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Fall 2004

Building Green: Myths and Understanding

WELCOME

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Rebecca D. Mitchell	Jolaine N. Webb

By Rebecca Burleson, PhD, LEED AP, Team Manager, Linbeck

Sustainable Building is one of the latest trends in both the design and construction industries and, as such, is a testament to the increasing concern we all hold for improving the state of the environment. Unfortunately, sustainable design has been misinterpreted for many years, even by industry experts, as requiring additional systems, design features and environmentally friendly materials that inevitably lead to increased costs. In fact, nothing is farther from the truth—green buildings can be as cost effective as conventional buildings and infinitely more comfortable, inviting and friendly to the user and to the environment.

The concept of “green” is nothing new—humans by their nature have a connection with their environment and even in our built-environment we desire that connection. Green buildings, those designed and built using the principles of sustainability, foster a healthy connection to the environment and reflect good stewardship of our natural resources. Many of the principles of sustainable design are quite simple including:

Proper Site Orientation and Massing:

Take a look at any old New England farmhouse and you can see early examples of sustainable design. Just as the early settlers knew that a sloped overhang over the porch kept the house cool, all buildings need to be sited so that they take advantage of solar loading. Proper orientation takes advantage of early morning solar loading and avoids the heavier load of mid and late day temperatures during the summer months.

Daylighting:

Most people prefer bright, sunny workspaces to offices without windows. The same applies to common areas within a building. Green building practices seek to invite the outdoors inside. While creating a comfortable place to work, effective daylighting also requires less artificial light and reduces energy consumption.

A Moving Experience An All Day Event

January 12, 2005
All Day

State Street
Conference Center
Quincy, Massachusetts

1.5 CFM credits per
session or 6 credits for
the day

Core Competency:
Planning & Project
Management
Manage Construction &
Relocation

THE FACILITATOR

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February 15, 2005

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*The Facilitator is the quarterly
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Please forward comments to
ifma@ifmaboston.org or call
781.245.8808.*



Real Estate Competency Review Mini Seminar

John Gioioso, CFM, MCR will overview the IFMA Real Estate Competency including
Manage and Implement the Real Estate Master Planning Process
and *Manage Real Estate Assets*.

Wednesday, December 8, 2004 **Public Transportation**
5:30 – 9:00 pm Arlington Station on the Green Line

Pearson Education **Certification**
75 Arlington Street, Boston 2.5 CFM Maintenance Points

Presented by John Gioioso, CFM, MCR **Costs**
Boston IFMA Chapter Members \$20
IFMA Members (outside Boston) \$40
Parking Non-Members \$60
\$10 (in after 5:00 p.m.) Price includes a light dinner
10 St James Avenue

LETTER FROM THE EDITOR

You'll notice that we're beginning our twentieth anniversary year for IFMA Boston with a new look for the newsletter. The look is not all that we hope to improve upon. It is our aim as well to provide articles that keep abreast of industry trends, highlight our members and include articles on work/life balance. These improvements can't be made without your help. As such, we're looking for volunteers to handle four distinct and important jobs:

An editor to search for feature articles
An editor to do member interviews
An editor to report on board activities
A writer of work/life articles

These roles would provide an individual with the opportunity to hone their writing skills, as well as give them access to the leaders of IFMA. Those interested can contact me at rlauridsen@hds.harvard.edu.

Another initiative towards a new and improved newsletter is to rename it and we need your help. If you have a suggestion for a new name to accompany our new branding, please forward your suggestion to rlauridsen@hds.harvard.edu.

The individual that suggests the winning name will receive a \$100 dinner gift certificate from Dine On Me. All suggestions need to be received by January 15th, 2005.

IFMA BOSTON 2004/2005 PROGRAM CALENDAR

For real-time updates check out our website at www.ifmaboston.org!

November 16, 2004
The MITRE Corporation--A Case
Study on Transformation of the Faci-
lities Management Organization
CORPORATE, CORPORATE REAL
ESTATE & FINANCIAL LOCAL
NETWORKS
5:30 - 8:00 pm
The MITRE Corporation
Bedford, Massachusetts

December 1, 2004
Holiday Gala--Annual Event to Benefit
Children's AIDS Program (CAP)
SPECIAL EVENT
6:00 pm
Fenway Park
Boston, Massachusetts

December 8, 2004
What the FM Needs to Know About
Real Estate
EDUCATION
5:30-9:00 pm
Pearson Education
75 Arlington Street
Boston, Massachusetts
2.5 CFM Credits
Core Competency:
Real Estate

January 12, 2005
A Moving Experience--An All Day
Event
JOINT--EDUCATION & PROGRAM
All Day
State Street Conference Center
Quincy, Massachusetts
1.5 CFM Credits per session or 6 Cred-
its for the full day; Core Competency:
Planning and Project Management;
Manage Construction and Relocation

February, Date TBD
Can It Get Any Sweeter? Tour of a
re-positioned building: a candy factory
converted to an R & D facility.
PROGRAM
Novartis
Cambridge, Massachusetts
1.5 CFM credits
Core Competency:
Real Estate Management

February, Date TBD
What the FM needs to know about
Leadership & Management
EDUCATION
2.5 CFM credits
Core Competency:
Leadership & Management

March, Date TBD
Money Talks--Finance for the FM
EDUCATION
Pearson Education
75 Arlington Street
Boston, Massachusetts
Certification 6 CFM Credits per day; 0.7
CEUs per day.
Core Competency:
Finance

March 23, 2005
The Sustainable Career--Reprise of
2003 World Workplace
PROGRAM
5:30-8:00 p.m.
Wentworth Institute of Technology
Huntington Avenue
Boston, Massachusetts
1.5 CFM Credits
Core Competency:
Leadership and Management.

April, Date TBD
Back to School--Tour of MIT's Strata
Center
PROGRAM
5:30 - 8:00 pm
MIT
Cambridge, Massachusetts

April, Date TBD
Spring Membership Breakfast
SPECIAL EVENT

April, Date TBD
Human and Environmental Factors
EDUCATION
5:30-9:00 p.m.

May, Date TBD
Spring CFM Breakfast
SPECIAL EVENT

May, Date TBD
What? No Wires?--Cisco Systems
Wireless Facility
PROGRAM
Cisco Systems
Boxborough, Massachusetts
1.5 CFM Credits
Core Competency:
Operations and Maintenance

June, Date TBD
Awards of Excellence Dinner
SPECIAL EVENT
6:00-10:00 p.m.
Harvard Club of Boston
Boston, Massachusetts

June 21, 2005
11th Annual Golf Tournament
SPECIAL EVENT
8:30 Shotgun Start
Stow Acres
Stow, Massachusetts



Bringing Air Indoors:

We've all heard of the problems with indoor air quality. Green buildings focus on substantially improving the quality of that air by bringing in more outside fresh air, filtering particulate matters and germs from circulating air, and by reducing the interior use of materials that produce particles such as carpeting or volatile organic compounds found in many building products (e.g. carpet, paint, mastics).

Other tenets of green building design include reducing site disturbance and waste generated by construction operations, using building materials made from recycled or rapidly renewable materials, using energy management systems to control temperature and lighting based on building load (i.e. called "active measures"), and using materials that are consistent with the local environment.

Because it is critical that our buildings meet the needs of today's society and preserve the ability of future generations to do the same, the United States Green Building Council has promoted a system that benchmarks achievements in sustainable buildings. Voluntary participation in the LEED certification system verifies that a certain level of sustainability has been achieved and provides an objective recognition of the environmental contribution made by a project. Many projects that embrace sustainable principles do not seek certification. Also, some projects choose to implement only those "green" strategies that are most advantageous to their business. It is important to remember that all levels of sustainability in design and construction represent an improvement in the quality of life for ourselves and future generations.

CASE STUDY: YALE UNIVERSITY'S ENVIRONMENTAL SCIENCES FACILITY

Yale University's Environmental Sciences Facility is considered a "green" building. This new building includes a number of environmentally friendly systems and products including gray water recovery systems, waste heat utilization systems, specialty environmental and lighting control systems and the use of partially recycled products. MEP Cost Analysts from the project team helped the University define both the first costs and the life cycle costs of MEP systems including gray-water recovering and heat recapture so Yale could make informed decisions regarding their use. A "green" building doesn't necessarily translate into added expense. The Environmental Sciences Facility, a large laboratory building, takes advantage of natural light to minimize electrical cost. A large, building-long skylight splits the primary corridor and filters light down three levels via a skybridge system and a lightly colored reflecting wall. Changing the corridor area from a standard full width system to the skybridge system was very cost effective. **Construction Manager:** Linbeck, **Design Architect:** David M. Schwartz, **MEP Engineers:** R.G. Vanderweil

CFM EXAM QUESTIONS

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. An emergency/biochemical notification sign must be posted by the responsible researcher on:</p> <ul style="list-style-type: none"> a. Interior walls of each laboratory. b. Near the site where most common spills occur. c. On the exterior side of each laboratory. d. On cabinet doors where corrosive chemicals are kept. | <p>3. What is the maximum high side reach as determined by the ADA?</p> <ul style="list-style-type: none"> a. 48 inches b. 50 inches c. 52 inches d. 54 inches |
| <p>2. When designing a computer work station what are the most important factors to be considered?</p> <ul style="list-style-type: none"> a. An ergonomic chair that meets the ANSI/HFES-100 standard b. A height adjustable keyboard and mouse platform, an adjustable monitor, foot rest and work surface. c. The work processes, hours of operation that the workstation supports with anthropometric data. d. Position of the monitor to ensure information on the screen can only be viewed by the operator and has minimal glare. | <p>4. A clerk calls you to say that she spilled a full bottle of photocopier chemical on the carpet. What is the first action you should take?</p> <ul style="list-style-type: none"> a. Arrange for the cleaners to respond immediately. b. Advise the clerk to evacuate the immediate area and tell you what chemical was spilled. c. Arrange to shut down the mechanical systems on the floor until the spill is cleaned up. d. Evacuate the entire floor until the spill is cleaned up. |

Answers: 1-C, 2-C, 3-D, 4-B

WHAT IS SARBANES-OXLEY AND WHY SHOULD FACILITIES MANAGERS CARE?

By Scott S. Tibbo, CFM, Managing Director Expense Management Solutions, Inc.

The Sarbanes-Oxley Act was signed into law on July 30, 2002 essentially in response to the number of major corporate and accounting scandals (e.g. Enron) that had occurred to shake public confidence. Named after its architects, Senator Paul Sarbanes and Representative Michael Oxley, the Act redesigns federal regulation of public company corporate governance and reporting, tightens accountability for directors, officers, auditors, and security analysts, and specifies tougher criminal penalties for securities fraud. At its signing President Bush stated its intention is to "deter and punish corporate and accounting fraud and corruption, ensure justice for wrongdoers, and protect the interests of workers and shareholders".

The legislation contains eleven titles or sections that address issues ranging from additional responsibilities for audit committees to tougher penalties for white collar crimes all with the intent to define a higher level of responsibility, accountability and financial reporting transparency. There are two key sections that impact vendor management most directly. The first is Title III, Section 302 which requires that as a part of each quarterly and annual report filed by a public company under the Exchange Act of 1934, the CEO and the CFO must provide certifications representing the report and all its supporting documentation fairly present the company's financial position, results of operations and cash flows. Under Title IX, if a CEO willingly misrepresents this information penalties have been strengthened to include personal fines of up to \$5 million and as much as 20 years in prison. In its interpretation of the Act, the SEC rule states that this certification statement is not limited to generally accepted accounting principles, but that the financial information disclosed meets a standard of overall material accuracy and completeness.

The second key section is Title IV, Section 404 which requires companies to submit an internal control report with each annual filing that states management's responsibility for establishing and maintaining adequate internal controls and procedures for financial reporting, that management has evaluated these controls and have determined they are effective, and that an external auditor has attested to the effectiveness of these controls as well.

In recently issued statements the SEC states that the purpose of internal controls is to provide a reasonable assurance that the company's transactions are properly authorized, the company's assets are safeguarded against unauthorized or improper use, and that company transactions are properly recorded and reported. Although rules and standards for reporting on internal controls have yet to be established, at this point public companies have no choice as to whether to put effective controls in place; their only decision is on how to achieve compliance.

Although it may not be immediately evident from the description above why you should care, whether you are a publicly held company, a supplier to a publicly held company, a privately owned company or even a non-profit entity these new rules will impact your organization. Within publicly held companies, any area within the operation whose results materially affect the financial statements of the organization will need to represent to management that appropriate controls are in place so that the management team will be able to confidently execute the required representations. If you have relationships in place with suppliers or vendors who provide substantial products or services, the only way you will be able to make that representation is to be confident that your suppliers have the appropriate controls in place as well. If you consider that major vendors have the ability to significantly impact inventory, cash flow and any number of company assets and transactions you will begin to see why Sarbanes-Oxley matters to you. Suppliers will need to be prepared to make such representations and be able to prove their controls are in place. Buyers will not be able to rely on their supplier's representations, but will need to validate and thereby prove within their own organization the relevant controls are in place. Privately held companies will be impacted to the extent they are in the supply chain of a publicly held corporation and to the extent they have investors who will expect a similar level of transparency to that which they are now seeing for public companies. Non-profit entities will be impacted as well though to a lesser extent. Generally, the rules for public companies set the standard, over time, non-profit organizations are held to similar standards by their stakeholders if not by law.

At this point every company must determine what disclosure controls and procedures will be needed to satisfy the CEO/CFO certifications. Many issues will focus directly on the financial reporting controls; others that may trigger need for upstream communications include operational items such as backlogs, changes in key contracts, supply chain interruptions, and termination of a major supplier. In order to be sure you know about all of the possible issues within your supplier base on a timely basis, you will need to develop a process (as part of your vendor management program) to determine what aspects you need to track on which contracts and suppliers, how you will assess the effectiveness of their controls, and what steps you will take to address remediation and reporting. Integration of these new rules into your vendor management program will enable you to identify and respond to changing conditions quickly and effectively, thereby allowing you to mitigate your risk and exposure.

Finally, a good vendor management program, particularly in the current environment of post Sarbanes-Oxley, requires some level of compliance review. Although vendor managers may feel comfortable reviewing compliance, often they are too close to the relationship to be able to offer an objective perspective. A compliance review program provides an independent review of the contract and the relationship and measures the reality of what is happening versus what is supposed to occur. In the event the review identifies issues of non-compliance, a resolution plan is developed and the vendor manager is held accountable to execute on the plan. Findings of full compliance provide both organizations with the assurance that all is well. Provided the original contract and service levels are appropriately structured, this assurance can serve as sufficient comfort to both arguments that the resulting financial reporting is an accurate reflection of the relationship, thereby enabling communication of the same to the financial gurus with oversight responsibility for control.

CFM SPOTLIGHT: DON REITANO, CFM

ASSOCIATE DIRECTOR CORPORATE BUILDING OPERATIONS, ALKEMES



I've been a member for about fourteen years and was certified shortly after the initial CFM Certification announcement. My background is 10 years in Electronic Manufacturing and I moved into R&D Life Sciences in 1986. I worked for an R&D Life Sciences company that was closing its doors and they asked me to work part time for them closing the Massachusetts location. I started a small consulting service for Biotech Start-up Companies while working the closing, offering FM services which included permitting, design, equipment installation and general contracting and moving. One of the start-ups that contracted with me for these services was (AIR) Advanced Inhalation Research. I initially worked for them 10 hours a week, then 20, then 30 hours per week as they expanded. AIR was later purchased by a good size pharmaceutical company called Alkermes, Inc. Alkermes requested my resume.

They had a running facilities department and we worked together to build a 145,000 sq. ft. R&D and Clinical Manufacturing Facility in Cambridge, while bridging the new facility to the existing 64,000 sq. ft. structure. I was asked to come on full time and was promoted to take over the facilities group as an FM. It included Engineering, Metrology, Lab Support, Office Services and Building Maintenance. We worked together as a team to change and develop the department into a well-respected organization.

During a growth spell at Alkermes, I was asked to be the Alkermes Project Manager on a Dry Powder Insulin Manufacturing Facility in Chelsea, which I gratefully accepted. This plant is currently manufacturing clinical supplies and is up and running with a master plan in place for future products. Eventually I was promoted to Assoc. Director of Corporate Site Operations and given opportunity to help with the site planning in Wilmington, Ohio, where we manufacture our approved Pharmaceuticals.

I feel the CFM title allowed me the opportunity to open a consulting business that allowed me to work for many companies. It was the key that opened the door to my success. I feel the CFM title allowed me the opportunity to be given the chance to head up the organization at Alkermes. I have a great working relationship with my group and the senior managers in my company; they listen to my ideas and respect my opinions. I firmly believe this is due to my Certification as a professional in this field.

I wish I was able to share my experience at the CFM breakfast and if there's a way to get this to the group who attended, I'd gratefully appreciate it. I would highly recommend to any working facilities professional or a professional in a related field to pursue the FMP as well as the CFM certification.

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Mentoring is a critical aspect in everyone's career. We all need support, guidance, an unbiased opinion, and honest feedback at key points, as we try to navigate the peaks and valleys of today's challenging work environments. How many times have we each tried to make sense of the paths we've chosen without this kind of support? And how much further might we get if we take advantage of the support our peers can offer?

Mentors provide a support system to guide us through the complicated landscape of our professional and personal lives. Drawing on the value of their extensive experiences, the protégé is able to benefit from the advice and guidance of someone who has already passed through and learned from the places we are currently. Both anecdotal accounts and research suggest that mentoring is a powerful mechanism for helping men and women to advance their careers.

Mentors, as well, benefit from the relationship, by building their network of supporters. Adult development is characterized by transformation in how individuals see themselves in relation to others. The focus of the mentoring relationship on developing these high-level interpersonal skills advances the personal learning of both the mentor and "mentee".

IFMA Boston is taking a giant leap toward helping our members find the kind of camaraderie and peer support so essential to making good decisions about one's career path. We have a new committee position, under the Education initiative, to link mentors with those who'd like to find a mentor. Regardless of your position, everyone benefits from the perspective a seasoned colleague can bring. Join us this year in developing a new relationship which will undoubtedly enrich your life. Please contact one of our mentorship co-chairs to get started. You'll be glad you did!