



Annual Impact Report

2025 Impact Statement:

Scaling Impact, Strengthening Pathways, Transforming Futures



Program Year: 2025
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About Changing Norms, Inc.

Mission Statement

Changing Norms, Inc. is a nonprofit organization committed to closing opportunity gaps, inspiring innovation, and preparing the next generation of leaders through transformative educational experiences.

Vision

To become a leading college-to-career and workforce development pipeline that equips students with the skills, confidence, and access needed to lead and succeed in the future economy.

**From Promise
to Pipeline.
From Access to
Outcomes**



A Message from The Founder & President



In 2025, I am filled with gratitude for the scholars, families, partners, and supporters who believe in the mission of Changing Norms. This year affirmed that when we pair high expectations with sustained support, students rise, academically, personally, and professionally.

The lessons learned are clear: access must be matched with excellence, and opportunity must be paired with accountability. As we scale, we remain deeply committed to knowing our scholars, honoring their stories, and preparing them not just for college, but for leadership and life.

Changing Norms is unique because we do not simply prepare students to apply to college—we walk alongside them to ensure they are never undermatched and are positioned to achieve at the highest academic and professional levels. We believe our scholars are top-tier students, capable of excellence, and our work is grounded in making that belief real through persistent, high-touch support. At every step of the journey, students receive the guidance, coaching, and exposure needed to understand what high achievement looks like—and how to reach it. Our approach goes far beyond résumé writing. We provide granular, intentional preparation including interview coaching, internship placement and matching, workplace and table etiquette, public speaking, soft-skill development, virtual and professional branding, and the creation of a living career portfolio that evolves annually from high school through entry into the workforce. Our year-long program begins in the junior year, continues through senior year, and extends into college with ongoing mentorship, internship support, and college and career navigation. Throughout my 30 year career, I have witnessed the unintended consequences of fragmented systems that fail to bridge school, college, and workforce preparation. Changing Norms exists to close that gap, by offering comprehensive, continuous, and coordinated support that ensures students not only access opportunity, but are fully prepared to thrive within it.

Thank you for walking alongside us as we continue to close opportunity gaps and prepare the next generation of leaders. Together, we are not just changing outcomes, we are changing norms.

Dr. Crystal Bonds

Founder & President, Changing Norms, Inc.

Our Board of Directors



Crystal Bonds
Founder & President



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Executive Impact Summary

In 2025, Changing Norms, Inc. reached a pivotal moment in its organizational journey, transitioning from a high-impact program to a yearlong, outcomes-driven college-to-workforce pipeline. Building on years of proven success, Changing Norms scaled its model to provide sustained academic, leadership, and career development support that meets students where they are and supports them through critical educational and professional transitions.

This year marked significant validation of both quality and impact. Changing Norms earned STEM.org Accreditation with an Educational Experience Trustmark, placing the organization among the top 5% of “Best in STEM” organizations nationwide for 2024–2025. This external recognition affirms the rigor, relevance, and effectiveness of the Changing Norms model.

Outcomes in 2025 reflect depth, consistency, and long-term promise

- 100% college enrollment among program participants
- 80% of scholars pursuing STEM majors
- Multiple college visits and immersive exposure experiences
- Increased leadership confidence, persistence, and career clarity

In addition to programmatic growth, Changing Norms launched its first annual Swing for Scholars Golf Classic, creating a sustainable fundraising platform to support long-term expansion. The organization also began formalizing governance through the creation of a Strategic Advisory Board, signaling readiness for scale, accountability, and national partnerships.

Changing Norms is no longer proving concept, it is scaling success. With catalytic investment and strategic partnerships, the organization is poised to expand regionally and nationally, strengthening equitable pathways to college, careers, and leadership for the workforce of 2030 and beyond.



Scholar Demographics Snapshot (2025)

Changing Norms serves scholars from talent-rich, opportunity-limited communities across New York City. In 2025:

- The majority of scholars identified as **first-generation college students**
- Most scholars came from **low-income or historically underserved households**
- Scholars represented diverse **racial, cultural, and gender identities**
- Students were enrolled across multiple New York City public and charter high schools
- Male students in 11th grade entry point - six year program engagement through college graduation and entering the workforce.

This demographic profile underscores the importance of sustained, equity-driven intervention across the college-to-workforce pipeline.

1. 2025

Impact Statement



In 2025, Changing Norms, Inc. entered a defining phase of growth, scaling from episodic programming to a yearlong, outcomes-driven college-to-workforce pipeline. This evolution reflects a commitment to sustained engagement, high expectations, and long-term student success.

Our work was externally validated through STEM.org Accreditation with an Educational Experience Trustmark, placing Changing Norms among the top 5% of “Best in STEM” organizations nationwide. This recognition affirms the rigor, quality, and relevance of our programming and positions Changing Norms as a trusted partner in preparing the next generation of STEM and workforce leaders.

With 100% college enrollment and 80% of scholars pursuing STEM majors, Changing Norms demonstrates what is possible when access, excellence, and sustained support converge. These outcomes are the result of intentional design, data-informed practice, and a belief in the brilliance of students from underserved communities.



Proven Success & Impact

Changing Norms, Inc. has been awarded the STEM.org Accredited™ Educational Experience Trustmark and is recognized as a Top 5% “Best In STEM” 2024–2025 organizations—a testament to our impact and innovation in education.



2. The Problem We Solve

Students from talent-rich but opportunity-limited communities remain underrepresented in high-growth STEM fields and leadership pipelines. Despite academic potential, many lack:

- Sustained mentorship and exposure to STEM careers
- Access to experiential learning and college navigation support
- Clear pathways from high school to college to workforce

This results in lost talent, inequitable workforce outcomes, and persistent opportunity gaps.



3. The Changing Norms Solution

Changing Norms delivers a yearlong, high-touch pipeline model that supports students from high school through college and into the workforce.

Core Components

- Yearlong Leadership Academy (monthly engagements)
- Experiential STEM learning & college exposure
- Signature STEM Camp (Martha's Vineyard)
- Mentorship, networking, and career readiness
- Financial literacy, FAFSA, and digital profile development
- Capstone projects aligned to future goals

This model blends academic rigor, leadership identity, and real-world application—producing measurable outcomes.





4. Year of Expansion: What Changed in 2025

The year 2025 marked a period of deliberate and strategic expansion.

Changing Norms shifted to yearlong programming, enabling deeper relationship-building, continuous skill development, and consistent progress monitoring. Cohort size expanded (from 10 to 25), increasing reach while maintaining individualized support and program quality.

The organization launched its first annual Swing for Scholars Golf Classic, establishing a recurring fundraising and community engagement platform. Additionally, Changing Norms began formalizing governance through the creation of a Strategic Advisory Board, positioning the organization for long-term sustainability and scale.

Sustainable Fundraising & Community Engagement

In 2025, Changing Norms launched its first annual Swing for Scholars Golf Classic, establishing a recurring fundraising and community engagement platform. This event not only generated financial support for programming, but also deepened relationships with corporate partners, community leaders, and supporters committed to long-term student success. The Golf Classic is designed as an annual anchor event that contributes to financial sustainability while expanding visibility and investment in the Changing Norms mission.

5. Program Model:

The College-to-Workforce Pipeline

Changing Norms supports students across a clear and connected continuum. Students enter the program in the 11th grade. After completion of the year-long program, students are supported by Changing Norms throughout college until they enter the workforce.

- **High School:** Leadership development, academic planning, exposure, and identity formation
- **College:** Consistent support, mentorship, and career navigation
- **Workforce:** Preparation for internships, early career opportunities, and professional networks

Alignment with New York State's Portrait of a Graduate

Changing Norms' yearlong program model aligns closely with New York State's Portrait of a Graduate, which emphasizes academic readiness, critical thinking, communication, cultural competence, and career preparedness.

Through leadership development, STEM learning, mentorship, and experiential exposure, scholars build competencies including:

- **Critical Thinking & Problem-Solving** through STEM projects and capstone work
- **Communication & Collaboration** through presentations, mentorship, and networking
- **Cultural Competence & Civic Engagement** through college visits and community exposure
- **Adaptability & Lifelong Learning** through reflection, goal-setting, and persistence
- **Career & Financial Readiness** through internships, financial literacy, and digital profile development

This alignment ensures scholars graduate prepared not only for college, but for leadership and civic life.



6. Outcomes That Matter



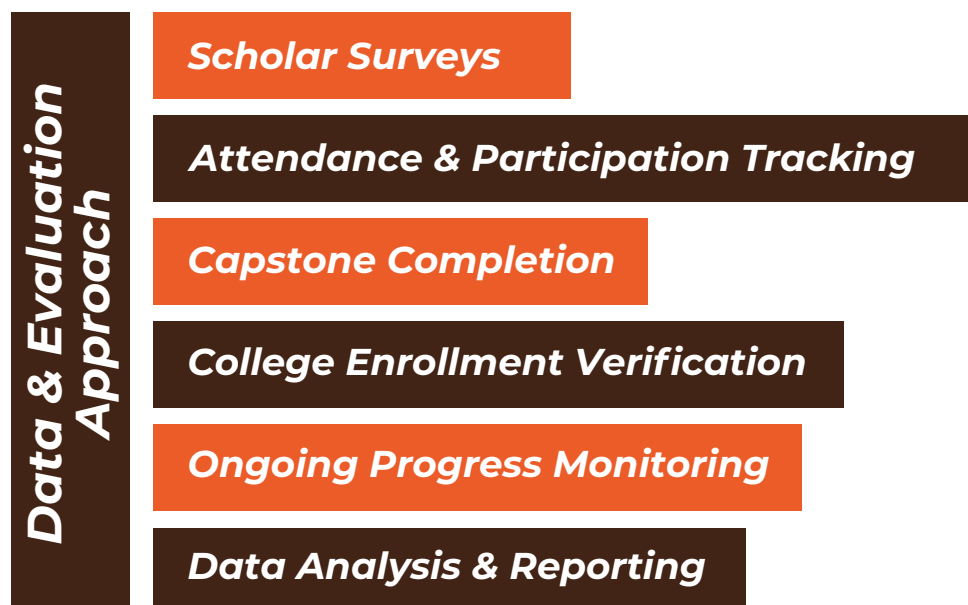
- 100% of scholars enrolled in college
- 80% pursued STEM majors
- Scholars demonstrated increased persistence, leadership confidence, and professional readiness
- Students participated in multiple college visits and immersive exposure experiences

Data & Evaluation Approach

Data Analysis & Reporting

Changing Norms measures impact using a combination of quantitative and qualitative data, including scholar surveys, capstone completion, college enrollment verification, attendance and participation tracking, and ongoing progress monitoring throughout the program year. This approach allows for continuous improvement while maintaining accountability for outcomes.

These outcomes reflect both academic achievement and the development of essential leadership and life skills.



7. Signature Experiences



- **STEM Camp: Martha's Vineyard** – One week of immersive experiential learning combining STEM, leadership, and cultural exposure
- **College Visits & Civic Exposure** – firsthand experiences that demystify higher education and leadership spaces
- **Swing for Scholars Golf Classic** – annual fundraising and community engagement event
- **Monthly Virtual Learning** – students join virtual learning sessions twice per month, utilizing all session information to present a capstone project at the end of the program.





8. Governance & Advisory Leadership

Building Organizational Capacity for Scale

As Changing Norms transitions from a high-impact program to a scalable, yearlong college-to-workforce pipeline, strategic investment in operational capacity is essential. In 2025, the organization began intentionally planning for a sustainable operational budget that supports dedicated staffing, systems, and infrastructure. Building internal capacity ensures program quality, consistent scholar support, data integrity, and responsible growth as cohort size and geographic reach expand.

In 2025, Changing Norms initiated the formation of a Strategic Advisory Board comprised of leaders across STEM, workforce development, philanthropy, higher education, and civic leadership.

The Advisory Board supports:

- **Strategic scaling and replication**
- **Corporate and workforce partnerships**
- **Accountability and sustainability**
- **Mission alignment and long-term vision**

9. Partnerships & Community Support



Engaging Young Men Through My Brother's Keeper



Changing Norms proudly aligns its work with My Brother's Keeper, the national initiative launched by President Barack Obama to address opportunity gaps facing boys and young men of color. Through this alignment, Changing Norms intentionally engages young men in leadership development, mentorship, academic planning, and career exposure—creating spaces where they are affirmed, challenged, and supported to thrive. This work strengthens identity development, persistence, and postsecondary readiness while reinforcing the importance of responsibility, service, and community leadership.

Changing Norms' impact is strengthened through meaningful partnerships with corporations, foundations, and community-based organizations committed to equity, workforce development, and youth opportunity.

Key Partners Include:

- **JetBlue** – exposure, travel-related experiences, and workforce inspiration
- **Resorts World** – corporate sponsorship, scholar engagement, and community investment
- **Turner Construction** – career exposure, internships, STEM workforce awareness, and industry insight
- **The 1906 Project** – leadership development, mentorship, and civic engagement support

These partnerships expand access, deepen real-world learning, and reinforce Changing Norms' role as a trusted pipeline partner for future talent.



10. Financial Overview

Revenue Sources

- Grants & Corporate Sponsorships
- Individual Contributions
- Fundraising events, including the annual **Swing for Scholars Golf Classic**, provide a diversified revenue stream that complements grants, sponsorships, and individual giving, strengthening the organization's long-term financial sustainability.

Use of Funds

- Program delivery and curriculum materials
- Scholar support and experiential learning opportunities
- Staffing, facilitation, and organizational operations

Changing Norms prioritizes responsible stewardship of resources to maximize student impact while building sustainable organizational infrastructure.



11. Environmental & Operational Practices

Changing Norms is committed to minimizing environmental impact through thoughtful operational practices, including:



Use of digital tools for registration, communication, curriculum delivery, and reporting



Reduced reliance on printed materials



Efficient event planning practices that prioritize sustainability



Strategic use of shared and community-based spaces





12. Return on Investment for Funders

Investing in Changing Norms delivers:

- Workforce-ready STEM talent
- Increased equity and economic mobility
- Scalable, data-backed outcomes
- A nationally relevant talent development model





13. The Next Horizon: 2026–2030

Looking ahead, Changing Norms is positioned for regional and national expansion through:

- Increased cohort size and geographic reach
- Deeper employer and workforce partnerships
- Expanded paid internships and career pathways
- Virtual STEM-certified courses (coding, cyber security)
- Multimillion-dollar, multi-year investment opportunities

Key growth priorities include: - Expanding cohort size and geographic reach across New York City and beyond - Deepening employer-aligned internships and workforce pipelines in high-growth STEM and technical fields - Launching virtual STEM-certified courses (including coding and cybersecurity) to increase access and flexibility - Strengthening programming that supports women and girls in STEM and leadership, alongside continued engagement of young men - Building organizational infrastructure, governance, and data systems to support national scale.

NEW Initiative: Work Hard. Play Smart.

Beginning in the next program cycle, Changing Norms plans to launch Work Hard. Play Smart., a quarterly in-person engagement designed to strengthen academic support, mentorship, and community building.

Each session will include:

- Targeted tutoring and academic check-ins
- In-person mentor--scholar connections
- Physical wellness and team-building activities, including basketball and recreational play

This initiative reinforces the importance of balance, belonging, and holistic development—supporting scholars academically, socially, and emotionally.

Changing Norms invites funders, corporate partners, and community leaders to join us in scaling a proven, outcomes-driven model that ensures **talent—not circumstance—determines opportunity**. Together, we can expand access, strengthen pathways, and build the workforce of tomorrow.



14. Testimonials & Voices from the Community

” *“Changing Norms didn’t just prepare me for college—it helped me see myself as a leader with a future in STEM.”*
— Scholar

” *“As a parent, the yearlong support and clear expectations made all the difference. Changing Norms partners with families, not just students.”*
— Parent

” *“Changing Norms is building a real pipeline—from education to workforce—with intention and results.”*
— Community Partner



15. Looking ahead

Changing Norms is positioned for regional and national expansion through:

- Increased cohort size and geographic reach
- Deeper employer and workforce partnerships
- Expanded paid internships and career pathways
- Multimillion-dollar, multi-year investment opportunities

Changing Norms is building the workforce of tomorrow—ensuring talent, not circumstance, determines opportunity.

Changing Norms, Inc.

Closing Opportunity Gaps. Preparing Leaders for the Future.

