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# PubPol 671: Policy & Management in the Nonprofit Sector

Lecture 8 (Part I):  
Mission & Metrics Exercise  
Neel Hajra



## Mission Exercise: Original Context

- Your group came together to encourage art instruction and appreciation among local youth. You need a mission statement.

- **Spread the Arts: “To provide opportunities for creative artistic expression for local youth to strengthen appreciation of the arts in the community.”**




Source: Public Policy 671 winter 2010 student cohort

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## Metrics

- # of programs and # of number of students enrolling and re-enrolling.
- How did students became aware of the program, was there lasting impression for students to continue to invest time in artistic endeavors
- # of partnerships w/ similar groups in the community (and if there are increased sharing of resources across groups and organizations)
- “Buzz” in the community
- Increase or decrease in volunteers, teachers and donors coming to the organization to help.



- **Ann Arbor Inspired: “To nurture the creation and appreciation of art among K-12 youth in Ann Arbor”**



Source: Public Policy 671 winter 2010 student cohort

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- **Category: Outreach**
    - # and % of local K-12 youth enrolled in our workshops
  - **Category: Creation**
    - # of students enrolled
    - # of shows of art created by students
    - # of works in each show / # of participants in each show
  - **Category: Appreciation**
    - public attendance count at each show
    - retention rates of students enrolled in workshops
    - # of alums who stay involved after high school graduation (capture the how and why as well)

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- **Arts 4 Youth:** “Arts 4 youth believes that arts education and appreciation is integral to youth development. A4Y will foster arts appreciation within Ann Arbor’s elementary and middle school students through after-school and summer arts programs.”



Source: Public Policy 671 winter 2010 student cohort

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- **Input Measures**
    - Student enrollment into A4Y programs
  - **Output Measures**
    - Program attrition rate
    - Evaluation by student on satisfaction/effectiveness of program
    - "Arts appreciation test" scores for students
  - **Outcome Measures**
    - # or % of students who continue to pursue something in the arts
    - External assessment on child's art appreciation (by parents or teachers)
    - # or % of students who pursue something in the arts in the long-term

- **Ann Arbor Stars: “Ann Arbor Stars seeks to engage and inspire art appreciation in Ann Arbor low-income middle school youth through an active theater arts experience”**



Source: Public Policy 671 winter 2010 student cohort

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## Metrics

- Alumni involvement in the program and the referral rate of students from alumni.
- Former students participation in continuing arts programs (i.e. high school drama, debates, etc.)
- High school graduation rates of participants.
- Post-secondary education of participants (i.e. college, art school, etc)
- Qualitative self testimony of students' excitement of engaging in the programs.





## Question: Common Metrics?

- 25 total metrics among four groups
- No universal: No metric appeared across all four agencies
- High commonality: Continued involvement (5), Enrollment (3), student qualitative assessment (3), attrition rate (2)
- Low commonality: 12 metrics that did not align strongly



# What does this all mean??

- Diversity, Marketplace of ideas
- Funding, Competition
- The “shakeout”
- Collaboration

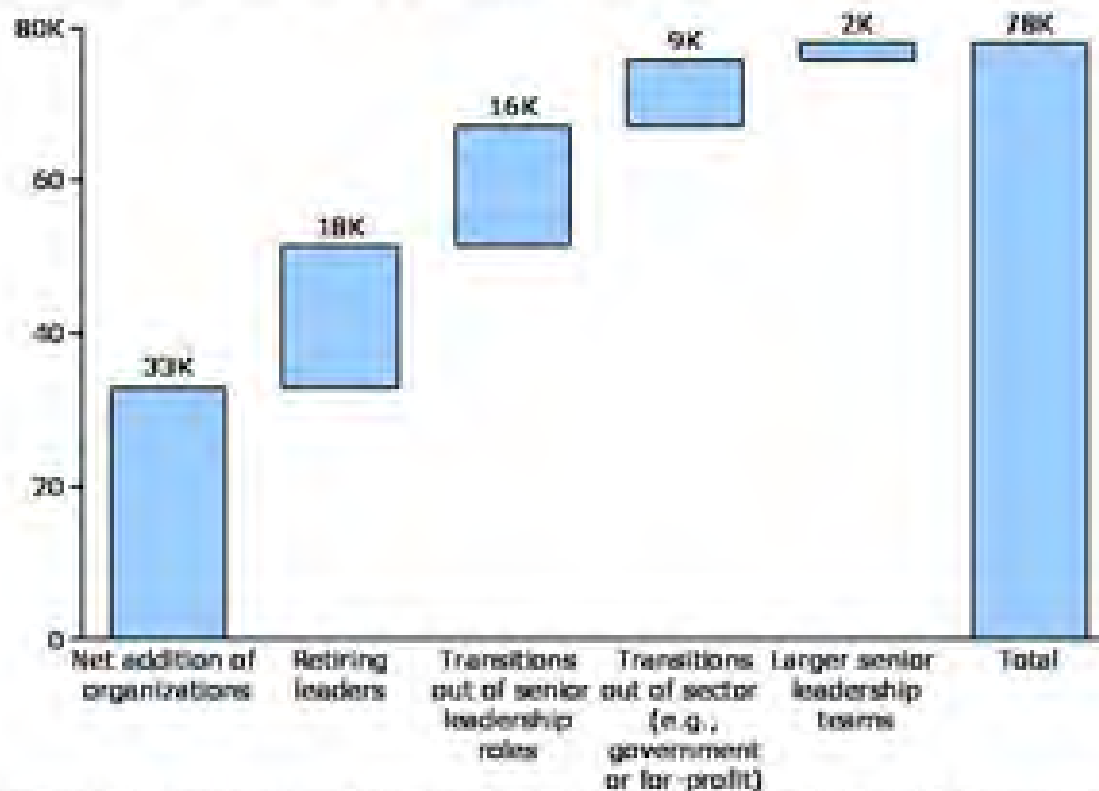
# The “Leadership Gap”

- Over the next decade, these organizations will need to attract and develop some 640,000 new senior managers—the equivalent of 2.4 times the number currently employed.
- If the sector were to experience significant consolidation and lower-than-forecast turnover rates, this number might fall as low as 330,000. On the other hand, given historic trends, the total need could well increase to more than one million.
- By 2016, these organizations will need almost 80,000 new senior managers per year.
- (Tom Tierney, Bridgespan)

# The “Leadership Gap”

The nonprofit sector will likely need nearly 80K new leaders in 2016

Number of new senior managers needed (2016)



Note: Transitions out of senior management positions include CEOs and senior managers that have left their current position to become a consultant or to take an unpaid volunteer or board governance role. Transitions out of the sector include CEOs and senior managers that have left their current position for a job in the government or for-profit sector. Senior management is defined as the most senior tier of management that could include the CEO, CFO, COO, Head of Human Resources, Head of Marketing, Head of Programs.

Source: National Center for Charitable Statistics data; Bridespan analysis.