

ACE of Massachusetts Strategic Plan for 2018 – 2023

This information is intended to provide the context and background that drives the Strategic Plan.

Vision

Create a program where high school students in Greater Boston have the opportunity to explore the architecture, construction, and engineering industry.

Mission

Engage, and support high school students, through mentoring to pursue education and careers in architecture, construction, and engineering.

Values

We value the importance of teaching students. We will:

- Maintain high standards of honesty and integrity
- Put student learning ahead of personal challenges
- Continue to recruit and support an inclusive group of students
- Continue to learn and grow professionally
- Work together for the collective good
- Perpetuate the program’s success.

Assumptions

- Jobs in the ACE industries are going unfulfilled
- Competition for students' time will increase
- Competition for mentors' time from other personal and professional obligations will increase
- Less people are entering the building trades and the current trade demographic is older
- Given the historic trends in the industry, we need to plan for a dip in the construction cycle
- The ACE industry does not reflect local, regional or national race and ethnic diversity
- Little regional and national presence
- Strong relationship with relatively small number of schools

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Volunteer/ Mentor commitment • Active student engagement and strategic relationships with of the John D. O’Bryant, Madison Park, Dearborn, Boston Green Academy, Community Charter School of Cambridge and Rindge and Latin • National industry reputation • Relationships with Boston Society of Architects, and Wentworth Institute of Technology • Attracting Students • Support from ACE “Champion” Firms • Provide impactful experiences for students • Provide key financial resources for underrepresented minority students to pursue an education 	<ul style="list-style-type: none"> • Recruiting Students • Retaining students and mentors • Relationships with relatively small number of schools • Ability to penetrate BPS, no high level champion • Board accountability • Recruiting and retaining the next generation of leaders • Limited group of leaders taking on the work • Not maintaining relationships with alums • Training and coaching of new mentors and support of mentor leaders. • Not enough Executives on the Board of Directors • Diversity of board and mentors • Diversity of fundraising; dependent on yearly “asks” from ACE firms • Transparency and communication between members of the board can be challenging • No staff 	<ul style="list-style-type: none"> • Untapped relationships with the Greater Boston Public Schools administration • Build relationships with additional local colleges and universities (BU, MIT, NE, Harvard, UMass, Benjamin Franklin Institute) • Increase fundraising via more events and grants • Develop relationships with non-ACE companies (Fidelity, GE, etc.) and auxiliary firms - banks, brokers, 2nd & 3rd tier vendors and subs • Connect with alumni to help grow the program • Provide growth opportunity for mentors • Connect to students, parents, mentors, and supporters through social media and internet • Industry internships for students • Potential partnerships with local programs such as YMCAs, community programs, developers, property management firms • Access to strong and influential industry-based unions • Untapped potential relationships with industry firms • Supportive municipality regarding mentoring programs 	<ul style="list-style-type: none"> • 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 of Greater Boston unified as the program grows • Mentor burnout • Reaching our fundraising tipping point • STEM loses its ‘buzz’ • Long term financial stability, market factors/cycles can impact program viability in the next 3-5 years • Push of technology focus in STEM • Unsustainable growth in fundraising, and programming

Goal 1: Sustainable Growth

Team: Alison, Alejandro, Jennifer, Nigel

Develop and implement a sustainable plan for growth that balances the need for mentors, sites, human resource capacity, and financial resources to increase the number of students who complete the program and funds raised by 10% annually.

Action Steps

- Increase student outreach and enrollment
 - Increase the schools/community organizations contacted/visited by at least 4 a year starting Sept 2019 (Student Outreach committee, staff starting Aug-Sept 2019)
 - Engage additional returning mentors to participate in this effort
 - Engage alumni to participate (see Goal 3)
 - Student Outreach committee to meet four to five times throughout the year, and begin recruiting fall students/engage in additional outreach activities by the end of previous ACE year
 - Hire a marketing consultant to develop and conduct a targeted community public relations campaign to increase program visibility June 2018 (Student Outreach and Marketing committees, see Goal 3)
 - Foster relationships with Boston Public Schools September 2018 (Executive and Student Outreach committees, staff, see Goal 3))
 - Compile a list of contacts in database including school champions, guidance counselors, parents, etc and update annually July/August 2018 (Student Outreach).
 - Identify responsibilities for the student liaisons and the student coordinator to improve student and school champion communications prior to start of ACE year starting Aug-Sept 2018 (Student coordinator, staff Aug-Sept 2019 annually)
- Increase the number of students who complete the program
 - Develop a student communication plan for Board approval that identifies the best methods, format, content, and intervals to regularly disseminate program information to students and school champions by August 2018. (Student Coordinator and Team Leads)
 - Improve the online application process to provide more detailed program information including site options and the ability to sign up with friends (Student coordinator in partnership with ACE national, August 2020)
 - Develop a student onboarding orientation process by September 2019 (Student Coordinator, Team Leaders, Alumni Committee)
 - Develop standard curriculum that accommodates site variability and is updated annually based on feedback from students and mentors to be used at all sites for program cohesion by September 2019 (Program, Curriculum, Operations Committee, Student Coordinator, Team Leaders)
 - Increase summer internship opportunities annually by 1 position by February 2018 (Board)
 - Explore providing transportation for students to events that are difficult to access by September 2020 (Executive Committee)
 - Implement an annual student exit survey by end of February 2018. Develop questions, format, and distribution method. Review and report information collected annually at August Board Meeting. (Student Coordinator and Team Leaders).
 - Establish communication protocol between mentors, team leaders, and the Board to effectively address student disclosures and emergencies by August 2018 (Team Leaders, Executive Committee, Counsel).
- Recruit and retain sufficient mentors to achieve a 1:2 mentor to student ratio and maintain a diverse group of qualified mentors (Mentor Coordinator). Mentor disciplines are represented at 25% architecture, 20% structural, 20% MEP, & 20% Civil/Landscape, 15% Construction Management by September 2018.

- Present annually to a minimum of five non-active firms representing all disciplines August/September 2019
 - Increase membership of Mentor committee consisting of at least one member or board member representing each discipline September 2018. Begin outreach in June annually (Mentor coordinator)
 - Compile list of mentor contact information in a database annually. Ensure end-of-year data is accurate, including only mentors who complete the program by May 2018 and annually thereafter. (Mentor Coordinator)
 - Update training program for returning and new mentors prior to the program start each year, with an extended session for new mentors and team leads by September 2018 (Mentor Committee)
 - Send letters to firms acknowledging mentors service in April annually (Executive committee, staff)
 - Host 2 mentor appreciation events annually in December and March (Mentor coordinator)
- Assign a sub-group within the program committee dedicated to finding and securing team sites during the “off-season” to ensure there is sufficient space in student-preferred locations by December 2020. Add sites as needed to maintain 10 to 30 students at each location by September 2020. (Program and Executive Committees)
 - Review enrolled student’s home address, school and public transportation to target new site locations by December 2019 (Hire consultant upon Board approval)
 - Grow relationships with local Universities (Executive and student, outreach, committees)
 - Develop a transparent and sustainable scholarship award process (Scholarship Committee)
 - Develop and get board approval at the January/February 2018 meeting for awarding scholarships based on the student’s years in the program, participation, and attendance, mentor recommendations, application essay, and aspirations after graduating high school. Each student applying must clearly identify a desire to enter the ACE field through specific mention of intended college major, trade apprenticeship, or similar action plan. Consider tier approach for scholarship disbursement per scholarship committee recommendation for Board approval:
 - Tier 1: \$10,000
 - Tier 2: \$5,000 - \$9,000
 - Tier 3: \$1,000 \$4,000
 - Senior coordinator at each location encourages and assists students to apply for the ACE scholarships
 - Increase fundraising by 10% annually based on the 2015-2016 fundraising total of \$170,000 (Fundraising committee)
 - Develop fundraising budget that does not exceed 20% of the annual goal without 2/3 majority board approval
 - Host a minimum of one annual industry fundraising event
 - Engage a consultant to identify and apply for grants with goal of \$5,000 in awards by May 2019
 - Secure food and beverage donations for weekly sessions at all team sites and program events by September 2020
 - Secure partnerships with businesses/firms who can provide in kind donations by July 2021

Measures of Success

- Annually retain 75% of active mentors
- Increase student completion by 10% annually
- New student onboarding orientation in place by September 2019
- A standard curriculum is being used at all sites by September 2019
- If feasible, transportation is provided to students for difficult to reach events by September 2020
- 10% of returning mentors take part in student, mentor, community, and fundraising outreach efforts by August 2019
- The online application process is improved by August 2020
- A 1:2 mentor to student ratio is achieved and maintained by program start September 2018
- Present annually to a minimum of five non-active firms representing all disciplines beginning in September 2018.

- Mentor disciplines are represented at 25% architecture, 20% structural, 20% MEP, & 20% Civil/Landscape, 15% Construction Management by September 2018
- A steady state of 10 to 30 students per site is achieved by September 2020
- Scholarships are awarded using a transparent and sustainable criteria by February 2018
- Program fundraising increases by 10% annually beginning in January 2018 based on the 2015-2016 fundraising total of \$170,000

Goal 2: Board Diversification

Team: Erik and Mike

Establish recruitment priorities increasing the racial and gender diversity of the board and advisory council, focusing on people with strong fundraising, finance, non-profit expertise, and non ACE industry to increase organizational capacity beginning in 2018 and continuing through 2022.

Action Steps:

- Transitions the current board to the new model of a Board and Advisory Council by September 2018 (*Executive and Nomination Committees*).
 - The council will consist of 12-15 members with diverse backgrounds from inside and outside of the ACE industry June 2021
 - The board will consist of 13-18 members representing all aspects of ACE of Greater Boston industry, associated fields, and complimentary expertise June 2021
 - The chairs of the following committees are automatically on the board: Student Outreach, Student, Mentor, Programming, Fundraising, Alumni
- Compile list of individuals from board contacts that meet the criteria laid out in the goal statement by September 2018. Prioritize based on urgency of skills needed and likelihood of person actively contributing to the board or advisory council. (*Executive and Nomination Committees*)
- Nominate at least 1-2 people annually to the board or advisory council starting in September 2018, & March 2019 (*Nomination Committee*)
- Nominate at least two more people to the board by the 2021 Annual Board Meeting (*Nomination Committee*)

Measure of Success

- The composition of the board will reflect the following minimum demographics by June 2021:
 - One representative of each of the following fields: Architecture, Civil Engineering, Structural Engineering, MEP Engineering, Construction Management, and Owners/Developers
 - 50% female (28% currently)
 - 33% minority (12% currently)
- The composition of the advisory council will reflect the following minimum demographics by June 2021:
 - 40-50% of the members will have expertise in:
 - Fundraising, Finance, Non-profit, Marketing, Local Government, Education, Competitors, Institutional Partners
 - ACE industry executives
 - 40% female
 - 33% minority

Goal 3: Organizational Structure

Team: Casey, Justin

Create a structure for the board that supports the growth of the ACE Mentor program. Develop and implement a plan by September 2018 that includes recommendations for membership size, board composition (see Goal 2), board and/or committee restructuring and institutional support and staffing.

Action Steps

- Develop and implement a plan to update Board structure and Advisory Council and submit for Board approval by December 2019 to include: (Executive Committee)
 - Define Board and Advisory Council roles and responsibilities. Identify leadership roles and titles for the Board and Advisory Council
 - Define length of service for leadership roles and membership
 - Establish Board, Advisory Council, and Committee meeting frequency
 - Establish Board and Advisory Council membership size and diversity targets (see Goal 2)
 - Identify criteria and path to Board and Advisory Council membership

- Restructure Subcommittees and define roles and responsibilities and submit for Board approval by September 2018. (Executive Committee and Nominating Committee)
 - Reorganize and redefine subcommittee structure, roles, and responsibilities
 - Establish length of service for subcommittee leadership roles
 - Establish procedure to remove and replace Coordinator positions when roles and responsibilities are not being met
 - Create Communication Coordinator role to implement communication protocol (see Goal 1), manage social media presence, including updating the website bi-annually. Create standard templates for typical communications, and assist with materials and promotion of events, such as the fundraiser
 - Fill Alumni Coordinator role to engage graduated students to help maintain their interest in the industry. Update alumni database each March with graduating students' information
 - Mentor Committee to grow/refine mentor training and provide curriculum support

- Create and update bi-annually an ACE of Greater Boston organizational chart by March 2018

- Develop job descriptions and goals for future volunteer, paid staff, or consultants and seek board approval by April 2019 (Executive Committee, Ad Hoc Committee, Finance Chair)
 - Develop immediate and long-term needs for volunteer, paid staff, or consultants and guidelines/process for hiring by July 2018.

- Identify potential pro bono resources that can address some of the administrative and programmatic roles/needs by September 2018.
 - Create a hiring plan for volunteer and paid staff including, timing, salary requirements and position expectations, roles, and responsibilities and seek board approval by April 2019
 - Engage marketing consultant by June 2018 to develop and conduct a targeted community public relations campaign to increase program visibility (See Goal 1; Student Outreach Committee, Marketing Committee with help from Fundraising Committee and Executive Committee)
 - Hire dedicated staff member, if possible based on available funds, by January 2020 to address operational needs including student recruitment and retention, public relations, and fundraising (See Goal 1)
 - Establish an annual operating budget by July 2018 based on a review of program financials, fundraising history, and projections, including provisions for paid staff and consultants and provide a budget report at all board meetings (Finance Chair, Executive Committee, Fundraising Committee)
- Review and revise ACE of Greater Boston By-Laws as needed to incorporate organizational changes approved by the Board by January 2019 (Executive Committee)

Measures of Success

- Implement updated Board structure (May 2019)
- Establish and fill new Communication Coordinator, Alumni Coordinator, and Training Coordinator roles (September 2018). Review Coordinator positions annually.
- Update ACE of Greater Boston page on the ACE national website (August 2018, bi-annually)
- Alumni Coordinator updates database with alumni student information by March 2019 and annually
- Create and distribute Organizational Chart bi-annually beginning in March 2018
- Engage marketing consultant to develop and conduct community public relations campaign by June 2018
- Hire a dedicated staff by January 2020 to improve ACE mentors student, mentor, community, and fundraising outreach
- Identify pro bono resources that can address some of the administrative and programmatic roles/needs (September 2018)
- Prepare annual operating budget (August 2018, annually)
- Update organization By-Laws to reflect organizational changes (January 2019)

**Action Planning Alignment across Goals:
Timelines for Action Steps and Measures**

	Sustainable Growth	Board Diversification	Organizational Structure
Q1 2018 (J/F/M)	<ul style="list-style-type: none"> Get board approval at the January/February meeting for awarding tiered scholarships based on a new criteria DONE Scholarships are awarded using a transparent and sustainable criteria by February DONE Host 2 mentor appreciation events annually in December and March Implement an annual Student exit survey by February DONE Increase summer internships opportunities annually by 1 position by February DONE 		<ul style="list-style-type: none">
Q2 2018 (A/M/J)	<ul style="list-style-type: none"> Send letters to firms acknowledging mentors service annually in April Pending Program fundraising increases by 10% annually beginning in May DONE BLOWN BY GOAL!!!!!!! Increase membership of Mentor committee consisting of 3-5 board or Advisory Council members representing different disciplines by September 2018. Begin outreach in June annually. Potential members identified. Outreach to begin soon. Review and report information collected from the student exit survey annually at May Board Meeting Will be done Compile list of mentor contacts in a database annually by May In the que 		<ul style="list-style-type: none"> Engage marketing consultant by June DONE Fundraising Committee consultant is being interviewed in June by the Student Outreach committee
Q3 2018 (J/A/S)	<ul style="list-style-type: none"> Identify responsibilities for the student liaisons and the student coordinator to improve student and school champion communications prior to start of ACE year starting August/September 	<ul style="list-style-type: none"> Nominate at least 1-2 people annually to the board or advisory council starting in September Compile list of individuals from board contacts that meet established criteria by September 	<ul style="list-style-type: none"> Develop immediate and long-term needs for volunteer, paid staff, or consultants and guidelines/process for hiring by July

	<ul style="list-style-type: none"> • Student communication plan is approved by the Board August • Establish communication protocol to address student emergencies by August • Increase the schools/community organizations contacted/visited by at least 4 a year starting September • Update training program for returning and new mentors by September annually • Compile a list of contacts in database including school champions, guidance counselors, parents, etc and update annually July/August • Foster relationships with Boston Public Schools Arrange meeting with Tommy Chang (Superintendent) or Rahn Dorsey (Mayor's Chief of Education) August NG • Grow relationships with local Universities September 		<ul style="list-style-type: none"> • Update ACE of Greater Boston page on the ACE national website August, bi-annually • Identify pro bono resources that can address some of the administrative and programmatic roles/needs September • Develop a plan to restructure the Board and create an Advisory Council and present to the Board by September • Restructure Subcommittees and define roles and responsibilities and present to Board by September • Establish and fill new Communication Coordinator and, Alumni Coordinator, roles by September
<p>Q4 2018 (O/N/D)</p>			<ul style="list-style-type: none"> • Establish an annual operating budget by October & provide a budget report at August and February Board meetings • Submit plan to restructure the Board for approval to the Board & implement in December
<p>Q1 2019 (J/F/M)</p>		<ul style="list-style-type: none"> • Nominate at least 1-2 people to the board or advisory council in March 	<ul style="list-style-type: none"> • Update organization By-Laws to reflect organizational changes by January • Alumni Coordinator updates database with alumni student information by March • Create and distribute organizational chart bi-annually beginning in March New Committee Chart done

Q2 2019 (A/M/J)	<ul style="list-style-type: none"> Engage a consultant/volunteer to identify and apply for grants with goal of \$5,000 in awards May 	<ul style="list-style-type: none"> Nominate at least two people to the board by the May Annual Board Meeting 	<ul style="list-style-type: none"> Create a hiring plan for volunteer and paid staff and seek board approval by April
Q3 2019 (J/A/S)	<ul style="list-style-type: none"> Develop a student onboarding orientation process by September New onboarding process in place by September Mentor disciplines are represented as defined in the plan September Present annually to a minimum of five non-active firms representing all disciplines beginning in September 2019 Increase the schools/community organizations contacted/visited by at least 4 a year by staff August/September Retain 10% of mentors in committees to take part in student, mentor, community, and fundraising outreach efforts by August A standard curriculum is being used at all sites by September 		
Q4 2019 (O/N/D)	<ul style="list-style-type: none"> Review enrolled student's home address, school and public transportation to target new site locations 		
Q1 2020 (J/F/M)	<ul style="list-style-type: none"> Begin the 2021 Strategic Planning process 		<ul style="list-style-type: none"> Hire dedicated staff member(s) as funding allows
Q2 2020 (A/M/J)	<ul style="list-style-type: none"> The online application process is improved by August 		
Q3 2020 (J/A/S)	<ul style="list-style-type: none"> A 1:2 mentor to student ratio is achieved and maintained by program start September If feasible, transportation is provided to students for difficult to reach events by September A steady state of 10 to 30 students per site is achieved by September 		

	<ul style="list-style-type: none"> Secure food and beverage donations for weekly sessions at all team sites and program events by September 		
Q4 2020 (O/N/D)	<ul style="list-style-type: none"> Assign a sub-group within the program committee dedicated to finding and securing team sites during the “off-season”. Add sites as needed to maintain 10 to 30 students at each location. 		
Q2 2021 (A/M/J)		<ul style="list-style-type: none"> The composition of the board & advisory council meets minimum demographics June: <ul style="list-style-type: none"> The council will consist of 12-15 members with diverse backgrounds from inside and outside of the ACE industry The board will consist of 13-18 members representing all aspects of ACE of Greater Boston industry, associated fields, and complimentary expertise 	
Q3 2021 (J/A/S)	<ul style="list-style-type: none"> Secure partnerships with businesses/firms who can provide in kind donations 		