ACE MENTOR PROGRAM OF GREATER NY

2023 Strategic Plan

ACE MENTOR PROGRAM
OF GREATER NY

TABLE OF CONTENTS

INTRODUCTION

Background

In 2017-2018, the ACE Mentor Program of Greater NY (ACE GNY) underwent a 10-month strategic planning process. The plan laid out the goals and initiatives of the organization for the next five years. It also re-affirmed the organization's vision and mission and outlined ACE GNY's articulated core values. The strategic planning process came up with an inclusive vision agreed upon by the board, stakeholders, and ACE GNY staff. This strategic plan expanded the reach of the organization by focusing a great deal of resources on alumni and mentors: ACE GNY added programs that assist alumni as they enter college, on campus, as well as assisting them in their transition to their professional careers; ACE GNY also increased mentor recognition, professional development, and network expansion opportunities for our mentors.

With the onset of the COVID 19 pandemic in March 2020, ACE GNY successfully pivoted to virtual mentoring sessions, webinars, and networking opportunities. ACE GNY also strengthened our governance and oversight and added a fundraising event to help secure the financial health of the organization.

2023 Strategic Planning Process

In 2023 ACE GNY launched a new strategic planning process which took into consideration our post-pandemic reality and entered the process believing that there would be a need to tweak and/or update the 2018 plan but with the strongly held belief that the organization was on the right track.

ACE GNY set out on a discovery, benchmarking, and goal-setting mission to prepare the organization for its next phase of growth. The planning process engaged internal and external stakeholders over the course of six months. As part of the strategic planning process the decision was made to conduct a series of small, focus group discussions with various stakeholders:

- Mentor Committee Leadership Council (a very active group of mentors that look at the organization as a whole)

- Mentors (randomly generated group of mentors)

- Team Leaders (ACE GNY points of contact for mentor teams, including teams in NYC, Westchester, and Long Island)

- School Champions (Included Career and Technical Education schools and traditional high NYC schools)

- Current Students (Students actively participating in ACE GNY in the 2022-2023 program year)

- Alumni (mix of young professionals and college)

- College Admissions Officers (Admission representatives from universities at which many ACE GNY alumni attend)

- HR Hiring Managers (Human resource professionals from Board firms)

The goal of these focus groups was to use the information garnered to guide future action. The questions were compiled to best elicit focus group participants' thoughts on the various programs offered by ACE GNY and get suggestions and ideas, as well as address any concerns. The goal was to facilitate a group discussion in a non-threatening environment (focus groups were held at industry partner firms) where participants were free to speak openly, and participants were actively encouraged to express their opinions. Because focus groups are structured and directed, but also expressive, they had the potential to yield a great deal of information in a relatively short time. The sessions were scheduled for an hour each. Several sessions exceeded the hour due to robust conversation. Focus groups also helped participants learn more about group opinions and needs.

In this respect, focus groups are similar to needs assessment surveys, but needs assessment surveys typically have written, closed-ended, relatively narrow questions which are quantitatively scored. The person being surveyed often responds with a numerical rating rather than with a verbal statement. Such surveys, while useful, usually cannot capture all that a person is thinking or feeling. Responses in a focus group, on the other hand, are typically spoken, open-ended, relatively broad, and qualitative. They have more depth, nuance, and variety. Nonverbal communications and group interactions can also be observed. Focus groups can therefore get closer to what people are really thinking and feeling.

Through these focus groups, follow up interviews, and in-depth conversations, we heard from those central to the ACE GNY story. Focus group participants were generous with their time, thoughtful and engaged in spirited give and take. It was evident that they were incredibly passionate about the importance of the ACE Mentor Program.

Focus Group Findings

Throughout all discussions held in the focus groups, one recurrent theme was the incredibly high esteem in which the leadership and staff of ACE GNY is held. Many focus group participants expressed surprise at the small size of the staff given the scope and depth of the work they produced. Several noted that they receive many, many important email communications, and invitations from the ACE GNY staff. Many also commented on the responsiveness and attention to detail of the staff in providing follow-up. There was a collective respect for the organization, the mission of ACE GNY and the staff.

Other critical points made were that ACE GNY provides highly beneficial exposure to the industry and helps students prepare for college. It was also seen as a path to STEM Equity. Many, in particular the College Admissions Representatives and Industry Hiring Managers, noted that there is no comparable organization in terms of depth, scope and proven record of success. The work of ACE GNY was found to be impactful. The consensus was that but for ACE, firms would not be as diverse.

Many observed that the mentors are open and kind and inspire their students to show up, be connected and engaged. Many mentors also assist their students in the college application process by reading college essays and providing feedback and, in at least one instance we learned that a mentor reached out to a college admission representative when his mentee did not gain admission to a particular school that the student was qualified for. The school reviewed the student's application and concluded that admission was warranted given the student's grades and the advocacy of the student's mentor, a highly respected academic and industry leader. Others commented that for recruiting girls, it is essential to have a woman in the mix of recruiters.

For all students, some training in etiquette is important, as sometimes a student's lack of polish can result in not getting the job or internship when that student is quite capable. While all understand the need to transition to remote sessions during the pandemic there is a strong preference to have in-person communications going forward. Another recurring theme was the need to improve use of social media and overhaul the website, both the ACE GNY and the ACE National Website. Many mentors also expressed a desire for professional development credits for ACE participation and enhanced recognition from higher ups within their firms. Retention increases significantly when mentors feels supported by their firm.

The School Champions noted that language barriers was something that needed to be addressed by having materials for parents in Chinese and Spanish. Several noted immigrant student participation increasing with large numbers of students coming from the Ukraine, Russia and the Republic of Georgia.

2022 -2023 Program Year

In the 2022-2023 program year, ACE GNY served approximately 1,000 students. ACE GNY serves students from the five boroughs and also Long Island and Westchester.

Location of Participants	% of Students
NYC Five Boroughs	85%
Long Island and Westchester	15%

Gender	% of Students
Male	58%
Female	41%
Non-binary	1%
Not indicated	<1%

Ethnic Background	% of Students
Asian	23%
Black	11%
White	20%
Hispanic	28%
Two or more races/Other	11%
Not Indicated	8%

MISSION

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

DIVERSITY – We respect diversity of race, ethnicity, gender, sexual identity, 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 steward the financial support of our donors efficiently and effectively.

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.

ORGANIZING PRINCIPLES

1. Supporting the **Program Pipeline** (Thru-Put)
2. Strengthening the **Diversity and Inclusion** of the Organization: Students, Mentors, Board
3. Strengthening **Financial Health** of the Organization

BOARD COMMITTEES

2023 Strategic Planning Committee

In the fall of 2022, a Strategic Planning Committee was formed to oversee the strategic planning process. The following individuals comprised this committee:

Marcos Diaz Gonzalez, ACE GNY Chair-Elect

Sue Veres Royal, ACE GNY Executive Director

Lauren Fiore, ACE GNY Director of Programs

Joe Basel, ACE GNY Board Member & Program Committee Chair

Lance Becca, ACE GNY Board Member

Denise Claire Calungsod, ACE GNY Board Alumni Representative

Tricia Elms Hanafin, ACE GNY Consultant and Mentor

Roxana Kariyannis, ACE GNY Board Member & Student Outreach Committee Chair

Joe Lauro, ACE GNY Vice Chair for Architecture and Mentor Committee Chair

Bruce Lilker, Vice Chair for Long Island and Fundraising Committee Co-Chair

Dave Margolius, ACE GNY Board Member

Mike Neary, ACE GNY Board Member and Governance Committee Chair

Feniosky Pena Mora, ACE GNY Board Member & Alumni Committee Chair

Chris Scotti, ACE GNY Board Mentor Representative

Board of Director Committees

During the 2018 Strategic Planning Process, board committees were each assigned a Strategic Goal for which to be responsible. Each year at the June Board of Directors' retreat, Board committees develop annual initiatives/deliverables to accomplish their assigned goal; committees meet an additional 2-3 times per year to check-in on initiatives, make adjustments and additions as needed.

The 2023 strategic plan has reaffirmed the board committees (with the exception of the former PR committee whose responsibilities now fall under the Staff), and process which will continue for at least the next five years. The board committees are as follows, the strategic goals for which they are responsible are in parenthesis:

1. Student Outreach Committee (Seek Measured Growth in Number of Students)
2. Mentor Committee (Strengthen the Mentor Program)
3. Program Committee (Seek Measured Growth in Number of Students/ Strengthen the Mentor Program)
4. Fundraising Committee (Diversify Funding Sources and Increase Funding Levels)
5. Alumni Committee (Support Students Post High School)
6. Governance Committee (Improve Organizational Governance)

STRATEGIC GOALS

SEEK MEASURED/SMART GROWTH IN THE NUMBER OF STUDENTS
(Student Outreach Committee/Program Committee)
Strengthen relationships with existing schools; with mentors' assistance, work with schools to help the schools assume a greater role in the program

STRENGTHEN THE MENTOR PROGRAM
(Mentor Committee/Program Committee)
Offer training and resources for mentors and recognition and support from the Board and mentors' firms; establish guidelines for teams

DIVERSIFY FUNDING SOURCES AND INCREASE FUNDING LEVELS
(Fundraising Committee)
Broaden the industries involved in ACE GNY; seek public and private funds

INCREASE VISIBILITY (Staff)
Use branding and marketing to spread the word about ACE GNY especially to new firms/industries that could support ACE GNY

SUPPORT ALUMNI POST HIGH SCHOOL (Alumni Committee)
Support alumni with the transition to college and through college via multiple programs on campus and remotely; support alumni with internship placement and links with ACE GNY firms

IMPROVE ORGANIZATIONAL GOVERNANCE (Governance Committee)
Reinvigorate committees; improve committee reporting; refine Board meeting agendas; add policies as required

MEASURE RESULTS (Staff)
Determine what percent of ACE GNY students go to college, graduate with an AEC related degree, and what percent enter the industry

OBJECTIVES

Based on the feedback provided during the strategic planning process, and particularly from the focus groups, the following objectives have been developed for ACE GNY over the next five years (Objectives have been aligned with Strategic Goals):

1. **Seek Measured Growth in Number of Students**
   a. Identify and target areas within NYC, Westchester and LI where ACE GNY has gaps including Harlem, outer boroughs
      i. Address barriers to reaching underserved populations
   b. Increase peer-to-peer and teacher-to-student outreach/recruitment
   c. Identify strategies to increase inclusivity and accessibility for students and parents

2. **Strengthen the Mentor Program**
   a. Increase diversity among mentors
   b. Increase trainings for all mentors
   c. Increase consistency in recognition of mentors within firm and industry
   d. Increase amount of interaction between teams

3. **Diversify Funding Sources and Increase Funding Levels**
   a. Address consistency in event committee participation
   b. Investigate annual gifts
   c. Investigate foundation support

4. **Increase Visibility**
   a. Increase social media
   b. Revise website
   c. Share feedback with ACE National regarding National's website

5. Support Alumni Post High School
    a. Continue to expand College Ambassador program
    b. Assess scholarship application
    c. Provide trainings to Alumni
    d. Increase interaction among Alumni and with former mentors
    e. Increase support for students as they enter college and during college years

6. Improve Organizational Governance
    a. Diversify Board
    b. Evaluate Board Member participation

7. Measure Results
    a. Evaluate overall program
    b. Evaluate team-by-team demographics and address as needed

INITIATIVES WITH PRIORITY DESIGNATION ORGANIZED BY LEAD COMMITTEE

Lead Committee	Initiative	Year One Priority	Future Priority	Supporting Organizing Principle
Alumni	Spotlight Ambassadors at the ACE field day event (or other Alumni gathering)	X		Supporting the Program Pipeline (Thru-Put)
Alumni	Recognize and thank Ambassadors at Luncheon and other events	X		Supporting the Program Pipeline (Thru-Put)
Alumni	Create a structure around the Ambassadors program: formal check-ins, events during the winter, program events and organize ambassadors groups to log-in to training for alumni	X		Supporting the Program Pipeline (Thru-Put)
Alumni	Track diversity stats on Ambassadors	X		Supporting the Program Pipeline (Thru-Put)
Alumni	Organize college tours led by Ambassadors	X		Supporting the Program Pipeline (Thru-Put)
Alumni	Track diversity stats of interns	X		Supporting the Program Pipeline (Thru-Put)
Alumni	Begin relationship with alumni the summer before their junior year, plan webinars junior year, and have them connect with one-on-one mentor during their senior year through the end of their first year post-college	X		Supporting the Program Pipeline (Thru-Put)
Fundraising	Continue three primary fundraising events (Fall Cocktail, Scholarship Luncheon, Sporting Clays)	X		Strengthening Financial Health of the Organization
Fundraising	Increase outreach for Fall Cocktail while exploring ceasing the Golf Outing (and providing a pre-determined amount of funding from Fall Cocktail to ACE Foundation); add co-chair from Golf Outing to Fall Cocktail Committee	X		Strengthening Financial Health of the Organization
Fundraising	Identify standing chairs for each event: • Chris McCartin and Mark Coe for Fall Cocktail; • Chris Zegler for Scholarship Luncheon; • Art Alzamora and Rich Mazella for Sporting Clays.	X		Strengthening Financial Health of the Organization
Fundraising	Include at least one mentor representative on each event committee	X		Strengthening Financial Health of the Organization
Fundraising	Encourage board members to bring at least one mentor to events and introduce them to other senior leaders	X		Supporting the Program Pipeline (Thru-Put)

Lead Committee	Initiative	Year One Priority	Future Priority	Supporting Organizing Principle
Governance	Increase number of non-board members on Committees: Ad-hoc members tied to Mentor Leadership Development Program and succession	X		Supporting the Program Pipeline (Thru-Put)
Governance	Publicize Whistleblower/Code of ethic Reports	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors, Board
Governance	Create Personnel Policies: evaluations/succession/counseling	X		Supporting the Program Pipeline (Thru-Put)
Governance	Increase Board Diversity and Inclusion: Identify path Forward and Roadblocks to implementation	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors, Board
Mentor	Need to explore "sacred ground" of how partner firms are divided into teams to help drive DE&I of mentors	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors, Board
Mentor	Provide a minimum standardization of curriculum to teams / team leaders	X		Supporting the Program Pipeline (Thru-Put)
Mentor	Research requirements for mentors to get CEU's (with basic curricula they are become instructors to classes and mentors can get CEU's)	X		Supporting the Program Pipeline (Thru-Put)
Mentor	More formal succession planning for team leadership - to push and pull continual leadership and involvement of firms	X		Supporting the Program Pipeline (Thru-Put)
Mentor	Explore whether mentor firms would be willing to be responsible for background checks of their mentors	X		Strengthening Financial Health of the Organization
Mentor	Drive more funding through existing events via outreach to subcontractors and vendor outreach or free venues/showrooms	X		Strengthening Financial Health of the Organization
Mentor	Explore increasing price of firm sponsorships for existing events	X		Strengthening Financial Health of the Organization

Lead Committee	Initiative	Year One Priority	Future Priority	Supporting Organizing Principle
Mentor	Explore increasing the price of mentor attendance ticket (to help drive attendance)	X		Strengthening Financial Health of theOrganization
Mentor	Approach high schools that ideally include the following areas contruction projects in the area and/or local university	X		Supporting the Program Pipeline (Thru-Put)
Program	Evaluate current approach to LI and Westchester to develop measured growth in the number of students and address fragmentation of districts and transportation challenges. This would include: • Outreach to current NYC member firms that may also have offices outside NYC to participate in LI/Westchester teams. • Outreach to guidance counselors and STEM champions at school districts in LI/Westchester	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors, Board / Supporting the Program Pipeline (Thru-Put)
Program	Conduct sessions by specialty consultants – landscape, acoustics, etc. – that multiple teams can join virtually or can meet as larger groups	X		Supporting the Program Pipeline (Thru-Put)
Program	Survey teams' mid-year to ascertain proposed project and link teams working on similar projects	X		Supporting the Program Pipeline (Thru-Put)
Program	Collaborate on construction site visits so teams that don't have access can join teams that have access to sites	X		Supporting the Program Pipeline (Thru-Put)
Student Outreach	Send out newsletters to PTA / Translate into different languages as well as other organizations such as: • ASPIRA – youth development which seeks to support Latino youth in the pursuit of educational excellence • Long Island Technical & Engineering Educators Associations • National Urban League Home | National Urban League (nul.org) • Minority Professional Organizations • Society for Women Engineers (SWE) Society of Women Engineers (swe.org) • Society Hispanic Professional Engineers (SHPE) Become a Member - SHPE • National Organization of Minority Architects (NOMA) Home Page - NOMA	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors,Board

Lead Committee	Initiative	Year One Priority	Future Priority	Supporting Organizing Principle
Student Outreach	Look at where there are gaps / possible synergies and engage Universities: Long Island: Westbury HS and NYIT, Hempstead and Hofstra; NYC: Brooklyn and Pratt, Bronx and Manhattan College, etc.; Rockland County	X		Supporting the Program Pipeline (Thru-Put)
Student Outreach	Understanding where the gaps are – need a map of where we have ACE students.	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors, Board
Student Outreach	Training for all mentors regarding neurodivergent students	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors, Board
Staff	Create Ad-hoc committee to update Website	X		Supporting the Program Pipeline (Thru-Put)
Staff	Increase Social Media Presence	X		Supporting the Program Pipeline (Thru-Put)
Staff	Track progress/statistics to inform outreach strategies	X		Supporting the Program Pipeline (Thru-Put)

INITIATIVES WITH PRIORITY DESIGNATION BY GOAL

SUPPORT ALUMNI POST HIGH SCHOOL

Initiative	Year One Priority	Future Priority	Supporting Organizing Principle
Ambassador Program			
Spotlight Ambassadors at the ACE field day event (or other Alumni gathering)	X		Supporting the Program Pipeline (Thru-Put)
Recgonize and thank Ambassadors at Luncheon and other events	X		Supporting the Program Pipeline (Thru-Put)
Create a structure around the Ambassador program: formal check-ins, events during the winter, program events and organize ambassadors groups to log-in to training for alumni	X		Supporting the Program Pipeline (Thru-Put)
Track diversity stats on Ambassadors	X	X	Supporting the Program Pipeline (Thru-Put)
Organize college tours led by Ambassadors	X		Supporting the Program Pipeline (Thru-Put)
Internship			
Track diversity stats of interns	X	X	Supporting the Program Pipeline (Thru-Put)
Success Cohort			
Begin relationship with alumni the summer before their junior year, plan webinars junior year, and have them connect with one-on-one mentor during their senior year through the end of their first year post-college	X		Supporting the Program Pipeline (Thru-Put)

DIVERSIFY FUNDING SOURCES AND INCREASE FUNDING LEVELS

Initiative	Year One Priority	Future Priority	Supporting Organizing Principle
Fundraising Events	X		
Continue three primary fundraising events (Fall Cocktail, Scholarship Luncheon, Sporting Clays)	X		Strengthening Financial Health of the Organization
Increase outreach for Fall Cocktail while exploring ceasing the Golf Outing (and providing a pre-determined amount of funding from Fall Cocktail to ACE Foundation); add co-chair from Golf Outing to Fall Cocktail Committee	X		Strengthening Financial Health of the Organization
Identify standing chairs for each event: • Chris McCartin and Mark Coe for Fall Cocktail; • Chris Zegler for Scholarship Luncheon; • Art Alzamora and Rich Mazella for Sporting Clays.	X		Strengthening Financial Health of the Organization
Include at least one mentor representative on each event committee	X		Strengthening Financial Health of the Organization
Encourage board members to bring at least one mentor to events and introduce them to other senior leaders	X		Supporting the Program Pipeline (Thru-Put)

IMPROVE ORGANIZATIONAL GOVERNANCE

Initiative	Year One Priority	Future Priority	Supporting Organizing Principle
Increase number of non-board members on Committees: Ad-hoc members tied to Mentor Leadership Development Program and succession	X		Supporting the Program Pipeline (Thru-Put)
Publicize Whistleblower/Code of ethic Reports	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors, Board
Create Personnel Policies: evaluations/succession/counseling	X		Supporting the Program Pipeline (Thru-Put)
Increase Board Diversity and Inclusion: Identify path Forward and Roadblocks to implementation	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors, Board

STRENGTHEN THE MENTOR PROGRAM

Initiative	Year One Priority	Future Priority	Supporting Organizing Principle
Need to explore "sacred ground" of how partner firms are divided into teams to help drive DE&I of mentors	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors, Board
Provide a minimum standardization of curriculum to teams / team leaders	X		Supporting the Program Pipeline (Thru-Put)
Research requirements for mentors to get CEU's (with basic curricula they are become instructors to classes and mentors can get CEU's)	X		Supporting the Program Pipeline (Thru-Put)
More formal succession planning for team leadership - to push and pull continual leadership and involvement of firms	X		Supporting the Program Pipeline (Thru-Put)
Explore whether mentor firms would be willing to be responsible for background checks of their mentors	X		Strengthening Financial Health of theOrganization
Drive more funding through existing events via outreach to subcontractors and vendor outreach or free venues/showrooms	X		Strengthening Financial Health of theOrganization
Explore increasing price of firm sponsorships for existing events	X		Strengthening Financial Health of theOrganization
Explore increasing the price of mentor attendance ticket (to help drive attendance)	X		Strengthening Financial Health of theOrganization
Approach high schools that ideally include the following areas contruction projects in the area and/or local university	X		Supporting the Program Pipeline (Thru-Put)

SEEK MEASURED GROWTH IN NUMBER OF STUDENTS

Initiative	Year One Priority	Future Priority	Supporting Organizing Principle
Long Island/Westchester			
Evaluate current approach to LI and Westchester to develop measured growth in the number of students and address fragmentation of districts and transportation challenges. This would include: • Outreach to current NYC member firms that may also have offices outside NYC to participate in LI/Westchester teams. • Outreach to guidance counselors and STEM champions at school districts in LI/Westchester • Explore hybrid model where a cluster of students can meet in-person with a mentor at one school and meet virtually with other school clusters/mentor in LI/Westchester (Future priority)	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors, Board / Supporting the Program Pipeline (Thru-Put)
ACE GNY Overall			
Conduct sessions by specialty consultants – landscape, acoustics, etc. – that multiple teams can join virtually or can meet as larger groups	X		Supporting the Program Pipeline (Thru-Put)
Survey teams' mid-year to ascertain proposed project and link teams working on similar projects	X		Supporting the Program Pipeline (Thru-Put)
Collaborate on construction site visits so teams that don't have access can join teams that have access to sites	X		Supporting the Program Pipeline (Thru-Put)

SEEK MEASURED GROWTH IN NUMBER OF STUDENTS (CONT)

Initiative	Year One Priority	Future Priority	Supporting Organizing Principle
Send out newsletters to PTA / Translate into different languages as well as other organizations such as: • ASPIRA – youth development which seeks to support Latino youth in the pursuit of educational excellence • Long Island Technical & Engineering Educators Associations • National Urban League Home	National Urban League (nul.org) • Minority Professional Organizations • Society for Women Engineers (SWE) Society of Women Engineers (swe.org) • Society Hispanic Professional Engineers (SHPE) Become a Member - SHPE • National Organization of Minority Architects (NOMA) Home Page - NOMA	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors,Board
Look at where there are gaps / possible synergies and engage Universities: Long Island: Westbury HS and NYIT, Hempstead and Hofstra; NYC: Brooklyn and Pratt, Bronx and Manhattan College, etc.; Rockland County	X		Supporting the Program Pipeline (Thru-Put)
Understanding where the gaps are – need a map of where we have ACE students.	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors, Board
Training for all mentors regarding neurodivergent students	X		Strengthening the Diversity and Inclusion of the Organization: Students, Mentors, Board

INCREASE VISIBILITY/MEASURE RESULTS

Initiative	Year One Priority	Future Priority	Supporting Organizing Principle
Create Ad-hoc committee to update Website	X		Supporting the Program Pipeline (Thru-Put)
Increase Social Media Presence	X		Supporting the Program Pipeline (Thru-Put)
Track progress/statistics to inform outreach strategies	X		Supporting the Program Pipeline (Thru-Put)

ADDENDUM: FOCUS GROUP PARTICIPANTS

MENTORS
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