

ACE of Massachusetts Strategic Plan for 2012 – 2017

Vision

Create a program where high school students in Massachusetts, who wouldn't otherwise have the opportunity, learn about the architecture, construction, and engineering industry.

Mission

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

Values

We value the importance of teaching students. We will:

- Maintain high standards of honesty and integrity.
- Put the student ahead of personal challenges.
- Learn and grow professionally.
- Work together for collective good.
- Perpetuate the program's success.

Constituent Goals

- **Board** – To provide a well-managed program to reach (impact) as many students as possible.
- **Students:** To learn about ACE industry to figure out if these are careers that they want to pursue. Enjoy themselves in a learning environment.
- **Mentors:** Further their given profession by reaching out to the next generation.
- **Community:** An afterschool program where students get to learn about careers in an interactive environment and meet role models.
- **Schools:** Help their students by providing in an afterschool program that further exposes students to learning in a different environment.

- **Industry Organizations:** Expose young adults to ACE industry further propagating the professions.

Assumptions

- Within 10 years, there will be jobs in the ACE industries going unfulfilled.
- Interest from high school students in STEM fields will continue to wane.
- Competition for students' time will increase from other afterschool activities.
- Competition for mentors' time from other volunteer opportunities will increase.

Strengths

- Mentor commitment and retention
- Leadership
- Relationships with the John D. O'Bryant, Madison Park, and Green Academy in Boston and the Community Charter School in Cambridge
- National industry reputation
- Support from ACE firms

Weaknesses

- Student retention
- Attracting students
- Little regional and national presence
- Relationship with relatively small number of schools

Opportunities

- Untapped potential relationships within the Boston School district
- Possible relationships with local colleges and universities
- Untapped potential relationships with industry firms
- Chance for more fundraising events
- Regional presence

- Potential relationships with Trade Unions and industry organizations

Threats

- Increased competition from other after school activities for students' time and attention.
- Increased competition from other volunteer opportunities for mentors' time and attention
- Keeping ACE MA unified as the program grows
- Mentor burnout

KEY PERFORMANCE INDICATORS

Objectives

- Student retention rises each year to more than 60% after five years
- Grow the program to five groups by 2017 (one every other year)
- Regional director in place with regional meetings occurring at set intervals
- Increased funds to support additional groups
- Min. of one mentor nominated for a national award

2012-13 Critical Issues

- Subcommittee reorganization
- Recruiting and developing mentors for "BSA" Boston group
- Recruiting students for "BSA" Boston group
- Mentor training program developed by the Mentor Committee
- Best practices manual provided by Programing Committee

ACE of Massachusetts Strategic Plan for 2012 – 2017

Actions Items and Goals for 2012-2017

Growth

Benefit: Allows us to reach a greater number of students in new areas, and to develop new mentors and firms.

- Add two new groups in Boston, 2012-2013 located in the BSA space and 2015-2016 or 2016-2017 in a location to be determined. Total of three groups and 45-60 students in Boston at the end of 2016-2017 session.
- Add one new group in Cambridge in either 2014-2015 or 2015-2016. Location to be determined. Total of two groups and 15-20 students in Cambridge at the end of 2016-2017 session.
- Total number of students in ACE of Massachusetts: 85-100

Develop Regional and National Presence:

Benefit: Helps us learn best practices from other groups and further the program

- Create a regional liaison to be in contact with the regional director. (Year end 2012)
- Take part in regional meetings/conference calls as organized (Year end 2012)
- Receive invitation to National ACE Conference (NAC) (Year end 2013)

Administrative

Benefit: Provide better support for the mentors and groups

- Reorganize and redefine the roles and descriptions for the subcommittees (new descriptions indicated with *) (Year end 2012)
- Develop a ACE of Massachusetts Organizational chart (Year end 2012)

Committees

Benefit: Create a stronger presence by the committees to better support the program

- Divide the committees into two types: Active and Executive (Year end 2012)
 - Active: Mentor, Programming, Student Relations, and Alumni
 - Executive: Scholarship, Fundraising, Organizational and Student Outreach, Nominating, Website and Social Media, and Finance and Audit

ACTIVE

Mentor Committee

*** Coordinate mentor training. Coordinate mentors between teams. Keep track of mentors in each discipline (i.e. identify where we are short mentors), and mentor firms. Monitor the possibility of mentor burnout. Identify mentors as possible national award candidates.**

- Train a minimum of two mentors as mentor trainers for new mentors (Year end 2012)
- Develop Mentor Manual (Year End 2013)
- Reach out to two new firms in each of the following disciplines: MEP, Structural, and Civil (Year End 2012)
- Hold "Lessons Learned" session at the end of the year for each group (Year end 2013)

Program, Curriculum and Operations Committee (PCO)

***Lead the development of the program for each group. Keep active coordination between groups.**

- Develop a team point of contact to coordinate schedule and programming of all groups (Year end 2012)
- Develop Best Practices Manual (Year End 2013)

Student Relations Committee

***Track student attendance and retention, coordinate documentation including parent consent and CORI forms with ACE national.**

- Develop and keep database of graduated students (Year End 2013)
- Create the Alumni Committee to handle relationships with graduated students (Year End 2014)

EXECUTIVE

Scholarship Committee

In charge of the scholarships (establishing parameters, interviewing candidates, awarding, sending out required materials, overseeing disbursements and reporting).

- Provide scholarships to underclassmen (Year End 2014)

Fundraising Committee

In charge of all fundraising initiatives (invites, thank you letters, documentation, reporting, etc).

- Apply for grants (Year End 2012)
- Contact four industry organizations about possibilities of collaborating (Year End 2013)
- Increase the frequency of fundraising events (goal three events per year) (Year End 2014)

Organizational and Student Outreach Committee (OSO)

***In charge of outreach, student recruitment, establishing relationships and working with outside organizations and schools.**

- Contact Citizen Schools to discuss possible collaboration (Year End 2012)
- Identify and contact three new schools in Boston on an annual basis until all schools in Boston school system have been contacted (Year End 2012)
- Identify and contact two new schools in Cambridge to discuss partnerships (Year End 2013 again in 2014)
- Discuss student retention issues with other ACE chapters on a regional or national level (Year End 2013)

Alumni Committee

*** Keep contact with and monitor education and professional progress of graduated students (including scholarship recipients) (active by Year End 2014).**

Nominating Committee

***Identify and nominate mentors for board and committees. Identify mentors as possible national award candidates.**

- Identify and nominate mentors from Boston and Cambridge for "Active" committees (Year End 2012)
- Identify and nominate mentor(s) for national recognition award (Year End 2014)

Website and Social Media Committee (WSM)

*** Manage website as to form, content and interactive operation, recommend and implement outreach through social media platforms (active by Year End 2014).**

Finance and Audit Committee

Assist with financial and legal affairs