B. Next Steps

1. Draft official "ACE GNY Junior & Senior Support Pilot Program Goals/Guidelines"
2. Identify 10-15 students to enter Junior & Senior Support Pilot Program
3. With assistance from Mentor Committee, identify 5 mentors for Pilot Program
4. With assistance from Scholarship Committee, identify 5 recent scholarship winners for Pilot Program
5. Determine calendar and best medium/activities for pilot program
6. Develop formal invitations and send to team
7. Initiate Pilot Program for Seniors (Fall 2019 – late Spring 2020) and Juniors (early Spring 2020 – Early Summer 2020)
8. Receive feedback from Alumni Committee, ACE GNY Staff, and all members of Pilot Program
9. Revise, continue, and expand.

## MILESTONES:

Start Date: Fall 2018

- a. Determine needs of juniors and seniors via survey: November 2018
- b. Develop pilot program goals: February 2019
- c. Establish pilot program: June 2019
- d. Implement pilot program: Fall 2019 for seniors; Winter 2019/20 for juniors

## GOALS/PERFORMANCE MEASURES

- a. Create a steady and thriving support program for ACE GNY Juniors and Seniors. After weighing strengths and weaknesses of pilot program, slowly expand until we are able to provide access assistance for all ACE GNY Juniors and Seniors
- b. Allow avenue for ACE GNY Alumni to be involved in ACE again (eventually expand opportunity for involvement beyond only ACE GNY Scholarship winners)
- c. Assemble a pool of online resources, tools, meeting locations, and activities that can be recycled for each new season.

## RESOURCES REQUIRED

- a. Support from ACE GNY staff, Board Members
  - i. Confirm whether someone from the ACE GNY staff will be dedicated to help in initial pilot program milestones
- b. Committees needed to participate –
  - i. Alumni
  - ii. Program
  - iii. Mentor
  - iv. Scholarship
  - v. PR
  - vi. Industry Councils

GOAL:

# Support Students Post High School

# E.2

INITIATIVE:

## Offer Internships To College Students and Grads

Person Responsible: Walter Mehl, Alumni Committee  
Coordinate with: B.3 (Minimum Program Requirements) and Mentor Committee  
re: Handbook

### IMPLEMENTATION STEPS

#### A. Background Research:

1. Survey alumni determine percentages that are interested in an internship
2. Research board member firms that have internships programs for college students and recent grads
  - a. Determine if any of them have designated a spot for an ACE student
3. Research firms that have contributed to scholarship luncheon in last three years
  - a. They already have a connection to ACE; some of these are smaller firms and might be more open to us placing an intern there
4. Research firms that mentor to see if they have an internship program
5. Analyze commonalities between existing internship programs within the ACE community and develop expectations for the ACE GNY internship pilot program

#### B. Next Steps

1. Identify 10 firms to participate in ACE GNY internship pilot program
2. Develop relationships with HR Reps at the firms identified
3. Finalize process for placing college students and grads at the internship pilot firms
4. Receive feedback from managers and HR reps
5. Revise, continue, and expand.

## MILESTONES:

Start Date: Summer 2018

- a. Determine pilot firms: July 2018
- b. Establish internship guidelines for firms: September 2018
- c. Establish candidate criteria and list of potential candidates: November 2018
- d. Selection of candidates by firms: January 2019
- e. Assessment of program and determination of future steps: May 2019

## GOALS/PERFORMANCE MEASURES

- a. Identify and create a pipeline of ACE GNY Alumni and internship programs
- b. After each internship cycle, expand by three firms of different disciplines per cycle
- c. Institute a cycle of firms taking ACE GNY Alum for internships and encouraging students to enter the A/E/C field

## RESOURCES REQUIRED

- a. Support from ACE GNY staff, Board Members
  - i. Confirm whether someone from the ACE GNY staff will be dedicated to help in internship program milestones as described in "ACE Initiative E.2 – ACE Alumni Internship (Milestones)" Excel file
- b. Support from ACE GNY firms
- c. Committees needed to participate –
  - i. Alumni
  - ii. Program
  - iii. PR
  - iv. Industry Councils

GOAL:

# Support Students Post High School

# E.3

INITIATIVE:

## Add Alumni Support Information To Mentor Handbook

Person Responsible: Louise Levi  
Coordinate with: Mentor Committee

### IMPLEMENTATION STEPS

#### A. Clarify scope as necessary:

1. Review the information currently provided about the Alumni committee in the Mentor Handbook, 2017 edition. Could mentors use more information about any section? Would mentors prefer the information to be provided in alternative formats, i.e. by email, or in shorter bulletins spread throughout the year? Do the mentors currently provide any information/framework to their students to enable them to stay in touch? Could these be shared with other teams?

#### B. Background Research:

1. Identify current strengths and weaknesses of the Alumni section in the most recent draft of the Mentor Handbook.
2. Meet with ACE GNY mentors to see what information could be better represented.
3. Collect information about Alumni who have been Ambassadors to their former high schools, to add to the section in the handbook about staying involved.
4. Gather information from ACE GNY mentors about ways they stay in touch with their Mentees after the program.
5. Contact ACE National and other affiliates to incorporate National Alumni information into the Mentor Handbook.
6. Meet with Mentor Committee to understand how the Alumni Committee can support that committee's role in connecting Alumni with current Mentors and Mentees.
7. Identify other Priority 1 initiatives whose results should be included in the Alumni Section of the Handbook

#### C. Develop Recommendations

1. Based on research, choose the sections that should be added to the handbook.
2. Identify 3-4 types of assistance that the Alumni committee can provide to the Mentors to build off the information provided in the handbook.
3. Develop 2-3 ideas for addressing each type of assistance needed.

4. Identify 4-5 ACE mentor teams to enter a pilot program that will aim to have a majority of Alumni stay connected with ACE GNY after they graduate from high school.
5. Convene meeting(s) with ACE GNY Alumni and ACE GNY Mentors to express goals and formalize ideas and determine how we can partner with them for the pilot program.
6. Develop a statement explaining our goal for ACE GNY Alumni's relationship with ACE GNY Mentors and Mentees.
7. Explore how ACE GNY Alumni can become involved in Mentor teams (i.e. by visiting their former teams, or their high school to recruit new Mentees, or participating in final juries, or leading workshops, etc)
8. Develop an evaluation plan early on to identify our strengths and weaknesses, and measure our overall success of the pilot program
9. Identify length of pilot program
10. Develop a calendar for the pilot program
11. Convene final meeting(s) with Alumni and Mentor representatives to outline pilot program goals
12. Plan implementation of pilot program – invitations, location, etc.

#### D. Next Steps

1. Review and assess work to date
2. Develop list of current ACE GNY Mentor teams
3. Poll students & mentors/teams about the handbook and about their Alumni involvement, for feedback
4. After pilot program, decided whether to go to full scale implementation

## MILESTONES:

Start Date: June 2018

- a. Clarify scope: July 2018
- b. Complete background research & initiate pilot program: October 2018
- c. Develop recommendations: January 2019
- d. Determine next steps: March 2019

## GOALS/PERFORMANCE MEASURES

- a. Develop initial revisions and additions for the 2018 ACE GNY handbook by 9.15.18
- b. Establish relationship with 3-4 Mentor teams for pilot program, which will be conducted during the 2018-19 ACE GNY season. After pilot program, poll new alumni to see if it was helpful and their needs were met; poll mentors to see what went well and what can be improved (complete poll by 7.15.19)
- c. Add to the handbook based on the successes of the pilot program - by 9.15.19
- d. Create plan for building on the successes of the pilot program for the 2019-20 ACE GNY season, working with ACE GNY staff and mentors

## RESOURCES REQUIRED

- a. Support from ACE GNY staff, some Board members, other ACE GNY committees (Mentor)
- b. Support from mentor teams for pilot program
- c. Location for event to meet with all pilot participants to review recommendations

GOAL:

# Improve Organizational Governance

F.1

INITIATIVE:

## Refocus The Role Of The Board/Board Meetings and Outline Priorities

Person Responsible: Geri Gregor  
Coordinate with: Executive Committee

### IMPLEMENTATION STEPS

#### A. Background Research

1. Research governance literature on effective Board meetings -best practices, content, how they are run and organized.
2. Interview several board members and executive committee members from other industry boards and obtain their input on what works well.
3. Interview several ACE GNY Board members and Executive Committee members for their input on current board meetings- what works well and what could be enhanced.

#### B. Next Steps

1. Based upon info gathered from the above, develop a summary of best practices.
2. Meet with members, present the findings, and re-establish the role of the board and the purpose of their meeting.
3. Meet with Executive members, present the findings and re-establish the role of the Executive Committee and the purpose of their meetings, set priorities and agenda of meetings.
4. Once receive buy-in, present recommendation to the Executive Committee, ED and Chair for approval.



## MILESTONES

Start Date: July 2018

- a. Clarify scope: July 2018
- b. Complete background research & interviews: October 2018
- c. Summary of best practices: November 2018
- d. Meet with members/revise as needed: January 2019
- e. Meet with executive members: February 2019
- f. Present recommendations: April 2019

## GOALS/PERFORMANCE MEASURES

- a. Approval by Board of new Board agenda & focus
- b. Agreement by majority of Board members that meetings are more productive

## RESOURCES REQUIRED

- a. Meeting location(s)

GOAL:

# Improve Organizational Governance

# F.2

INITIATIVE:

## Improve Committees: Clarify Responsibilities; Add More Board and Non-Board Members; and Rejuvenate. Establish Audit & Compliance Committee

Person Responsible: Mike Neary & Denise Berger

Coordinate with: Executive Committee; All Committees & F.7  
– Review & Update By-Laws (Priority 2)

## IMPLEMENTATION STEPS

### A. Background Research:

1. Review By-Laws, Committee descriptions, roles, feasibility of adding non-Board members, chairmanship, etc. and identify questions
2. Meet with Governance Chair and Executive Director to confirm current committees, roles, members, and meeting responsibilities of each Committee, including frequency of meetings, meeting minutes, action reports, etc.
3. Prepare a definition of each new, current, or revised committee
4. Understand any ACE National pros and cons or lessons learned regarding adding non-Board members to Committees and regarding Audit Committee creation
5. Discuss with legal counsel the pros and cons of having separate Finance and Audit Committees and appropriate staffing (Treasurer's role, potential for non-Board members to join, etc.) for each
6. With legal counsel, Executive Director and Governance Committee Chair, define roles and responsibilities of Audit Committee
7. Meet with Executive Director and Governance Committee Chair to address open questions and discuss next steps

### B. Meetings with Committee Chairs

1. Meet with Committee Chairs to confirm understanding of roles and responsibilities for each committee
2. Confirm Chair is willing to lead
3. In addition to regular duties that need to be performed for committee goals and success, determine other areas of potential support that committees would like to accomplish if they had more time and help.
4. Identify committees with insufficient members
5. Meet with each Committee Chair regarding need for additional members and ideas on adding new non-Board members training

### C. Next Steps

1. With Governance Committee Chair, create action plan for inactive Committee Chairs and confirm with Executive Committee.
2. Determine which board members will serve on Audit Committee
3. Determine if the Chair of the Audit Committee will also serve on the Executive Committee
4. Meet with Executive Director to discuss adding Board members where appropriate
5. Meet with Mentor and Alumni Committee Chairs regarding ideas on adding new non-Board members
6. Pursue adding new Board members (directly or through ED or Board Chair)
7. Meet with Board members to identify ability/willingness to provide staff to join committees
8. Determine appropriate person(s) to contact potential new members and confirm they are willing to join committee
9. Confirm that members understand committee's role and are willing to work on committee in its new or redefined role
10. Create timeline to form Audit Committee
11. Establish a reporting or review function to ensure that Committees are active

## MILESTONES:

Start Date: July 2018

- a. Complete Background Research: September 2018
- b. Meet with Committee Chairs: October 2018
- c. Add Members: November 2018
- d. Create Audit Committee: December 2018

## GOALS/PERFORMANCE MEASURES

- a. Each Committee Chair believes committee staffing is sufficient
- b. Each Committee meets according to schedule in B.1, achieves demonstrable progress and reports on progress
- c. Add 20 new non-Board members to ACE GNY Committees
- d. Ensure that annual audit is overseen in a transparent manner
- e. No negative audit findings

## RESOURCES REQUIRED

- a. Meeting sites
- b. ACE GNY staff, Finance & Governance Committee, Legal Counsel, Treasurer time
- c. Support from ACE GNY Staff

GOAL:

# Improve Organizational Governance

F.3

INITIATIVE:

## Create Whistleblower and Code of Ethics Policies

Person Responsible: Bob Rubin, Governance Committee  
Coordinate with: Executive Committee

### IMPLEMENTATION STEPS

#### A. Background Research

1. Review ACE National documents that may be available regarding this goal.
2. Reach out to fellow Board members who may have existing company policies that may be utilized or adapted for ACE GNY needs.
3. Reach out to similar organizations (e.g., Salvadori, Boy Scout Exploring Program) to determine if they have these policies and whether they are willing to share with us for use or modification to meet our needs.
4. Determine any nuances above and beyond a written plan including whistleblowing chain of command and or 3rd party hotline services.
5. Determine which Board Committee will be responsible for overseeing the policies (Audit Committee?)
6. Determine any potential costs related to developing or implementing this plan.
7. Are there any specific requirements needed as a condition of receiving grants or foundation assistance?

#### B. Develop Recommendations

1. Based on research and sample documents reviewed consider portions and excerpts that may meet ACE GNY needs.
2. Review ideas and drafts with a few Board members for acceptance and discussion of any concerns or issues.
3. Identify any risks or challenges with new policy implementation and acceptance.
4. Incorporate into By-Laws

#### C. Next Steps

1. Review and assess work to date
2. Allow for further review and scrutiny from other Board Members
3. Decide final policy and procedure to be proposed and rolled out.

## MILESTONES

Start Date: July 2018

- a. Complete Background Research: October 2018
- b. Complete Recommendations: December 2018
- c. Determine Next Steps: January 2019

## GOALS/PERFORMANCE MEASURES

- a. Publish and issue to all Board Members
- b. Implement contract for 3rd party hotline if required

## RESOURCES REQUIRED

- a. Support from ACE GNY staff, some Board Members and other ACE Committees
- b. Possible costs for 3rd Party hotline service

GOAL:

# Improve Organizational Governance

# F.4

INITIATIVE:

## Establish An On-Boarding Program For Board Members

Person Responsible: Hannah O'Grady  
Coordinate with: ACE Staff; Executive Committee.  
Incorporate results of F.1, F.2, F.3 & F.5.

### IMPLEMENTATION STEPS

#### A. Clarify Objectives

1. Review results of Initiative F5 ("Define Responsibilities for Board Members")
2. Initial communication to new board members: formal letter?
3. Stand-alone document listing responsibilities of a director and an EXCOM Member?
4. PowerPoint Presentation for Board Orientation that be emailed, posted on the ACE Mentor of Greater NY webpage and/or presented to each incoming class of directors? This would serve as a general introduction of the organization, its history, mission, structure, events and programs and board member info.
5. Provide a current board member, with at least 2 years' experience, on the board as a mentor for new board members.
6. Should this be provided to all Board members or only new ones?

#### B. Background Research

1. Review the by-laws to see what it says pertaining to board member/officer responsibilities and tenure and carry over into working document on board responsibilities
2. Review the by-laws as it pertains to how the organization is supposed to fill any open slots on the board, when a term is supposed to begin and any other requirements.
3. Request any documents either currently used by the ED or from prior years that contain any information about serving on the board, responsibilities, tenures, and basic organization description, etc. (e.g. the initial board communication welcoming people to the board)
4. Request a copy of the last ENR Profile (mine for organizational info)
5. Work with ED to ask national and/or other affiliate organizations what they do for board orientation.

### C. Next Steps

1. Create/Update template for a welcome to the board cover letter.
2. Next Steps in Drafting Board Responsibilities (summary sheet):
  - a. If the by-laws do not contain specific responsibilities, draft a list of board member and EXCOM responsibilities based upon personal experience and the experience of other board members. This could be a stand-alone document that is issued to candidates who are being asked to join the board. Submit to the ED and EXCOM for review and discussion.
  - b. If the by-laws define process filling board seats, incorporate pertinent information in orientation (e.g. start date of incoming class to be same as operating year? Orientation to occur within 2 months of the beginning of board term on July 1?)
3. PowerPoint Presentation about the Organization
  - a. Draft text based upon knowledge of organization and research materials
  - b. Get text approved through ED? Three step?
  - c. Create PP using an existing template or create a new one.

## MILESTONES:

Start Date: August 2018

- a. Research/secure materials from ACE GNY: August 2018
- b. Draft the text for a PowerPoint (PP) Orientation: September 2018
- c. Format Text by Organization in an ACE GNY PP template: October 2018
- d. Research/secure materials from ACE GNY: August 2018
- e. End Date: November 2018

## GOALS/PERFORMANCE MEASURES

- a. Reduction/elimination of questions by new board members about process, committees, etc.
- b. Consensus by new board members of value of the orientation
- c. Contact frequency between new Board member and mentor

## RESOURCES REQUIRED

- a. Support from ACE GNY staff
- b. Meeting room for orientation; refreshments

GOAL:

# Improve Organizational Governance

# F.5

INITIATIVE:

## Define Responsibilities For Board Members

Person Responsible: Hannah O'Grady  
Coordinate with: Executive Committee

### IMPLEMENTATION STEPS

#### A. Background Research

1. Consult current ACE GNY by-laws regarding Board responsibilities and review participation form, current programs etc (responsibilities will be for director positions but additional also listed for EXCOM).
2. Research responsibilities of members on similar not-for-profit organization boards.
3. Draft responsibilities and review with Executive Director, a few board members and then share draft with EXCOM for review.

#### B. Develop recommendations specific to board member responsibility for

1. Engagement and participation - attendance at board meetings, committee membership.
2. Financial responsibility - oversight of the organization's financial stability, legality and accountability.
3. Fundraising - personal giving and cultivation of donors.
4. Avoiding Conflict - Acting in good faith, in the best interest of the organization, and disclosing any conflicts of interest.
5. External relations - ambassador role, serving as a critical link to outside stakeholders.

#### C. Determine Next Steps

1. Review and assess work to date.
2. Review practices in comparable organizations.
3. Set up discussion/review with board members.
4. Incorporate recommendations into F.4 ("Establish An On-Boarding Program for Board Members")



## MILESTONES

Start Date: Summer 2018

- a. Research and develop responsibilities document: (some work is concurrent with Background Research; if issues are encountered that require additional discussion by the ED and/or Board, this may delay the completion date)
- b. Issue document to ED by 9/1/18 so she can secure whatever approval is requires (as determined by organization)

## GOALS/PERFORMANCE MEASURES

- a. Establish guidelines for board responsibilities by December 2018.

## RESOURCES REQUIRED

- a. Support from ACE staff, some Board members

GOAL:

# Improve Organizational Governance

# F.6

INITIATIVE:

## Create Personnel Policies

Person Responsible: Sue Vares Royal, Staff  
Coordinate with: Executive Committee

### IMPLEMENTATION STEPS

#### A. Background Research:

1. Review ACE National personnel policies
2. Review personnel policies for similarly sized nonprofit organizations (both in terms of staff size and budget size)
3. Review NY State and NYC employment laws that will affect personnel policies

#### B. Develop recommendations

1. Based on research, create outline for personnel policies
2. Identify attorney, with Bob Rubin, who specializes in employment law who will review recommendations (pro bono if possible)
3. Present recommendations to Executive Committee for approval

#### C. Develop Policy

1. Draft policy
2. Ask employment attorney to review final draft of policy
3. Submit to Executive Committee for official approval
4. Implement by having each employee sign personnel policy

#### D. Identify Next Steps

1. Determine how often personnel policies will be reviewed and updated

## MILESTONES

Start Date: Summer 2018

- a. Background Research: early Summer 2018
- b. Develop recommendations: Summer 2018
- c. Develop Final Draft and have reviewed by Attorney: Summer 2018
- d. Submit to Executive Committee: Summer 2018
- e. Have all employees sign: Summer 2018

## GOALS/PERFORMANCE MEASURES

- a. Establish transparent expectations between Executive Director and Executive Committee
- b. Establish understanding of expectations between Executive Director and staff
- c. Ensure following all NY State and NYC employment regulations

## RESOURCES REQUIRED

- a. Support from Executive Committee
- b. Support from legal council
- c. Pro Bono assistance from Employment Attorney
- d. Support from staff (Executive Director) to undertake research and write policies

GOAL:

# Measure Results

# G.1

INITIATIVE:

## Track Program Retention Rate For Students and Mentors, and Develop Plan To Improve It

Person Responsible: Staff  
Coordinate with: Mentor Committee

### IMPLEMENTATION STEPS

#### A. Background Research

1. Run report of students for the last three years
2. Run report of mentors for the last three years
3. Compare results; identify students/mentors that participated for a season and did not return to ACE GNY

#### B. Next Steps

1. Survey students/mentors to find out reasons for leaving ACE GNY
2. Communicate yearly with students/mentors reminding them of registration periods
3. Run comparison report each year
4. Connect with schools that ACE GNY receives a high retention from (Connect with individual responsible for Initiative A.1)

## MILESTONES

Start Date: Summer 2018

- a. Run report of students and mentors for past three years: Summer 2018
- b. Create survey for students/mentors to identify why they no longer participate in ACE GNY: Summer 2018
- c. Identify issues as to why students/mentors discontinue with ACE GNY: Fall 2018
- d. Set specific targets for retention rates for students and mentors for the following year: Summer 2019
- e. Run reports each year to measure retention of students and mentors: each November

## GOALS/PERFORMANCE MEASURES

- a. Be able to understand why students and mentors discontinue with ACE GNY
- b. Improve retention rates of students and mentors throughout multiple years
- c. Improve communication between mentors, students, and ACE GNY

## RESOURCES REQUIRED

- a. ACE National Database
- b. Staff Resources

GOAL:

# Increase Industry Outreach

# H.1

INITIATIVE:

## Define The Roles And Responsibilities Of The Industry Councils

Person Responsible: Board Chair; Industry Council Leaders

### IMPLEMENTATION STEPS

#### A. Background Research

1. Convene a meeting with the Board Chair, Executive Director and Industry Council Leaders to address:
  - a. Mission
  - b. Organization
  - c. Membership
  - d. Focus of Work
  - e. Coordination Required
    1. With Other Councils
    2. With Priority 1 Initiatives
  - f. Required Resources
    1. Financial
    2. ACE GNY Staff Support

#### B. Next Steps

1. Address any unresolved questions
2. Establish priority focus areas for each council
3. Establish implementation plans for each council
4. Determine council staffing
5. Review and revise existing plans
6. Finish uncompleted plans
7. Reconvene meeting to agree on next steps and timing

## MILESTONES

Start Date: Summer 2018

- a. Meeting held: June 2018
- b. Open issues resolved: July 2018
- c. Implementation Plans completed: September 2018
- d. Follow up meeting held: October 2018

## GOALS/PERFORMANCE MEASURES

- a. Agreement and buy-in by all Industry Council Leaders
- b. Implementation Plans completed and work underway

## RESOURCES REQUIRED

- a. Meeting location for implementation step A
- b. Remaining resources needed will be identified at meeting

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