



# Improving Your Grant Results: Developing Impactful Success Measures

Help for Small Nonprofit Webinar



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February 26, 2013

# 21<sup>st</sup> Century Public and Nonprofit Sectors



If you closed your doors tomorrow  
who would know or care?



▶ "Our society will have less money for services. And we will have more demand for services from a broader swath of the population. Just imagine how hard the funding decisions are going to become!"

- What will we fund?
- What will we drop?
- How will we decide?"

Mario Morino, author and philanthropist quotes from  
4.27.2012 The City Club of Cleveland Speech

# Data-Driven Approach: Your Vision Depends on It



- ▶ Facts are better than dreams"
  - -Winston Churchill
- ▶ "Great organizations gather, confront, and use the brutal facts to make organizational decisions."
  - -Jim Collins "Good to Great"



# Good Success Measures





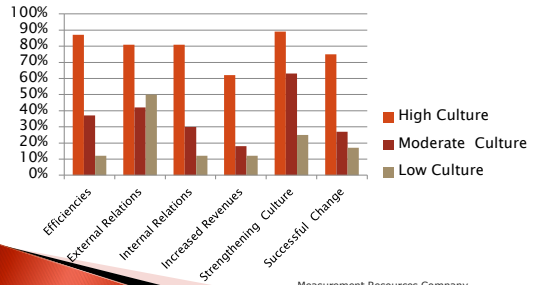
80% have measures  
 Only **32%** of social sector organizations report high measurement culture

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Percent of Organizations Reporting Effectiveness in Management Activities



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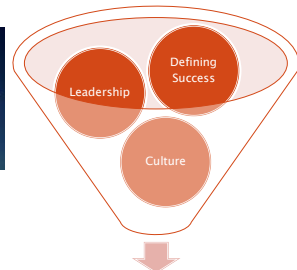
Outcomes aren't just for Government Grants anymore



- ▶ Chase
- ▶ Honda
- ▶ Huntington
- ▶ Limited Brands
- ▶ Alcoa Foundation

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Defining Elements of Great Social Sector Organizations



Excellence

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## Great vs. “Good Enough”



**Great organizations measure their true profit.**

Success is based on the distinct impact they are making and the effectiveness of their services delivered, relative to their resources.

## Which Program Would You Fund?



- ▶ Program X
  - provided recreational services to 100 underprivileged youth

## Which Program Would You Fund?



- ▶ Program Y
  - through recreational programs provide to 100 underprivileged youth improved on average the ACT scores from 17 to 22.
  - kept 99% of at-risk youth served in school and 90% visited at least one college campus.
  - For every \$500.00 donated, the lifetime earning potential of one child is increased by \$289,000 which is a 577% return on your investment.

## Defining Your Outcomes



- ▶ Clarity of mission is key
  - ▶ “The most relevant and communicated measures get done”
  - ▶ Must have clear mission/vision in order to evaluate and measure what is important.





## Tool: Five “Whys”

- ▶ Why do you do what you do?
  - Why, so that
  - Why, so that
  - Why, so that
  - Why, so that
  - Why, so that
- ▶ Why do your funders/ partners want to partner with you?
- ▶ Why do your participants/ clients participate? What do they hope to accomplish?



## Measures Test

1. Are these measures related to important policy and practice issues?
2. Are these measures relevant and apply to practitioners?
3. Can these measures be communicated in a way that will influence outcomes
4. Are incentives built into the system for collecting and acting on these data?
5. Are the measures linked to the stakeholders interests?



## Tool: Logic Model

**Program: SameSite Logic Model**  
**Mission:** To create opportunities for students to engage in healthy, creative and innovative activities along with the skills needed for success.

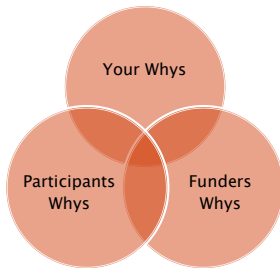
Inputs	Activities	Participants	Short-Term Outcomes	Medium-Term Outcomes	Long-Term Outcomes
Fiscal resources 441 functions Marketing efforts Program evaluations Improvement activities Steering committees Safe spaces Curriculum research and testing 10 county school districts Private donations City Government grant MGA Battelle OSU United Way Ohio Department of Education Ohio Office of Criminal Justice Services Franklin County Office of Homeland Security and Justice Program Reimburse from schools	Active after school programming • non-sports/club activities • recreation • career training • tutoring • job shadowing delivers curriculum programming agrees early college high school program designs and delivers teacher oriented family presentation Provides professional development training Advocates for the need for funding in after-school work and improvement of attending the learning day in tight coordination optimizes prep preparation healthy work	Middle school students High school students Parents of middle and high school students District teachers A for school providers District teachers District administrators (?) First generation college goers Economically disadvantaged students	Increase students being of safety Increase students health Increase student opportunities for innovation and engaging learning experiences Increase parents ability to direct children Strengthen and increase community partners Develop positive and practical relationships with parents Increase professional opportunities for professionals Increase knowledge of program content and development strategies Increase skills in delivering 21 <sup>st</sup> Century learning practices Clear educational alternative to detention Provide opportunity for entrepreneurship	Increase student engagement in healthy, creative, and innovative activities Reduce dangerous situations Increase students' college readiness Increase students' career readiness Increase overall school academic performance Reduce juvenile crime Increase 21 <sup>st</sup> Century Learning skills Increase student attendance/retention rates Increase student life skills Reduce non-academic barriers to success Reduction of district costs	Children lead productive lives Stronger communities Sustainable economy Successful education reform

Assumptions: External Factors

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## Selecting the Best Measures



## Example Success Measures



Outcome	Measure	Whose Why
Increased desired behavior: further engagement with organizations	Percent of retention and engagement in programs, classes, and audiences	Board/ Organization/ Funders shows sustainability
Increased effectiveness	Cost per student/ cost per contact hour	Board/ Organization/ Funders shows sustainability
Increased economic impact of area musicians	Total money paid to musicians	Board/ Organization/ Funders / Partners/ Community Leaders
Increased skills	Percent of participants reporting an increase in creativity	Board/ Organization/ Funders / Partners/ Community Leaders/ Participants
Increased joy/ satisfaction	Percent of participants satisfied with programs	Board/ Organization/ Funders / Participants

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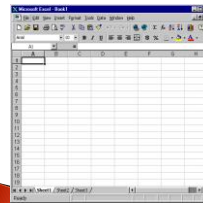
## Tools: How to Capture?



### 1# Existing Data Sources



SurveyMonkey.com  
because knowledge is everything



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## Developing Objective Measures



- ▶ "Garbage in, Garbage out"
- ▶ Stay neutral, avoid leading questions
- ▶ Ask one item at a time
- ▶ Pre-test survey questions first
- ▶ Keep it short - only ask the most important questions



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## 5 Essential Elements for Effective and Easy Evaluation



- ▶ Culture
- ▶ Clarify
- ▶ Capture
- ▶ Communicate
- ▶ Change and/or Celebrate

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Q&A



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