



# ACE MENTOR PROGRAM

## AFFILIATE STRATEGIC PLAN 2017-2018

ACE PHILADELPHIA



# INTRODUCTION:

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## Mission Statement:

ACE engages, excites, and enlightens high school students to pursue careers in architecture, engineering, and construction through mentoring and supports their continued advancement in the industry.

## Why we developed a formal strategic plan:

The strategic planning committee's highest priority was to outline a document that ensures our affiliate and its program remain as successful as possible. All board members were invited to participate in strategic planning with the understanding that shared buy-in encourages shared support. Organizations function more effectively with a written strategic plan in place; the affiliate has not had a formal plan, making this deliberate attempt both necessary and timely.

The plan is intended to be a living document, referenced and edited as the plan's timeline progresses. A review of successes, failures, and lessons learned is recommended for the end of the plan timeline.

The strategic plan includes the following:

- Goal(s) – **overarching theme** that guides the entire plan
- Objectives – **what** is to be accomplished to meet the goal(s)
- Strategies – **how** objectives are to be accomplished to meet the goal(s)
- Tactics – specific deliverables or **action items** in support of strategies and objectives

# EXECUTIVE SUMMARY

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## Primary Objectives:

- Maintaining program quality and continuing affiliate innovation.
- Serving and impacting the intended student population through meaningful impacts to education and career direction.
- Ensuring the affiliate's responsible growth and sustainable evolution.

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### **This strategic plan addresses priorities in three areas:**

**Affiliate Identity:** establishing a new name, a renewed focus on urban students and schools, a restructured board of directors, and continued innovation and operational effectiveness.

**Program Strength:** fostering the highest levels of student and mentor support, while implementing broader outreach to educational partners, companies within and outside the ACE industry, and ACE industry professional organizations.

**Financial Stability:** ensuring the long-term financial viability of the affiliate through documented rule-of-thumb financial models, multiple fundraising events, additional corporate sponsorships and engagement, selective grant pursuit, and the distribution of more meaningful, high dollar value scholarships.

### **The following participants committed time and effort toward the strategy documented in this plan:**

John Cacciola | Board Chair | Aegis Property Group  
Ronald Kerins, Jr. | Board Vice Chair | GREYHAWK  
Alex Chan | Board Secretary | Gensler  
Branden Grove | Board Treasurer | Experis Financial  
Joseph Healy | Suburban Committee Chair | WRT  
Brian Rawlings | Fundraising Committee Chair | O'Donnell & Naccarato  
Greg Wartman | Nominating & Governance Chair | Saul Ewing  
Amanda Weko | Marketing Committee Chair | AGW Communications  
Tiffany Millner | Affiliate Director

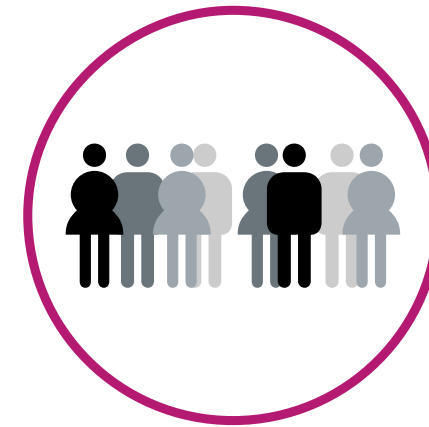
# KEY OBJECTIVES



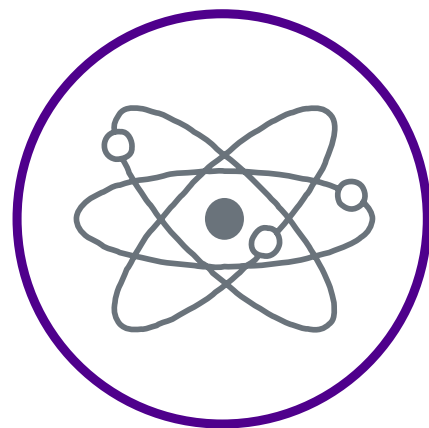
IDENTITY



CONTINUUM



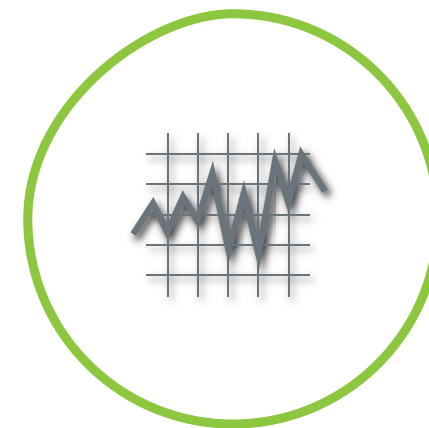
MENTORSHIP



PARTNERSHIPS



LEADERSHIP



GROWTH



## OBJECTIVE 1: **IDENTITY**

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Transition ACE Eastern Pennsylvania to a newly branded ACE Philadelphia with a restructured board, renewed focus on urban students and schools, and continued operational effectiveness.



## STRATEGY 1.1

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Rename ACE  
Eastern Pennsylvania  
as ACE Philadelphia.





## STRATEGY 1.2

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Restructure the existing board of directors into two entities: a smaller, operational executive board and a larger, strategic advisory board.





## STRATEGY 1.3

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Phase out suburban teams and replace with additional urban teams within Philadelphia and its immediate urban environs to better support underserved populations of students for which the program was originally developed.







## STRATEGY 1.4

Continue to operate the affiliate at high levels of innovation and creativity, building upon the success of initiatives and materials that have been recognized and put to use by ACE national (e.g. marketing video, brochure, pre and post assessments, mentor planning guide, Giant Jenga, etc.).





## OBJECTIVE 2: **CONTINUUM**

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Support ACE student participants during high school, as they transition into and through college, and at all stages of their ACE industry careers to build a long-term continuum and life cycle of program advocates, mentors, and affiliate leaders.



## STRATEGY 2.1

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Support ACE high school student participants by operating an exemplary program and offering industry exposure beyond the realm of the ACE Mentor Program.





## STRATEGY 2.2

Support ACE students as they transition to college, ensuring financial support, network relationships, and ACE program engagement as they pursue education toward ACE industry careers.





## STRATEGY 2.3

Support ACE college graduates as they enter the workforce, offering financial incentives, networking, ACE program engagement, and ACE mentoring opportunities as they begin their ACE industry careers.





## STRATEGY 2.4

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Reinforce the ACE Mentor Program continuum by engaging ACE alumni as mentor team leads, in advisory board positions, and in executive board roles.





## OBJECTIVE 3: MENTORSHIP

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Support, encourage, and empower ACE mentors, the backbone of a successful program, to prevent attrition, attract new mentors, and build a long-term continuum and life cycle of program advocates, board members, and affiliate leaders, with the goal of 90 percent mentor retention from November to May.



## STRATEGY 3.1

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Conduct a mentor survey during summer 2017 to better understand mentor motivations and perceptions and use the information to shape mentor support activities.







## STRATEGY 3.2

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Reduce the number of one-off mentors by increasing firm engagement. Target at least three new firm participants by end of AY 2017-2018.





## STRATEGY 3.3

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Implement a mentor recognition program in AY 2017-2018 to highlight their value and importance to the ACE program.





## STRATEGY 3.4

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Implement an architecture community service credit program in AY 2018-2019 to encourage new mentor engagement.



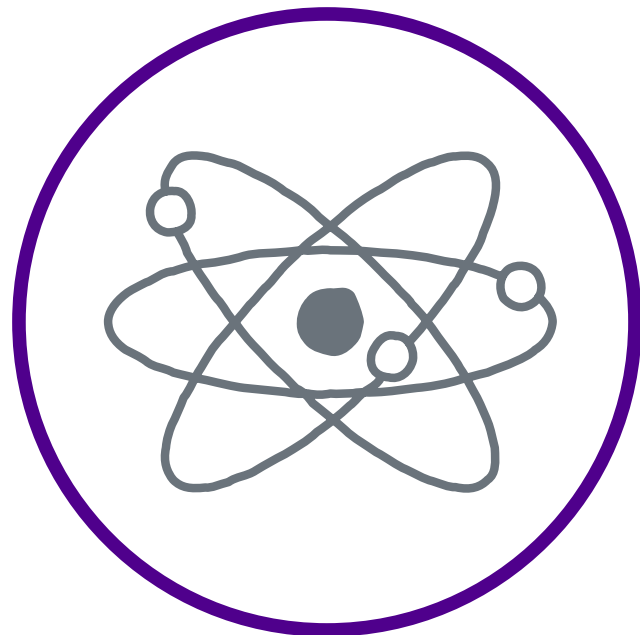


## STRATEGY 3.5

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Attract new mentors to reflect the interest level and demographics of students, including more engineering discipline professionals, women, and minorities.

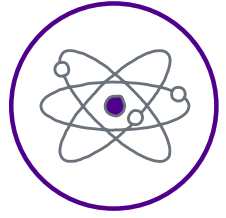




## OBJECTIVE 4: **PARTNERSHIPS**

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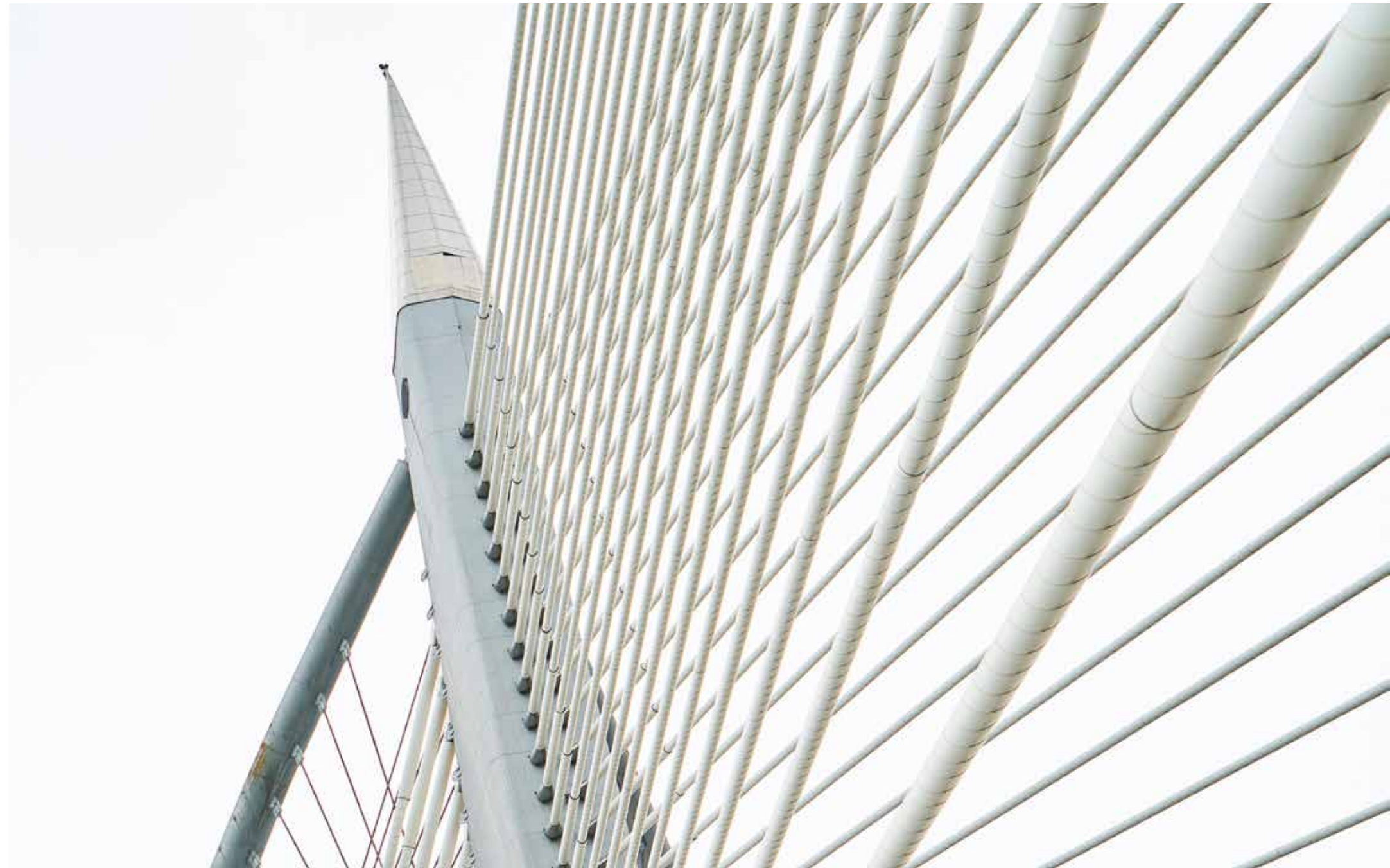
Capitalize on ACE Philadelphia's affiliate age and maturity, performance track record, and multi-level board to forge new relationships within and outside the realm of the ACE industry.

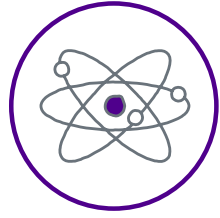


## STRATEGY 4.1

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Research, identify, and develop additional higher education relationships (e.g. colleges, universities, trade education programs) with the goals of achieving both sponsorships, project-related program experiences for ACE students, and dedicated scholarship dollars.



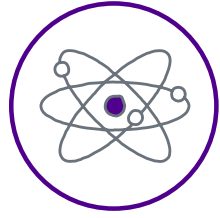


## STRATEGY 4.2

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Research, identify, and develop additional corporate and company partnerships, with the goals of achieving both sponsorship dollars and project-related program experiences for ACE students.





## STRATEGY 4.3

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Research, identify, and develop additional industry organization partnerships with the goals of achieving additional program experiences for students, attracting additional mentors, expanding communications, and building greater awareness of the affiliate.







## OBJECTIVE 5: **LEADERSHIP**

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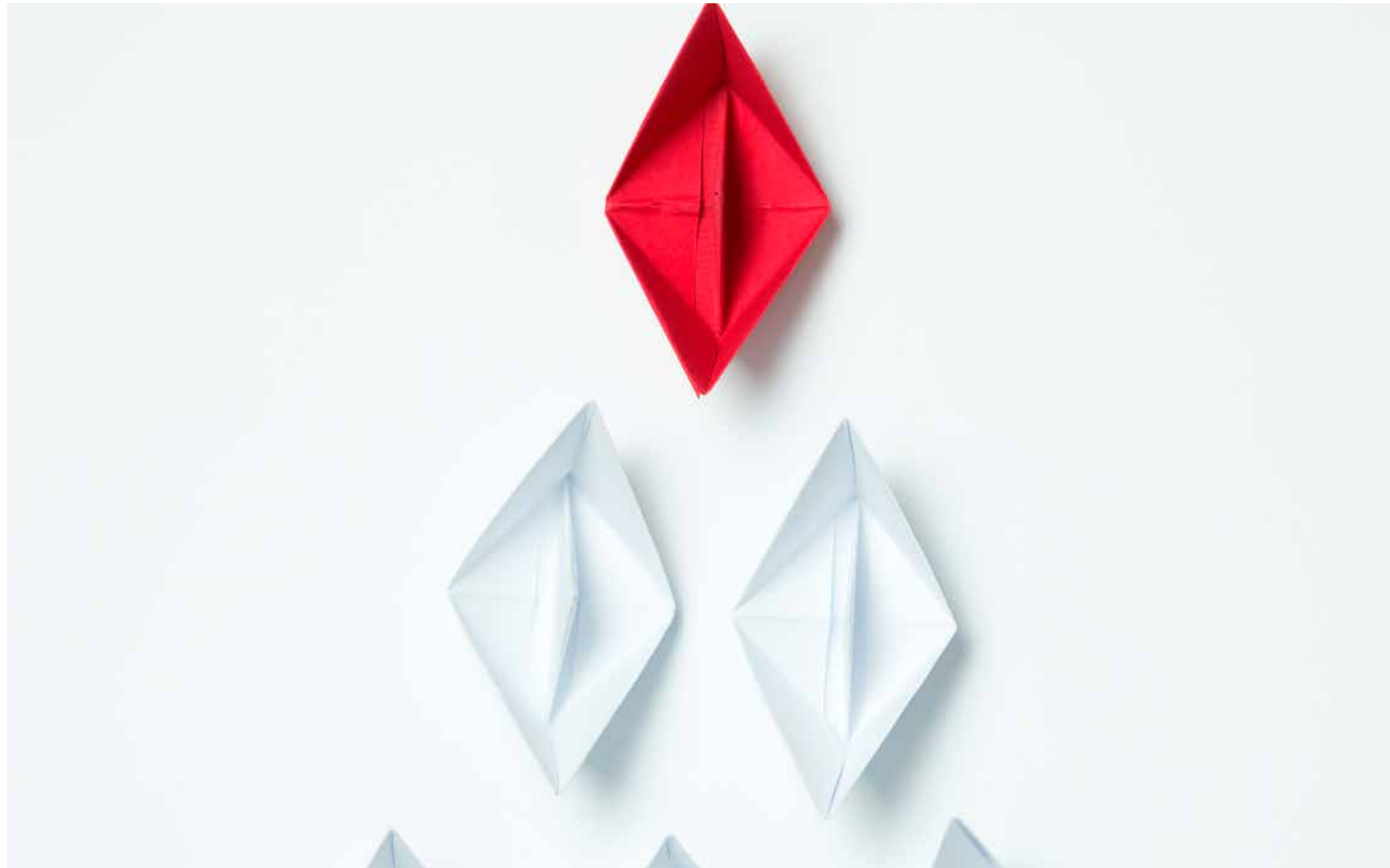
Continue to operate ACE Philadelphia at a high level of administrative organization, program execution, and affiliate leadership while meeting all performance and compliance requirements.



## STRATEGY 5.1

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Work with ACE National accounting and legal experts to adhere to existing and implement new compliance policies and to follow reporting requirements to meet all federal, state, and ACE National requirements.





## STRATEGY 5.2

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Develop long-term relationships and consistency of school engagement with a goal of 80 percent student retention from November to May.

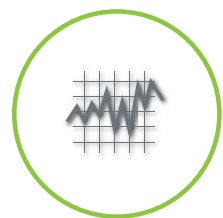




## OBJECTIVE 6: **GROWTH**

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Reorganize and refocus the affiliate's financial management approach to establish a comprehensive and more strategic approach to sponsorships, fundraising events, grants, and partnerships.



## STRATEGY 6.1

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Establish in writing and adhere to rule of thumb financial goals and fundraising targets for the affiliate.





## STRATEGY 6.2

Shift fundraising from a singular event focus (Scholarship Breakfast) to a comprehensive multi-event focus with new events added as appropriate.



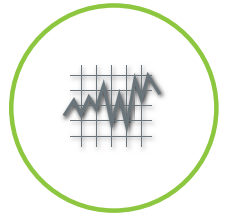


## STRATEGY 6.3

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Develop and implement a program of selective grant pursuit that balances the affiliate's limited resources and administrative staff with the maximum financial benefit for students and the program.





## STRATEGY 6.4

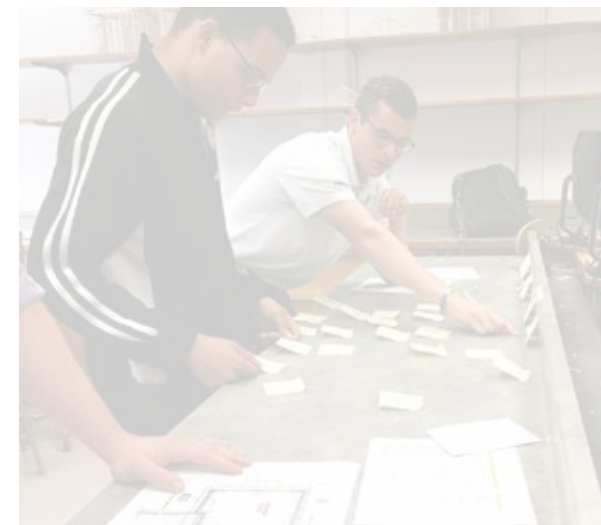
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Identify and pursue scholarship opportunities through nontraditional sources (e.g. product manufacturers, Rotary, religious organizations, Simpson Strong Tie), including capitalizing on scholarship programs that already exist.









**SPECIAL THANKS TO THE FOLLOWING GROUPS FOR CONTENT DEVELOPMENT:**

