GREAT FUTURES START HERE

FORMULA FOR IMPACT

A 10-Year Strategic Direction for the Boys & Girls Club Movement

BASED ON THE RECOMMENDATIONS OF THE NATIONAL COMMISSION ON IMPACT
BACKGROUND

In the spring and summer of 2010 a National Commission on Impact – comprising leaders from the field, national staff and select resource people – convened to discuss how best to achieve deeper, Movement-wide impact so that all of the youth we serve demonstrate positive outcomes in Academic Success, Good Character and Citizenship, and Healthy Lifestyles. After preliminary recommendations were made in August, more than 40 town hall meetings were held in the fall and winter, giving some 1,500 board and professional leaders an opportunity to respond to the preliminary recommendations. These discussions confirmed the Commission’s recommendations for increasing and measuring impact, but raised many questions about how – given the diversity of our organizations – they would be implemented. The Commission met again in January 2011 to consider the feedback and make these final recommendations.

WE KNOW OUR MOVEMENT IS GREAT

For more than a century, the Boys & Girls Club Movement has been saving and changing lives of youth across the country. We are extremely proud of our achievements and how we have contributed to the success of individuals in all aspects of society. We have helped our alumni to be productive, responsible, caring citizens – everyday heroes who make America great. Our alumni have gone on to lead major corporations, become hall of fame athletes, internationally recognized scientists, Oscar- and Grammy-winning artists and leaders for our country – in local communities, the halls of Congress and even the Oval Office. And of special note, 57 percent of our alumni say the Club saved their lives.

Boys & Girls Club volunteers and professionals hold fast to the belief that all youth deserve access to the tools necessary to succeed in life. Our programs have always focused on giving youth a fun, safe, rich environment to develop the skills needed to achieve a great future. Over time, this has meant evolving from having wood and metal shops in Clubs – skills that prepared members to work in an industrialized nation – to providing state-of-the-art technology and learning centers to prepare members for the careers of tomorrow.

Our past successes tell us that the Boys & Girls Club Experience already has the capacity to change and save lives. In a new century – and a new global economy – we must dig deeper to have a greater impact on our youth. Currently, our nation’s students rank 25th in the world in math and 17th in science. Twenty-five percent of youth fail to attain a high school diploma, 20 percent of our children live in poverty and 17 percent of adolescents are obese. We need to do better.

Boys & Girls Clubs must make an unwavering commitment to become outcome-driven, working in partnership with schools and community partners to provide the supports and services needed during the critical out-of-school hours so that our members will achieve great futures.

PREPARING YOUTH FOR SUCCESSFUL FUTURES

Going forward, achieving deeper impact throughout the Movement will require an intentional approach to our programming and operations that moves us from outcome-intended to outcome-driven. This means that not only must we be crystal clear in our goals for youth – of all ages – but we must be intentional and systematic in the way we implement the Club Experience.

START YOUR CLUB’S OUTCOME-DRIVEN JOURNEY TODAY

To achieve these goals, we recognize that Club capacity and capability are critical to our success. We know that some Clubs will need more help building capacity to implement an outcome-driven Club Experience. Some Clubs are ready to move forward right now, but no matter where your Club falls in the spectrum, we must keep youth at the forefront of this impact agenda. As a Movement, we will need to focus on:

» Developing creative, FUN, evidence-based programs
» Adequately training all staff
» Developing strong partnerships with schools, parents and other community stakeholders
» Significantly increasing our available resources
» Investing time and resources to fully utilize technology
» Building strong boards and leadership at all levels

Our history tells us that each time the Movement has made a quantum leap, it was driven by commitment to our mission: to serve the young people who need us most. These past changes – including moving from Boys Clubs to Boys & Girls Clubs – have strengthened the resolve of our Movement.

To make this critical transition and continue to make a difference in communities across the country, the National Commission on Impact recommends a new strategic direction. It is a reflection of the challenges the Movement has faced over the past few years, our aspirations for our members, and our desire to renew our energy and commitment to youth. Impact and measurement are the two driving foci of this direction.

1. We must become outcome-driven in order to deepen, increase and expand our impact on the lives of the young people we serve. As leaders, we must be relentless in our commitment to strengthen our programs and create an exciting, life-changing Club Experience. The Commission confirmed our Formula for Impact, our research-based theory of change, which defines:
   » Clear goals for our members so they achieve our priority outcomes of Academic Success, Good Character and Citizenship, and Healthy Lifestyles. It also defines age-specific indicators and milestones essential for success.
   » An exciting Club Experience that honors and advances the best traditions of the Club program. Our vision is that the Club Experience connects youth to the Club, and assures that members continue to participate frequently and stay engaged through high school. Increasing daily attendance, annual visits and retention are key priorities.
   » The need to strategically grow the Movement to serve more youth more often, especially those in communities where the need is the greatest. This includes providing a continuity of services from elementary to high school, and assuring that the Club and staff are there year after year to support members.

2. We must become a leader in measuring outcomes. We know our Clubs improve the lives of youth. By measuring outcomes, we will not only be able to demonstrate our impact to stakeholders, but we can continuously improve our services and make an even bigger difference for those we serve. To do so, we will:
   » Implement a common set of measurements that Clubs and BGCA will work together to collect. This will ensure consistency in data collected across the Movement.
   » Develop tools and a national outcomes database that will be available to all Clubs. This information will also help Clubs evaluate their existing level of impact and determine where improvements can be made so that we can achieve greater outcomes for youth.
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   - Building strong boards and leadership at all levels
Every Club can begin guiding youth along the path to a great future now.

» Adopt the Formula for Impact to strengthen and build a Boys & Girls Club Experience that is fun, exciting and life-changing.
» Begin a dialogue with your board and staff to assess how much impact your Club is really having, how much you could have, where you can do more, and where you can build your capacity to serve even more youth in your community.
» Assess your capacity and develop plans to increase member participation.
» Track Club attendance and participation using membership management software.
» Ensure that you actively participate in your Area Council and State Alliance.

HERE IS WHAT WE MUST KEEP IN MIND

The Commission recognizes that:

» Clubs must remain focused on FUN, creating the excitement that keeps members coming back day after day!
» The real transformational power of Clubs is found in the positive, caring relationships between Club staff/volunteers and our members.
» All Clubs are unique, and are reflections of their community. While we all want the same outcomes for youth – Academic Success, Good Character and Citizenship, and Healthy Lifestyles – the Formula for Impact is an approach that can be adapted to fit the needs of every Club, but also assures a level of consistency across all Clubs.
» We can’t succeed by ourselves – we need to develop true partnerships that increase our collective capacity to make a difference.
» We know what we want to achieve, but getting there will require us to work together, helping each other succeed, holding each other accountable and discovering new ways to fulfill our mission.

If America is to remain a great country with the capacity to compete on a global scale, it is an economic imperative that all citizens are able to make a contribution to the welfare of our nation – and this starts with our youth. We can capitalize on the existing footprint of Boys & Girls Clubs so that we can leverage our collective strength to become as deep in our impact as we are broad in our reach. We owe it to our members and stakeholders to gather the evidence needed to demonstrate our impact and make an even bigger difference in the life of every young person we serve.

We know Boys & Girls Clubs work – and our vision for the next 10 years is designed to prove it. Ultimately, “Great Futures Start Here” should ring true for every Boys & Girls Club and for every young person who walks through our doors.
Our Vision

Provide a world-class Club Experience that assures success is within reach of every young person who walks through our doors, with all members on track to graduate from high school with a plan for the future, demonstrating good character and citizenship, and living a healthy lifestyle.

Critical Five-Year Strategies

• All organizations adopt and implement the Formula for Impact to provide age-appropriate programs so all members demonstrate Academic Success, Good Character and Citizenship, and Healthy Lifestyles.

• Use a common set of indicators to measure outcomes with consistency and credibility.

• Strategically grow the Movement to serve more youth, more often, in more Clubs, in communities where need is the greatest.

• Increase organizational capability to ensure strong and vibrant organizations, with board and professional leadership prepared to implement an impact and strategic growth agenda.

• Build our collective brand and fundraising capacity.
# NATIONAL COMMISSION ON IMPACT ROSTER

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<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Emil Brolick</td>
<td>Commission Chairman</td>
<td>Boys &amp; Girls Clubs of America Board of Governors</td>
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<td></td>
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<td>Chief Operations Officer, Yum! Brands Inc.</td>
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<td>Chris Abele</td>
<td>Board Volunteer</td>
<td>Boys &amp; Girls Clubs of Greater Milwaukee, WI</td>
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<td>Daphne Barlow Stigliano</td>
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<td>Fred Chavez</td>
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<td>Don Christy</td>
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<td>Pueblo of Pojoaque Boys &amp; Girls Clubs, NM</td>
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<td>Rob Connolly</td>
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<td>Anthony Conza</td>
<td>Member, Boys &amp; Girls Clubs of America Board of Governors</td>
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<td>Greg Crabtree</td>
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<td>Donna Ferraro</td>
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<td>Flint Fowler</td>
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<td>Angela Hodson</td>
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<td>Kevin D. Montgomery</td>
<td>Chief, Youth Programs</td>
<td>Child and Youth Services Directorate</td>
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<td>Rick Nagel</td>
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<td>Armando Rios Jr.</td>
<td>Chief Professional Officer</td>
<td>Boys &amp; Girls Clubs of Tucson, AZ</td>
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<td>Mark Sheehan</td>
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<td>Boys &amp; Girls Clubs of Greater Lynchburg, VA</td>
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