ACE Mentor Program of Cleveland 2018 – 2020 Strategic Plan

Strategic Planning Assumptions

Looking Back

- During the first ten years, the ACE Mentor Program of Cleveland (ACE Cleveland) board, staff, and volunteers have focused on growing the number schools where mentoring takes place, and expanding beyond mentoring to offer college scholarships, and to arrange internships for high school and college students. Offering college scholarships and arranging internships differentiate us from the majority of ACE Mentor affiliates. This strategic plan addresses our continued growth, and the balance of focus on our three program services – mentoring, scholarships, and internships.
- Keys to early successes at ACE Cleveland include the commitment of Courtney Behm and Tom Laird, Gilbane; Eric Gordon, Superintendent, CMSD; and University Hospitals.
- Adding administrative leadership and support from the Construction Employers Association (CEA) also contributed to ACE Cleveland's success.

Programming

- Currently, ACE Mentor Program of Cleveland offers nine mentoring programs in eight local schools. It has been the goal to expand by one CMSD school per year.
- Before expanding the mentoring program, ACE Cleveland can benefit from documenting and sharing best practices and related tools to promote and evaluate the success of existing programs. A process to assess the readiness of prospective schools is needed, too.
- Providing a standard core curriculum for all mentoring teams likely will reduce stress on individual teams, and contribute to mentor retention.
- Quality control of our programs is of the utmost importance as we grow. High quality programs sell themselves in terms of expanding into other schools, finding additional mentors, and garnering community support.
- One potential area for program growth is in funding and offering scholarships for students who choose to go into trade apprenticeships. The scholarships might cover apprenticeship fees and the cost of tools.

Organization

- We have begun to formalize board policies and processes. Board succession planning and processes are a high priority, as is increasing the diversity of background, knowledge, and skills of board members and committee volunteers.
- ACE operates with a small and efficient staff because of an operating model that relies heavily on volunteers. We need to retain current volunteers, and expand the variety and number of volunteers to continue to grow our programs. We want to prevent mentor burnout, especially among lead mentors. Having realistic goals for volunteers is important.
- CEA hours dedicated to administrative leadership and support for the ACE Mentor Program of Cleveland currently exceed the agreed upon ten hours per week. It is important to identify who will be responsible for executing each strategy contained in this plan.

Fundraising

- Fundraising is critical, especially for our scholarship program. The UH grant expires in 2018, and we must determine if that grant can be renewed. Expanding to other sources of funds is important, too.
- Separating the year-end mentoring event from an annual fundraising event may be necessary to accommodate growth and increase fundraising.

Measuring Outcomes and Success

- Compared with other ACE affiliates in mid-sized cities, ACE Cleveland has accomplished a lot! Noteworthy accomplishments include the size of the scholarship pool we administer, and the relationship with College Now.
- Tracking and reporting more detail about student outcomes will enable us to make more compelling statements about ACE Cleveland, which in turn, will help us with board and mentor recruiting and fundraising.

Mission

Our mission is to engage, excite and enlighten high school students to pursue careers in architecture, engineering, and construction through mentoring and to support their continued advancement in the industry. One critical aspect of achieving this goal is to appeal to, and mentor, minority and female students.

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Strategic Goals, Strategies and Potential Measures for 2018 – 2020

STRATEGIC GOAL 1 – PROGRAM GROWTH: Achieve realistic and consistent growth in our programs.			
Strategies	**ACTION STEPS**	**Who is Responsible**	**Potential Key Measures** (*May Not Link to a Single Strategy*)
1.1A. Cultivate best practices and a related dashboard to promote and assess high quality mentor programming at each participating school. Share best practices among teams. Consider: ▫ Level of student need in each school (higher need = higher effort) ▫ Engagement/retention of participating students ▫ Level of support from the teacher ▫ Quality of the student experience ▫ Use qualitative and quantitative dashboard measures		▪ **Rich Iafelice** ▪ **Lisa Baskin**	**One-Time Measures** ▪ Best practice database created and shared ▪ Mentor program dashboard developed and implemented ▪ New site checklist developed and implemented ▪ First-year pilot program documented ▪ Lead mentor and teacher transition process created and implemented **Annual Measures** ▪ # participating schools ▪ # participating firms ▪ # participating mentors ▪ Mentoring site evaluations ▪ # scholarships awarded (20+) ▪ % ACE graduates who participate in a related co-op or internship ▪ % ACE graduates pursuing related advanced study (college/apprenticeship) ▪ % ACE graduates employed in a related field ▪ % ACE graduates who stay in Cleveland
1.2A Develop a checklist to set expectations and assess readiness of a school that wants to implement and maintain an ACE Mentor Program. Use formalized criteria to determine and balance scholarship ratio.		▪ **Monica Bruaw** ▪ **Lisa Baskin** ▪ **(Katrina Meyers, CMSD)**	
1.3A Formalize (document existing practices of) the first-year, 5-6 session, pilot process for schools new to the mentoring program. During the pilot arrange for teacher and principal visits to an existing successful program.		▪ **Tari Rivera**	
1.4A Develop criteria to assess capacity for program growth. Consider the availability of mentors and lead mentors.		▪ **Paul Lockhart** ▪ **Orlando Taylor**	
1.5.B Refine mentoring curriculum/support to address stakeholder needs, such as: ▫ Standardized core to address National's learning objectives, with Ohio Department of Education & CMSD ▫ Augment National's existing training ▫ Better mentor preparation (e.g., introduce mentors to needs/frames of reference of the students) ▫ Diversity training and awareness ▫ Student engagement (e.g., high energy presentations, hands-on work, and /or field trips)		▪ **Jud Kline** ▪ **(Katrina Meyers, CMSD)**	
1.6B Develop a process for lead mentor or teacher transitions. Identify and prepare future lead mentors and teachers, to assume lead/teacher roles.		▪ **Rich Iafelice** ▪ **(Katrina Meyers, CMSD)**	
1.7B Increase the number of qualified students who apply for scholarships each year. Collaborate with the school guidance counselors to communicate about scholarships (CMSD can conduct pre-screening to qualify candidates). Support students going into the Trades/Tri C Workforce programs. Review results and provide guidelines for amount and number of scholarships		▪ **Kristen Zeiber** ▪ **Courtney Behm** ▪ **(Anthony Bataglia, CMSD)**	
1.8B Develop and define ACE Career Pathways program goals and roles ▫ Differentiate between HS shadowing and paid college internship programs ▫ Identify related partners, policies and processes (e.g., College Now & Cleveland Leadership winter intern fairs and NOCHE Internship program) ▫ Form an alumni and Linked In group ▫ Identify additional professional associations for new members		▪ **Jack Baumann** ▪ **Alethea Ganaway**	
1.9C Incorporate "Trades" into the Career Pathways. Consider collaborations with JATC's, Tri-C, Max Hayes, area Career Tech/Vocational Trade programs and summer camps.		▪ **Terry Joyce** ▪ **Cynthia Leitson** ▪ **Joe Di Geronimo**	
1.10C Continue to foster and strengthen connections between students, college partners and civic partners. adding more college partners (e.g., BGSU, U of Toledo) ▫ Seek opportunities for ACE students to present at college and other events, as well as engage parents		▪ **Diane Burrowbridge**	

Key: ☐ 0-6 months   ☐ 6-12 months   ☐ 12 months – 2 years

	Strategies	ACTION STEPS	Who is Responsible	Potential Key Measures *(May Not Link to a Single Strategy)*
STRATEGIC GOAL 2 – OUTREACH AND ADVANCEMENT: Increase the visibility of the ACE Mentor Program of Cleveland to support fundraising and to attract volunteers.				
2.1A	Continue to secure financial support from a broader set of sources: ▫ Develop a comprehensive fundraising strategy that makes the case "What is ACE raising money for?" ▫ Explain benefits to non-ACE companies ▫ Seek donations for "carrots," e.g., gift cards, stipends ▫ Find resources to alleviate volunteer burnout (e.g., CMSD, retired professionals) ▫ Initiate an ad hoc committee to weigh pros and cons of separating student banquet and fundraising events		▪ **Mark Panzica** ▪ **Jeff Huchison**	**One-Time Measures** ▪ Processes to capture outcomes designed and implemented ▪ ACE marketing materials with outcome information developed ▪ Ad hoc committee report on separating student banquet from fundraising complete by 9/1/17 **Quarterly or Annual Measures** ▪ Budget ▪ Cash reserve ▪ Board giving ▪ Scholarship donations ▪ Related communications/ outreach conducted
2.2.A	Research, develop and implement processes to capture more detailed and longer-term student outcomes ▫ Keep contact information current, and continue communications with ACE students in college and beyond ▫ Conduct exit interviews before students graduate or obtain information from the schools ▫ Expand tracking beyond scholarship recipients ▫ Assess National's database capabilities vs. College Now ▫ Gather communications best practices from other high school mentoring organizations		▪ **Kristen Zeiber**	
2.3.A	**Establish Standard Repository for current ACE Cleveland marketing materials and curate as appropriate**		▪ **Matthew Danis**	
2.4.A	**Outline a communications calendar that can be used year to year as a plan to broadcast information to our stakeholders and targeted contacts.** ▫ **List will span across multiple platforms** ▫ **A process will be implemented to maintain, grow and curate contact list** ▫ **The calendar will be published to board and key volunteers for use as a planning tool**		▪ **Matthew Danis**	
2.5.A	**Outline a process and timeline for a consistent/sustainable Annual Report** ▫ **Standardize the content and formatting** ▫ **Identify a means of distribution** ▫ **Establish a timeline that aligns with the program year and maximizes the impact of the document**		▪ **Matthew Danis**	
2.6.B	Develop collaborative partnerships with additional professional organizations, e.g., American Institute of Architects, Cleveland Engineering Society, Habitat for Humanity, AGC/BuildOhio.org, National Association of Minority Architects, National Society of Black Engineers, Esperanza, etc.		▪ **Lynn Bayer**	
2.7.C	**Develop and Publish a formal Public Relations and Marketing Strategy.** ▫ **This will be a comprehensive plan that is tied to the program year that includes a calendar for social medial, e-blasts, press releases and the organization's annual report.** ▫ **This effort may engage outside consultants for support on a tactical basis with the permission of the board.**		▪ **Matt Danis** ▪ **Rob Spadman**	

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STRATEGIC GOAL 3 - ORGANIZATION: Foster an exceptional organizational climate to attract, develop, motivate, and retain effective volunteers, board, and staff.			
Strategies		**Who is Responsible**	**Potential Key Measures** *(May Not Link to a Single Strategy)*
3.1A Identify the staffing/resources needed to support growth and quality. Set growth priorities and identify related targets, then assess work needed to reach targets: ▫ Review and Update CEA Administrative Agreement (Katie/Glen hours) ▫ Identify untapped resources (e.g., National, CMSD, ENCORE, America Corp, interns etc.) ▫ Assess opportunities to outsource some activities		▪ **Executive Committee** ▪ **Glen Shumate**	**One-Time Measures** ▪ Governance of internship program defined ▪ Alumni group formed ▪ Organizational workload evaluated ▪ Staffing needs determined ▪ Emerging leaders group launched
3.2B Increase the number of mentors and firms that will be dedicated for 12 sessions: ▫ Create a statement of expectations/mentor handbook ▫ Build the pipeline by focusing on untapped pools (e.g. subcontractors and trade community) ▫ Ensure CEO buy-in (e.g., "bring your boss to class") ▫ Research Continuing Education Units for mentors needing professional/annual licensing hours		▪ **Dave Robar** ▪ **Glen Shumate**	
3.3B Continue to develop a diverse board; build a pipeline of potential board members: ▫ Include members of additional organizations that hire ACE (developers, trades, owners) ▫ Develop emerging leaders group and give them ownership of something (e.g. Golf Outing) ▫ Conduct a board officer and committee chair review Continue to promote the benefits of participating in/supporting ACE: ▫ Board membership and structure ▫ Mentoring ▫ Providing internships		▪ **Governance Committee** ▪ **Tom Laird**	**Annual Measures** ▪ % Diversity 　▫ Lead mentors 　▫ Mentors 　▫ Board ▪ Satisfaction rate 　▫ Lead mentors 　▫ Mentors 　▫ Board ▪ Retention rate 　▫ Lead mentors 　▫ Mentors 　▫ Board ▪ Pipeline numbers 　▫ Lead mentors 　▫ Mentors 　▫ Board members

Key: ▢ 0-6 months   ▢ 6-12 months   ▢ 12 months – 2 years

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Strategic Plan Task Force Members

- Lynn Bayer
- Rich Iafelice
- Tom Laird
- Mark Panzica
- Mark Rader
- Tari Rivera
- Glen Shumate
- Kristen Zeiber

Consultants

- Jennifer Johnson
- Elizabeth Voudouris

Project Schedule

- May 24, 2017 – 1st Task Force Meeting
- June 21, 2017 – 2nd Task Force meeting
- July 17 2017 – Task Force Conference Call
- July 20, 2017 – 3rd Task Force meeting
- August 1, 2017 – Board and staff retreat
- August 31, 2017 Task Force meeting/Review
- October 12, 2017 – Present and discuss strategic plan with Board
- November 2, 2017 - Task Force meeting
- December 6, 2017 - Board Meeting

Research

In addition to discussions during Task Force meetings, input from the sources listed below contributed to this strategic plan.

- June 14 interview with Diana Eidenshink, Interim Executive Director, ACE National
- July 12 interview with Eric Gordon, Superintendent, CMSD
- Participation in related meetings:
  - June 1 Advisory Council meeting
  - July 17 Scholarship Committee meeting
  - July 19 Education Program Committee meeting
- 2016 ACE Mentor Program of Cleveland Student Survey
- 2016 ACE Mentor Program of Cleveland Mentor Survey
- 2017 ACE Mentor Program of Cleveland Mentor Survey
- 2016 Business Volunteers Unlimited Board Assessment
- 2014 SWOT Analysis