

SPRING 2012

CONNECTIONS

THE VOICE OF THE BOYS & GIRLS CLUB MOVEMENT

MOVING FORWARD

Our vision for ensuring that America's youth succeed in school, lead healthy lives and become responsible citizens



**BOYS & GIRLS CLUBS
OF AMERICA**

in this issue

How to Boost ADA

Meet Jim Clark

Understanding Our Measurement Strategy



**BOYS & GIRLS CLUBS
OF AMERICA**

**PRESIDENT BARACK OBAMA &
FIRST LADY MICHELLE OBAMA**
Honorary Chairpersons

**ROBBIE BACH
RICK GOINGS
PETER L. HAYNES
M. ANNE SZOSTAK**
Chairmen Emeriti

EMIL J. BROLICK
Chairman of the Board

JAMES L. CLARK
President and CEO

EVAN MCELROY
Senior Vice President
Marketing & Communications

CONNECTIONS
VOL. 32, NO. 1

KELLY GAINES
Editor in Chief

JOHN COLLINS
Managing Editor

MICHELLE McQUISTON
Writer/Editor

ERICA BORRERO
Art Director/Graphic Designer

Connections is published by Boys & Girls Clubs of America. It is distributed without charge to member Clubs of Boys & Girls Clubs of America as a service of their memberships.

Articles or article ideas should be submitted to the Editor, Connections, Boys & Girls Clubs of America, 1275 Peachtree St. NE, Atlanta, Georgia 30309. Use or return of material cannot be guaranteed and no remuneration can be made. Opinions expressed by contributing authors do not necessarily reflect policies of Boys & Girls Clubs of America.

Copyright ©2012 by Boys & Girls Clubs of America. All rights reserved. Printed in the United States of America. Job No. 2051-12

ISSN:0272-6513

FSC_MS_2_LPC.EPS

CONNECTIONS

SPRING 2012

PRESIDENT'S MESSAGE

As the new president and CEO of Boys & Girls Clubs of America, I feel a tremendous sense of duty, privilege and honor. Our vast Movement is made up of kids, teens, staff members, board volunteers and other stakeholders; these are the constituents I answer to. That's why my first 100 days on the job were dedicated to meeting as many of you as possible.

Visits with some 50 organizations yielded several important takeaways. First, the Formula for Impact is alive at every Club. It's clear that Clubs have internalized it and our three priority outcome areas of Academic Success, Good Character and Citizenship, and Healthy Lifestyles. This critical foundation will allow us to move forward in several key areas.

For example, we'll work to get more kids in our doors, and get them to come back more often and stay as they grow older. By boosting average daily attendance and teen membership, we can increase our impact on kids and grow our Movement in a strategic way. We are also renewing our emphasis on child safety. Nothing we do is more important than keeping kids safe.

As we integrate the Formula throughout our culture, we'll align our structure to best support it. We know that advancing local Clubs and their boards, especially around fundraising, will be key. Of course, at the center of the strategy is a fun Clubhouse experience for our kids.

Increasingly, metrics will be used to inform our decision-making. The National Youth Outcomes Initiative will combine critical outcome data with Club demographics, including attendance, enabling us to demonstrate the transformative power of Club membership. The results will help us galvanize America around the needs of young people, and make the case that Clubs change and save lives.

But it's not only Club youth who need us. As a Movement, we must commit to being a strong advocate for all young people. We have the scope, reach, expertise and dedication needed to change the future for America's kids. Working together, we can – and must – make it great.

JAMES L. CLARK
PRESIDENT AND CEO





Page 6

FEATURES

- 2 **Opening the Door to More Youth**
Recruitment strategies boost Club attendance
- 5 **The More Things Change ...**
A look at Healthy Lifestyles through the years
- 6 **Meet Jim Clark**
An interview with the new BGCA president and CEO
- 10 **Fore Kids!**
New golf program offers youth a fun way to stay fit
- 12 **Chasing Their Dreams**
Giving Club youth a head start on great futures



Page 12

COLUMNS

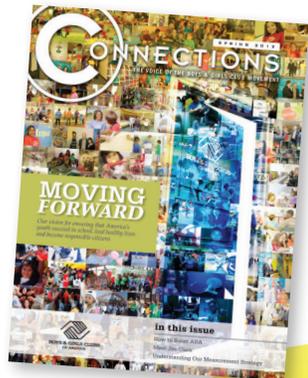
- 14 **Chairman's Report**
From BGCA leader Emil Brolick
- 24 **Excellence in Action**
Formula for Impact helps board to connect with Club
- 28 **View from the Potomac**
Election-year guidelines for Clubs

NEWS

- 16 **Puzzled by Measurement?**
Decoding the NYOI, FFIA, KPIs and SOEs
- 18 **A Well-timed Gift**
Charitable gift annuities offer security
- 20 **A Partnership to Depend On**
Working to provide great futures kids can count on
- 22 **The Professional Association:
Past, Present and Future**
Celebrating an enduring history of service
- 26 **Building Great Leaders**
The Joel E. Smilow Scholarship Recipients



Page 20



With a new president/CEO and a targeted focus on impact, the Boys & Girls Club Movement is ready to move into an exciting new era.





OPENING THE DOOR TO MORE YOUTH

RECRUITMENT STRATEGIES BOOST CLUB ATTENDANCE

By Michelle McQuiston

In the small town of Rochester, Wash., low incomes and long commutes for working parents are common. Given the obvious need, leaders at the Boys & Girls Clubs of Thurston County felt sure they could – and should – serve more kids. It took some trial and error, but this small Club unit doubled its average daily attendance and, for the first time, got teens inside its doors.

Now, more than ever before, millions of kids in America need a Boys & Girls Club. And, we know from research that the longer and more often kids attend the Club, the more they achieve. For those reasons, Boys & Girls Clubs across the country are using innovative techniques to increase their average daily attendance. This article takes a look at the recruitment efforts of three Clubs.



STRAIGHT TO THE SOURCE: PARENTS

The Thurston County Club's Richmond location, where Christine Hoffman is unit director, served approximately 40 elementary school children on a typical day in 2008. Hoffman set a goal to fill each of the facility's three program areas – a gamesroom, gym, and a combination arts/technology/learning center – with at least 20 kids, for a total average daily attendance of 60. She also wanted to retain the fifth and sixth graders as they grew into teens.

During the summer, the Club's camp served kids from the nearby town of Tenino. These kids had no Club of their own, but couldn't get to the Richmond unit after school while their parents were at work. So, Hoffman used the Club van to start picking up kids from the Tenino elementary school.

The Club also tried several tactics closer to home, specifically targeting parents. First, Hoffman says, they distributed fliers. But the printing was costly, and the results unimpressive. The following year, the Club worked with the PTA and school booster clubs, but found that these groups offered access to only a small subset of parents.

In the third year, Hoffman figured it out. Club staff set up a table at a Meet the Teacher night before the beginning of the school year. "We were really outgoing, and talked to people," she says. "We took staff members the Club kids knew, so the kids would bring their parents over, and then their friends would see them talking to us and bring their parents over."

Staff members handed out fliers, which seemed to have more impact in person. They also brought a manual credit card machine with carbons so that parents could register and pay right at the event. "They couldn't believe how easy it was," says Hoffman. (The Club's low membership fee of \$20 per year is also key, Hoffman emphasizes, to making it accessible for Richmond families.)

That was the fall of 2010. "We started off the first day of the school year kind of normal," says Hoffman, "but by the end of the week, we were seeing 80 kids a day – and teens! We were blown away."

Club staff now attend three or four school events each year, including the spring picnic, where they recruit for summer camp. They also provide the games at the school's family nights, such as a moveable basketball hoop and other fun, simple activities.



The teen job program at Kips Bay draws 3,000 applicants each summer. Some are assigned to work in the Club.

To get teens into the Club, Hoffman and her staff converted a portable classroom that had been used for office space into a small teen center. Every other Friday night, the Club stays open late for teens only. Using a text-messaging service, staff send teens reminders about teen-only nights and middle school dances. (An

added benefit, says Hoffman, is that teens can show their parents the information on their phones when they ask for permission to attend.) Older kids can try the Club for free for a day before committing to membership. High school seniors can qualify for free memberships by volunteering to tutor younger members.

The Richmond unit's membership now includes high school juniors and seniors; in the past, its oldest members were sixth graders. Each day, 15 to 20 teens attend the Club, part of an overall ADA of 80!

TAKING THE FUN TO THE STREETS

In addition to two traditional Clubhouses, the Kips Bay Boys & Girls Club in the Bronx, N.Y., operates three Clubs in public schools, two in shelters and two in public housing communities. The organization continually recruits new members through outreach to its partnering agencies, as well as by contacting other youth-serving organizations in the community.

Previous Page: Members wait to sign in after school at the Richmond unit of Boys & Girls Clubs of Thurston County, Wash.

Left: Having fun outside the Club.



But the Club also uses fun – in a big way – to pull in new members and their families. Its annual Day for Kids celebration in September is a huge street festival with entertainment, games, raffles, prizes and activities for the entire family. Each Club unit is represented at the festival, displaying photography, video and youth artwork from the previous year’s programs for potential members and their families to view. Club professionals and adult volunteers, along with Torch Club and Keystone members, staff the fair.

It’s an important opportunity for new members to sign up and existing members to renew, says Director of Operations Yvonne Brown. The organization has found that if its public events are too serious – such as health fairs or screenings

The Club provides programming and staff, while each school provides the facility, computer equipment, security and other resources – resulting in an afterschool program that’s cost-effective for the Club and the school, and fully meets the needs of children with working parents. Together, the two elementary sites serve 120 children per day. The Club also provides targeted tutoring for 25 teens at the middle school each day.

Two flagship programs – SMART Girls and Passport to Manhood – also draw new members to New Rochelle’s school sites and its traditional Clubhouses. The Club uses funds from the school system, received by way of a federal school-violence prevention grant, to run robust versions

“WHEN THE CLUB CAN OFFER THESE EXCITING EXPERIENCES FOR THE KIDS,” SAYS WATKINS, “IT DRAWS THEM IN AND OPENS THE DOOR FOR THEM TO COME BACK.”

focused on a specific disease – attendance is usually lower. But the fun, celebratory nature of Day for Kids attracts families and kids of all ages, including teens.

Another big draw for teens is the City of New York’s Summer Youth Employment Program, offered through the Kips Bay Club. Teens apply for the program at the Club. Staff assess their job readiness, and provide pre-employment training, plus college exploration opportunities and life skills workshops. Participants are placed in seven-week jobs with employers that Club staff have trained to work with teens. Each summer, more than 3,000 teens apply. Those selected to participate receive free Club memberships. Some are placed in jobs at the Club.

ADDING SCHOOL SITES BOOSTS ADA

When the Boys & Girls Club of New Rochelle in New York state wanted to increase the number of kids it served each day, Club leaders decided to take their programs into the local schools. “More and more families seem to need help from the Club,” explains Executive Director Quay Watkins, “but, for working parents, it can be difficult to get their kids to the Club after school.”

Club leaders used the relationships they’d built working on a past grant and approached the superintendent. (It is key, says Watkins, to get buy-in from the head of the system first, before proposing a partnership to a school principal.)

The Club now operates extensions in two elementary schools, with plans for a third. These sites run core Boys & Girls Club programming, including PowerHour, Triple Play, Project Learn and DramaMatters, from 3 to 6 p.m. each weekday.

of these national programs. Volunteers from the Junior League and a college fraternity provide cooking classes, Zumba, drum line and hip-hop dance instruction.

“When the Club can offer these exciting experiences for the kids,” says Watkins, “it draws them in and opens the door for them to come back.”

Michelle McQuiston is writer/editor for BCGA.

RECRUITMENT *BEST PRACTICES*

The Clubs profiled here increased average daily attendance by implementing several best practices, including:

- Partnering with local schools and other organizations
- Offering age-group-specific events where members are allowed to invite friends
- Organizing neighborhood fairs
- Setting up booths at school events
- Creating distinct teen spaces and/or programs
- Giving teens a chance to try the Club before asking them to commit to membership

Create a team in your Club to develop a strategic plan for increasing ADA. For more tips about recruitment, participation and retention, see the “More Members, More Often” strategy guide and other resources available online at bgca.net/formulaforimpact under “Club Experience.”



THE MORE THINGS CHANGE ...

As one of our three priority outcome areas, Healthy Lifestyles is a longtime staple of Club programming. In a 1930s-era photo of the Boys Club of Erie, Pa., for instance, we see members box, practice gymnastics and wrestle under gym basketball hoops. Fast-forward some 80 years to the Boys & Girls Clubs of Hall County, Ga., and dance, kayaking, mountain biking, football, swimming and even a tug-of-war make fitness fun. Clubs change with the times by necessity. Our strategy to engage kids with a wide variety of fitness activities that emphasize fun never grows old.





MEET JIM CLARK



A President needs
Open arms;
and big heart.

Jim Clark is a busy guy. On Jan. 2, 2012, his first day as president/CEO of Boys & Girls Clubs of America, he was in Hartford, Conn., site of the very first Club, founded in 1860. It was an opportunity for Clark to engage in one of his favorite activities – interacting with Club members – and a chance to reflect on the rich heritage, legacy and traditions of Boys & Girls Clubs.

Since then, Clark has travelled from one corner of the nation to the next, and everywhere in between. He visited with Club members, local staff and board volunteers, critical partners, national volunteers and other supporters to take the pulse of the Boys & Girls Club Movement. He listened and internalized a tremendous amount of feedback on many issues from the field.

Top: Jim gets acquainted with young members of the Tulalip Boys & Girls Club, located on Native American lands in Washington state.

Above: Words of wisdom and a charming portrait from a member of the Boys & Girls Clubs of Arlington, Texas.

“ TO ME, IT IS SO REWARDING AND FULFILLING TO SPEND TIME WITH OUR KIDS AND UNDERSTAND THE CHALLENGES AND OBSTACLES THEY FACE SO WE CAN DO A BETTER JOB IN HELPING THEM. ”

Connections recently caught up with Clark to capture some of his thoughts as he takes the helm of America's foremost youth development organization.

Connections Magazine: You've just spent a couple of months touring our different regions visiting kids, staff and volunteers. What was the idea behind this tour?

Jim Clark: Visiting with our local Clubs, stakeholders, donors, trustees and governors has been critical in my early days – to hear what others see as our opportunities for the future and challenges that lie ahead. It's been great to listen to our collective stakeholders across the nation. There are some common themes that have developed from those conversations. It's been really enlightening for me.

It's also been inspiring to see the number of professionals and volunteers who have internalized the Formula for Impact. You see it on the walls at Clubs. You see it on cards people carry in their pockets. It's a discussion item at board meetings. It's a conversation with staff. It's been a great, moving experience to see how the Formula for Impact has spread across the country.

Another theme that's emerged is that Clubs are in a position to move forward. We've experienced some very difficult years. Today, there's a higher degree of comfort than there has been. Therefore, there's a desire across the nation to start advancing. First, with the Formula for Impact and second, to restore the level of service we had in membership and average daily attendance.

CM: Why do you think the Formula for Impact has been so enthusiastically received by Clubs?

JC: It's easy to visualize and understand. It is illustrated on one piece of paper. It's a diagram. The Formula for Impact provides a simple way to talk about the outcomes youth derive from Club membership.

CM: That leads to the next question. As the Movement goes from a period of tremendous growth to our more focused strategic impact agenda, what are some of the challenges we're going to face?

JC: First, I should mention that we are planning on some growth in the years ahead. We'd like to strategically grow the Movement over the next five years to serve approximately 4.3 million kids at 4,300 Club locations.

The impact agenda is not new to Clubs. However, the way we are going to look at outcomes and evaluating outcomes will be different. First, efforts are underway to aggregate data from Clubs across the nation. This will be a challenge. All Clubs are at different levels in terms of sophistication, data gathering and data reporting. BGCA will need to meet Clubs at these different levels as we bring them onto the National Youth Outcomes database. Our ability to gather outcomes data will be important so we can articulate the collective impact Boys & Girls Clubs have on kids' lives across the nation.



On a trip to California, a wicked foosball match ensued at the Boys & Girls Club of Santa Ana.

Another critical area will be outcome-driven programming that Clubs can use to achieve success in different areas for kids. Our task will be to develop program materials and create new materials Clubs can use to focus on the outcome agenda.

CM: Let's talk about our three priority outcome areas and why they are so important to the Formula for Impact.

JC: First is academic success. If kids aren't succeeding academically, their future is in jeopardy. We all know that if kids aren't reading by the end of third grade, they will be challenged throughout the rest of their school years. If kids don't graduate from high school, their opportunities in the future will be limited.



Jim and Youth of the Year Itzel Rodriguez in Whittier, Calif.



A visit to the Youth Center at Andrews Air Force Base near Washington, D.C.



Member Breonna Forbes gives a tour of the Asylum Hill Club in Hartford.

Our vision is to have every child who enters our doors graduate from high school, with a plan for the future. If you look at education globally, the U.S. has slipped in terms of higher education rates. We used to be one of the top nations in the world. That's not true anymore. Our kids are dropping out of high school. Three out of 10 kids drop out – that's all kids. If you happen to be a minority, that means 4 out of 10 kids drop out of high school. That's why academic success is extremely important in today's Clubs, as it has been in the past.

The second outcome area is healthy lifestyles. If you look at kids in America today, 3 out of 10 kids are either obese or overweight, which is a serious health issue. Clubs have a great opportunity to help kids understand the different aspects of leading healthy lifestyles. First, of course, is exercise. Clubs have programs and opportunities for exercise. Teaching kids about the importance of exercise at an early age is paramount.

Focusing on nutrition and healthy eating habits is also a key element. In today's world, it's easy to take shortcuts around food and nutrition. Helping kids understand the value of a healthy lifestyle right now will lead to much bigger dividends later in their lives. And it's an area that we're good at.

CM: Why is the third outcome area good character and citizenship, and how is that on par with our other two priority areas?

JC: Good character and citizenship are absolutely critical in terms of a child's future success. Service to others – there's no greater calling. When kids understand this, embrace it and embody it, they're able to make a profound difference in their own neighborhoods. They start to take better care of their neighborhood; it becomes safer. They start to engage in their communities in a greater way. So having kids understand service and giving back helps build leadership, moral character and strong life goals.

CM: What does our military partnership mean to this Movement?

JC: It is an honor to assist in providing service on military bases for the kids and families of men and women in the Armed Services. They are making the ultimate sacrifice so that we can live in a free society. They are risking their lives for all of us. In some small way, if we can help those families and kids, it's our contribution to Americans who are protecting all of us. We are committed to our military Youth Centers and the Clubs that serve our military families.

Times are changing, though. More military deployments are coming to an end. Military service-people are returning to their families, so our role will have to evolve. We will need to do more outreach to engage military families in the Club Experience. This, too, will help with the return of military men and women so they have the support mechanism needed. Of course, we'll continue our commitment on military bases around the world. Our contribution is a way to help America's service men and women.

CM: 2012 is the 20th anniversary of our work on Native American lands. Can you talk about what that relationship means to the Movement?

JC: Our partnership with the Native American tribes and Native American lands is special and significant. That's why we are proud to celebrate 20 years of serving kids who need us most on Native American lands. We have a duty and a calling to serve kids in these locations. We look forward to continuing and building on this partnership in the years ahead. We're working closely with our partners, with our federal government, with our states, and our local entities to concentrate on how we can better serve the kids on Native American lands through Clubs.

CM: Part of our mission is ensuring that we're serving teens and growing the number of teens Clubs serve. Why is it important for Clubs to reach out to teens?

JC: First and foremost, the teenage years are such pivotal ones. The influences teenagers have in front of them are so much greater than they were years ago. Whatever decisions they make will impact the rest of their lives. It's with

I encourage all local boards to take time this year to evaluate how you're doing. Take a look at the strength of the talent you have. Are you accomplishing what you set out to accomplish for the year? Do you have a strategic plan in place? Where is your organization on the Key Performance Indicator (KPI) index? Is your board an active fundraising board? Because that's what supports the mission, and that's what supports the program activities at the local level. Strong local boards are critical to each Club; they provide the resources, talent and expertise to help guide our professional staff and, in turn, help shape the lives of kids.

CM: That's it, but is there anything you wanted to comment on?

JC: Over the past two months, I've had so many memorable experiences, but the best memories are about our youth members, whether it was meeting the Youth of the Year at the Whittier Club in California, Itzel Rodriguez, or at the Dundee Township Club in Illinois, where the entire Club membership came out. They're so precious, these kids are so special. You never know what kids are going to ask and say, which made it all the more interesting.

I LIKE TO SAY OUR ROLE AT BGCA IS ALL ABOUT LOCAL, LOCAL, LOCAL.

that in mind that we need to concentrate even more on serving teens. We also know about the high school dropout situation, so a concentrated effort around teenagers will help lower that staggering rate.

As a nation, we have a high teenage pregnancy rate. There's, of course, gang activity, drugs and alcohol. All of these are challenges that kids get exposed to, especially in their teenage years. It really places importance on the opportunity Clubs have to help kids, especially teenagers, make better decisions so they don't go down the wrong path and instead graduate from high school with a plan for their future.

CM: Do you have any special messages or words of encouragement and motivation about the role local board members play?

JC: Our local boards play a critical role in advancing Clubs across the nation. I like to say our role at BGCA is all about local, local, local. Our jobs are to support the local organizations, and that includes local boards. We know that if there's a strong board, there's a strong Club that's providing for the kids in their community. It's a direct link, and it all starts with having that strength at the board level and leadership of the Club.

At the Santa Ana Club, I had fun playing foosball; lost to some of the Club members there. Table tennis at the San Pedro Club was a lot of fun. At the Metro Atlanta Clubs, I talked with a group of teenagers about what's important in their lives, what challenges they're facing and how Clubs can help them be successful, graduate from high school and have a successful life. And there are so many more stories to share.

To me, it is so rewarding and fulfilling to spend time with our kids and understand the challenges and obstacles they face so we can do a better job in helping them. Certainly, the opportunity to interact with staff, locally and nationally, and the opportunities to visit with some of our volunteers were also meaningful and very special. But the most memorable moments were with our kids.

Want to know what's on Jim's mind? Follow Jim on his blog for ongoing updates about his travels, reflections on how Clubs can increase their impact on kids and teens, and other Movement news at BGCA.org/blog.

FORE KIDS!

NEW GOLF PROGRAM OFFERS CLUB YOUTH A FUN WAY TO STAY FIT

By Adam Guy

In this age of instant gratification – where video games, the Web and text messaging constantly contend for young people’s attention – how do you interest them in the sport of golf and its lifelong benefits? This is the fundamental question the PGA Foundation and United States Golf Association face as they plan the future of the game. One answer: ensure more young people with more diverse backgrounds get the opportunity to play the game.



Above: A happy bunch of up-and-coming duffers from the Boys & Girls Clubs of Central Florida enjoyed the PGA Show.

Right: With a little help from a friend, this young lady lined up a one-of-a-kind putt at a PGA clinic for Club youth.

Right: Thomas Bernard and Phoenix Walker of the Boys & Girls Clubs of Central Florida met baseball great and BGCA Governor Ken Griffey Jr., left, and golf legend Jack Nicklaus at the PGA Merchandise Show in Orlando, where the new partnership was announced.

GOLF 2.0

Earlier this year, the two organizations welcomed Boys & Girls Clubs of America as their Official Youth Development Partner. The partnership is part of the PGA's "Golf 2.0 strategy" to grow the game by making it more accessible to a new generation that's economically diverse and used to achieving goals quickly.

As part of a five-year agreement, the PGA Sports Academy program will be implemented at Boys & Girls Clubs across the country. The program was piloted at three Clubs in 2010/11 and will roll out to 48 more in 2012. Over the next five years, the program will expand to include hundreds more Clubs nationwide.

One of the pilot sites was the Boys & Girls Clubs of Palm Beach County, Fla., where Kevin Reagan serves as director of sports, fitness and recreation. "It was a hit with our kids," said Reagan. "The PGA pros who came out to support the program made learning the game of golf fun and accessible."

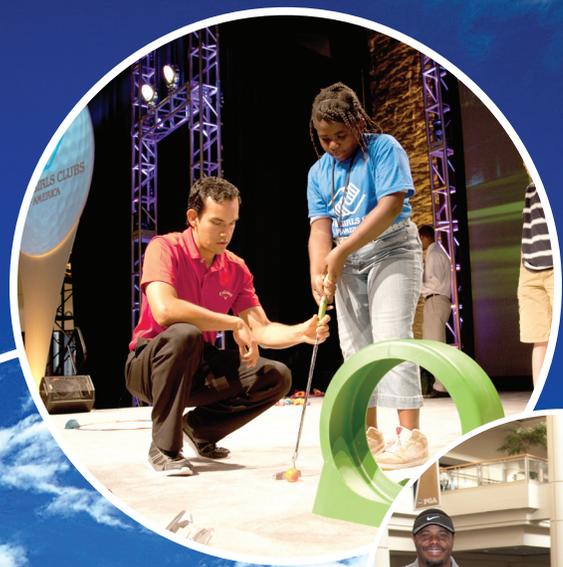
ACADEMY CURRICULUM

PGA Sports Academy was designed for kids ages 8 to 13. Participating Clubs will receive training equipment and the support of local PGA pros, who will help youth to understand the game's rules and fundamentals. The six-week curriculum will focus on the development of participants' basic motor skills. But the main emphasis will be to have fun. For many members, this will be the first time they swing a golf club.

Other aspects of the partnership are expected to include golf fun days at Clubs, family days at local courses, invitations to clinics and tournaments, the development of league play, and opportunities for Club youth to learn about, and potentially participate in, golf industry careers.

Joe Steranka, CEO of the PGA of America, is energized about the new partnership. One reason? He's a past Club member himself. Steranka attended the Hyattsville-Mount Rainier-Brentwood Clubhouse in Maryland, part of the Prince George's County Boys & Girls Club. "Golf offers building blocks of hope, provides fitness and fun, and teaches determination, focus and discipline," said Steranka. "Together, the PGA and BGCA are dedicated to helping young people achieve great futures."

Adam Guy is director of sports, entertainment and alumni development for BGCA.



CHASING THEIR DREAMS

GIVING CLUB YOUTH A HEAD START ON GREAT FUTURES

By John Collins



Scholarship winners encircle patrons Hank and Billye Aaron at the 2011 BGCA National Conference.

Baseball Hall of Famer Hank Aaron and wife Billye created The Hank Aaron Chasing the Dream Foundation to provide young people with limited opportunities the chance to pursue their dreams. With the support of Major League Baseball and Boys & Girls Clubs of America, the Foundation awards annual Chasing the Dream Scholarships of up to \$2,500 to Club youth. It enables members with a special talent to foster their skills through specialized training and education.

Sasha Alvarez and Charles “Chas” Tillman are both recipients of the scholarship. She lives in sunny Tampa Bay and her calling is professional ballet. He lives in rural Oklahoma and is determined to become a professional auctioneer. While they lead very different lives and have very different goals, the two Club members share the same intention: to realize their own uniquely great future.



CHAS: ACHING TO AUCTION

The community of Swink, Okla., is where Chas Tillman calls home. In this tiny rural town where his family raises and shows cattle, hard-working Chas has no trouble keeping busy. He plays a big role on the family ranch, belongs to the Boys & Girls Club of Choctaw County, and is pursuing a dream he's held since he was a small child.

Chas is determined to become a professional livestock auctioneer. As a boy, he would attend cattle sales, where he'd listen closely to the auctioneer call bids. Later, in the barn behind the family home, Chas would practice selling his show animals. He'd rehearse the rapid syncopated patter for hours on end.

With his Chasing the Dream Scholarship, Chas attended the Missouri Auction School in St. Louis. Although just 16, he now has credentials to auction in every state, other than a few with age and license requirements. Due to his busy schedule, Chas has yet to put his training to use. This includes running for treasurer of the Oklahoma chapter of the Technology Student Association. To keep his skills sharp, he practices calling bids every day and attends live auctions to study different calling styles.

Chas's goal is to become the youngest world's champion of livestock auctioneering. This June, the scholarship will enable him to size up the competition at the 49th World Livestock Auctioneer Championship in Turlock, Calif. "I have to be 18 to enter," said Chas, "but I want to see it so I know what to expect when I'm old enough to enter."

He's no less diligent when it comes to school. The valedictorian of his eighth-grade class shows no sign of letting up, completing his sophomore year with a perfect 4.0 grade point average in 2011. "Good grades have provided many opportunities for me," said Chas, who plans to attend college before pursuing his prospective career.

Currently, Chas is working with the Red River Club's leadership to develop a rally for local youth. He'd like to speak to his peers at Clubs and high schools and tell them they have what it takes to succeed. "If successful, this project will serve as motivation to kids in the rural area where I live to realize that they, too, can chase their dreams and be somebody."

SASHA: ON HER TOES

Sasha, 16, has belonged to the Boys & Girls Clubs of Tampa Bay's Smith Salesian Unit since the age of 9. She's been a dancer even longer, beginning ballet training when she was 6 years old. Shelton Jones, the Smith Unit's director at the time, originally nominated Sasha for the scholarship. He remembers clearly when she told him she what really wanted to do with her life. "She was about 11 at the time," said Jones, now the director of Tampa Bay's Garcia Salesian Unit, "but she knew that she wanted to go to New York City and be a dancer."

While high school and ballet keep Sasha plenty busy, she still finds time to contribute at her Club. She teaches modern dance, jazz dance and hip-hop dance to members between the ages of 5 and 7, and also tutors kids through the Club's homework help program.

The aspiring dancer has performed in several local productions, which include *Cinderella*, *Don Quixote* and *The Nutcracker*. Last summer, the Chasing the Dream Scholarship enabled Sasha to train at two of the country's top dance schools, Alonso King Lines Ballet in San Francisco and The Juilliard School in New York. She's also participated in dance intensives at prominent companies such as American Ballet Theatre and Orlando Ballet. With her local ballet corps, Sasha regularly trains up to eight hours a day to hone her artistry and technique.

An excellent student, Sasha earned a 3.5 GPA last school year while continuing to develop as a dancer. She realizes that education is a key element to achieve the future of her dreams. "I have to continue to train with the best to get into a fine arts school such as Juilliard."

Thanks to Hank and Billye Aaron and the Chasing the Dream Foundation, Sasha and Chas not only have a jump on their dream jobs – they're been given an opening to follow their hearts.

John Collins is senior writer/editor for BGCA.

PLANNING FOR GREAT FUTURES

This is an exciting time to be part of the Boys & Girls Club Movement. In just a few short months, our new president and CEO, Jim Clark, has demonstrated that he's the right leader to take Boys & Girls Clubs into the next era. Jim spent his first day in Hartford, Conn., the birthplace of our Movement, and has since journeyed from one coast to the other, taking the pulse of Clubs across the nation. He's met with and gathered ideas from Club professionals, board leaders, donors and, most importantly, the kids in our Clubs. *(Read more about Jim, his travels and his vision for our future on page 6.)*



Emil J. Brolick

Emil J. Brolick

A FORMULA FOR SUCCESS

Among other positive signs, I have been inspired to hear from Jim how Clubs are embracing the Formula for Impact. The truly good news is that Clubs are excited and ready to move forward. As a Movement, we're well-positioned to serve more young people with greater impact, to reach out to more teens, and to keep youth engaged longer and more frequently so they can achieve greater outcomes.

The Boys & Girls Club Movement has transitioned from a period of rapid growth in both number of Clubs and the number of youth we serve to a more targeted focus on impact. We have achieved the scope and reach necessary to change the future for America's young people. Getting here has been no small achievement, but the challenges before us now are even more complex.

Our new Great Futures Impact Plan is designed to meet those challenges. In the months ahead, we'll spend time as a Movement discussing and reviewing the collective goals and strategies in this plan. I'd like to use this space to address some of its most important aspects.

MOVING TOWARD MEASUREMENT

Above all, we must ensure that our Club Experience is not just intended to promote positive outcomes for youth. Everything – from operations to program mix to professional development – must be deliberately driven by the outcomes our young people must achieve to realize great futures. The Formula for Impact is the centerpiece of our strategic plan, and that's why it's so important for all Clubs to fully embrace and implement it.

We also must consistently and credibly measure outcomes. This is how we'll make sure Club youth are on the right track, refine and strengthen program offerings, and demonstrate Clubs' collective impact to our communities and the nation. Already, our National Youth Outcomes Initiative has made great strides, with more than 200 organizations signed on to share data at the national level. This spring, more than 700 Club sites are administering the first National Outcomes Survey of Club youth, collecting data about expectations of academic achievement, physical activity, avoidance of risky behaviors and

other important indicators. More and more, these types of metrics will tell us with certainty how our kids are doing, how are Clubs are doing and what our Movement must do to grow stronger.

INCREASING AVERAGE DAILY ATTENDANCE

Our vision for America's young people is bold. It will require Club organizations with strong leadership capabilities to implement this impact agenda. Highly engaged local boards will be absolutely critical to achieve our goals. Chief professional officers and board leaders will need to work together to build organizational capabilities and secure the necessary resources to fully implement the Formula for Impact and measure outcomes. Our Advanced Leadership Program is designed for exactly this purpose, and that's why every organization should send a team of volunteer and professional leaders through ALP.

A study by a leading consulting firm found that organizations whose leaders completed the program increased average daily attendance in their Clubs, raised more dollars annually and had more engaged board members. ALP is so effective, in fact, it was recently recognized by *Leadership Excellence* magazine as a top leadership development program. Its ranking among the "Leadership 500" was based on rigorous criteria, including mission and vision, measurement and accountability, and the ultimate take-home value to stakeholders.

Increasing average daily attendance, or ADA, in our Clubs will be a key way that we strategically grow the Movement and make sure that young people are receiving the full benefit of the Club Experience to achieve our priority outcomes of Academic Success, Good Character and Citizenship, and Healthy Lifestyles. (Read more about ways that Clubs are increasing ADA on page 2 and more about the National Youth Outcomes Initiative on page 16.)

With our Great Futures Impact Plan, we've set our sights on some ambitious goals and made a long-term commitment to build great futures for our nation's youth. We will also develop targeted plans to strengthen organizations and refine BGCA's service delivery model to better support Clubs.

Although there are certainly some big challenges that we'll have to tackle along the way, there's nothing more inspiring than looking ahead to the future with a plan to make it better. And nobody deserves our every effort to ensure a great future more than America's kids. Thank you for all you do, every day, on behalf of our youth.



PUZZLED BY MEASUREMENT?

DECODING THE NYOI, THE FFIA, KPIS AND SOEs – AND USING THE RESULTS TO INCREASE IMPACT ON KIDS

By Michelle McQuiston

The measurement team at Boys & Girls Clubs of America recently received an email from a Club executive. It went something like this:

I'm still trying to get my head around all of the different measurement tools BGCA offers...what their purpose is, who administers them, who they are administered to, how often they're done... I could really use a one-page cheat sheet.

If you're thinking the same thing, you're not alone. So, let's talk about what we're measuring in the Boys & Girls Club Movement, why we measure it, and how all the pieces fit together to help us increase our impact on young people.

If the Formula for Impact is our road map to achieving priority outcomes for kids, the National Youth Outcomes Initiative is how we know where we are on that road. It measures kids' progress toward outcomes in the areas of Academic Success, Good Character and Citizenship, and Healthy Lifestyles. The two important sources of data we'll use to measure outcomes are the National Outcomes Website and a new National Outcomes Survey.

Here's how it works. When your Club signs up to participate, you link your electronic membership management system to the National Outcomes website so that it can collect data about Club member demographics, attendance and participation. You can access the website at any time to view data and run reports.

Every spring, participating Club sites will administer the National Outcomes Survey to their young people to collect data about outcomes such as Club members' amount of physical activity, community service hours and avoidance of risky behaviors, plus some information about their perception of the overall Club Experience. (This will replace the Outcome Measurement Tool Kit.)

Clubs will administer the survey either electronically or using a paper version, then submit the results to BGCA, where the surveys will be scored and the data cleaned and

analyzed. Clubs will then access the website to get their results. You'll be able to see, for example, the percentage of your kids who get the recommended amount of physical

activity each week, how many hours of community service they perform and at which rates they're avoiding risky behaviors.

Because the National Youth Outcomes Initiative will combine demographic, attendance and participation data with the outcome data from the surveys, we'll be able to document the links between Club participation and outcomes. For example, a Club will be able to compare the positive outcomes achieved by kids who attend the Club frequently versus those attend sporadically. You'll also see how your Club kids compare to youth in other Clubs or the general population, and track their progress over time. Using the Club Experience data, you'll see

whether kids from one age group, for example, perceive the Club more positively than others.

You can then use these results to tailor your program offerings to your kids' needs. If many of your kids don't report getting enough physical activity, for example, you might add more fitness opportunities. You'll also be able to powerfully demonstrate your Club's impact to stakeholders. The website even allows you to quickly and easily generate



compelling charts and graphs that can be exported and used in your marketing and development materials.

To learn more about the National Youth Outcomes Initiative, visit bgca.net/formulaforimpact.

FFI ASSESSMENT

Achieving positive outcomes for kids is the ultimate goal of our Formula for Impact; it lays out the practices Clubs use to enable kids to achieve these outcomes. Using the FFI Assessment, each Club site will rate how consistently and effectively it follows these practices. How fun and safe is your Club environment, for example? Do you incorporate high-yield activities and targeted programs? What you find will help you set goals to more effectively implement the Formula and improve your Club Experience.

The FFI Assessment replaces the Impact Assessment (and Commitment to Quality) and must be completed annually as a BGCA membership requirement. The results are subjective and qualitative, so they should be used for planning purposes only, and not shared with external stakeholders.

STANDARDS OF ORGANIZATIONAL EFFECTIVENESS

Just as there are practices that each Club implements to support youth outcomes, there are practices that Club organizations put in place to support organizational outcomes. When organizations follow these practices, they develop the capabilities to fully implement the Formula for Impact and serve more young people.

At least once every three years, the board president and chief professional officer of each organization work with a BGCA regional service director to complete the Standards

of Organizational Effectiveness. Together, they assess how well the organization follows the practices that support strong organizational outcomes. Then, they create a plan for the organization to adopt even more effective practices. These results should also be used only for planning purposes.

KEY PERFORMANCE INDICATORS

Key Performance Indicators will provide Clubs and BGCA with a framework for organizational development. Based on the metrics on which strong organizations excel, this list of indicators will enable BGCA and Club leaders to create an organizational development plan and align our services and resources to it – ultimately helping us to implement an impact and strategic growth agenda.

THE BIG PICTURE

Taken together, all of the measurements we collect will form a picture of our impact on young people. Measurement will show us where our kids are excelling, and where they need more help. It will show us how our Clubs are doing, and how we can make an even greater impact on youth. It will also provide us with compelling proof to share with our donors, our communities and our nation of the life-changing power of Clubs.

Measurement is a big job. But it is the key to an even bigger job – moving forward with confidence to build great futures for our nation’s youth.

Michelle McQuiston is writer/editor for BCGA.

	NYOI	FFIA	KPIs	SOEs
WHAT	Youth outcomes	Club practices	Organizational outcomes	Organizational practices
WHY	To see how kids are doing	Refine Club practices for greater impact	See how organizations are doing	Refine organizational practices
HOW IT WORKS	1.National Outcomes website connects directly to Clubs’ membership management systems. 2.Each spring, Clubs administer the National Outcomes Survey to kids, share data with BGCA (results available in early summer through website).	Clubs conduct annual self-assessment. (Deadline for using online tool is June 30.)	BGCA generates KPIs based on annual report data, sends reports to Clubs.	At least once every three years, board president and CPO complete an assessment with RSD
ADMINISTERED	At the site level	At the site level	At the organization level	At the organization level
HOW TO USE	<ul style="list-style-type: none"> Benchmarking Planning/refining Club Experience Communicating impact 	Planning/refining Club Experience	<ul style="list-style-type: none"> Benchmarking Planning/refining operations 	Planning/refining operations
REQUIREMENT	For certain pass-through grants	BGCA membership	N/A	BGCA membership

A WELL TIMED GIFT

CHARITABLE GIFT ANNUITIES OFFER SECURITY WHEN DONORS AND CLUBS NEED IT MOST

Quincy and Mary Sherwood Holt became involved with the Boys & Girls Clubs of the Virginia Peninsula more than 30 years ago. At the time, their grandson Graham and his mother were living with the Holts at their home in Newport News. During the summer, the young man spent his days at the Peninsula Club. Because he had a learning disability, his family wanted to be sure Graham was part of a nurturing, safe environment that gave him the support he needed.

Graham flourished at the Club. "His learning disability didn't make a bit of difference," recalled Mrs. Holt. "We saw how the Club works and became total fans of what they do for kids."

They also became active supporters of the Club, support that continues to this day. In fact, they've even arranged to provide for the Club when they no longer can.

A WIN-WIN FOR ALL

It was their accountant who first suggested the Holts invest in a charitable gift annuity. "He explained how it would give us the opportunity to do something to help the Club," said Mrs. Holt, "plus give us solid income we could count on throughout each year."

Peninsula Club board volunteer Bill Saunders also advised the couple on their decision. Saunders sees gift annuities as a solid choice for many people. "Donors get a much higher

percentage of income based on their age, and it's guaranteed. Plus, BGCA has more than enough assets that the safety of the annuity is not a concern."

By definition, a charitable gift annuity is a simple agreement in which a donor provides an irrevocable gift of cash or securities to a charity. In return, the charity agrees to pay a fixed amount of money to one or two individuals over their lifetime(s). BGCA follows the recommended rates set by the American Council on Gift Annuities based on the age(s) of the donor(s).

Easy to create as well as to understand, gift annuities are popular with donors and nonprofits alike. For the rest of their lives, donors can count on a regular fixed payment (partially tax-free) and an initial charitable tax deduction in the year of the gift. For nonprofit organizations like Boys & Girls Clubs, it's a great way to promote long-term donor relationships and build future resources.

As for the Holts, they view their gift as a win-win for them and the Club. "The charitable gift annuity program enabled Quincy and I to do something for ourselves and our financial future," said Mrs. Holt, "plus help the Club and, ultimately, the young people of our community."

Ensure donors can support your Club with a charitable gift annuity. Email heritage@bgca.org to learn more about the Charitable Gift Annuity program, a BGCA service to Clubs.

Find Out How a CGA Can Work for You

Two easy ways to learn more about charitable gift annuities and how they can benefit you:

1. Visit www.clubgift.org

2. Provide your information and return it to:

Boys & Girls Clubs of America
1275 Peachtree St. NE
Atlanta, GA, 30309
ATTN: Planned Giving

Name _____ Age _____

Address _____

City _____ State _____ ZIP _____

Amount \$ _____

Please note that the minimum funding amount is \$10,000.



Dr. Harry D. Simpson, Jr.

Past Board President

Treasurer for over 20 years

Financial Contributor

Charter Member of Newport News Boys Club

Board Member for nearly four decades

President of Gloucester Boys & Girls Club

Worked tirelessly to open Gloucester Club

**“WE SAW HOW THE CLUB
WORKS AND BECAME
TOTAL FANS OF WHAT THEY
DO FOR KIDS.”**



Dr. Sarah E. Forbes

First Female President.

Major Financial Contributor.

Led Integration Of Girl Members.

Strong Voice In The Community.

Long Term Board Member.



Mary Sherwood Holt at the Boys & Girls Clubs of the Virginia Peninsula's Wall of Fame.



A PARTNERSHIP TO DEPEND ON

WORKING TOGETHER TO PROVIDE GREAT
FUTURES KIDS CAN COUNT ON

The Boys & Girls Club is always there for young people. Whether to connect with peers or to gain the guidance of caring adult staff members, kids know they can count on the safe, fun environment that the Club provides.

Maytag, a company that knows dependability, sees it in Boys & Girls Clubs. In fact, the iconic Maytag Repairman himself announced his longtime employer's important new partnership with Boys & Girls Clubs of America during our 2010 National Conference in New York.

The company's three-year, multi-million dollar commitment includes funding of the Maytag Dependable Club Awards, which pay tribute to the dependability at the core of all Boys & Girls Clubs. In particular, it recognizes Clubs that excel in areas such as member recruitment and retention, board engagement, fundraising and staff who drive measurable results.

The annual awards include one-time grants based on annual operating expenses: Clubs with \$1 million or more in costs qualify for a grant

of \$150,000; \$75,000 grants are available to Clubs with less than \$1 million in expenditures. And one BGCA-affiliated Youth Center on a U.S. military installation can receive a \$100,000 grant.

A TRANSFORMATIVE OPPORTUNITY

Over the past two years, Maytag has presented this award to 18 Boys & Girls Clubs. Organizations like the Boys & Girls Club of Greater Lynchburg in

Virginia, where Executive Director Mark Sheehan describes their 2011 award as "transformative." The \$75,000 grant enabled the Club to implement vital initiatives in mentoring and gang prevention, and to deter at-risk youth from dropping out of school. "We're a small Club that's only six years old," said Sheehan. "This award enables us to further our youth programs and be even more dependable in our community."

The Fort Smith Boys & Girls Clubs in Arkansas was also honored in 2011.

With their \$150,000 grant, Chief Professional Officer Jerry Glidewell said the Club is “completing a project called ‘Dependability Starts with Safety,’ which will enhance and improve all aspects of safety at our Clubs, including training, facility and security improvements.”

FACES OF DEPENDABILITY

Glidewell was also one of four Club professionals to appear in Maytag’s national ad campaign, “Faces of Dependability,” in 2011. Club staff members were nominated by local Clubs or regional service directors, with the final four chosen for their outstanding performance and dependable service to community, Club and kids. Also featured were Latisha Franklin of the Boys & Girls Clubs of Greater Milwaukee; Patrick Larkin of Camp Lejeune, N.C., Youth Activities at Marine Corps Base Camp; and James Seaton of the Boys & Girls Club of Lenawee in Adrian, Mich.



Jerry Glidewell



This year, it could be your Boys & Girls Club that is honored for its dependable service to youth and community. Demonstrate how your organization has excelled at building relationships with members and community; realized positive outcomes in Academic Success, Good Character and Citizenship, and Healthy Lifestyles; and created a sustainable organization to impact your community for years to come ... and your Club might just become a 2012 Maytag Dependable Club Award winner and receive up to \$150,000.

BRAVO!

Congratulations to all the outstanding Boys & Girls Club organizations honored over the past two years with the Maytag Dependable Club of the Year award.

2010 WINNERS

- BGC of Lenawee; Adrian, Mich.
- BGCs of Central Georgia, Macon
- BGCs of Garden Grove, Calif.
- BGCs of Greater Milwaukee
- BGCs of Palm Beach County, Fla.
- BGC of Western Broome, Endicott, N.Y.
- Wiesbaden Child & Youth Services, Germany (Army)

2011 WINNERS

- BGCs of Whatcom County, Wash.
- BGC of Corvallis, Ore.
- BGC of McAllen, Texas
- Fort Smith BGCs, Ark.
- BGC of Trenton & Mercer County, N.J.
- Naval Base Kitsap Youth Programs, Wash.
- BGC of Vineland, N.J.
- BGC of Greater Lynchburg, Va.
- Orangeburg Area BGC, S.C.
- BGC of El Sobrante, Calif

Learn more about the Maytag Dependable Club Award at bgca.net/maytag.





THE PROFESSIONAL ASSOCIATION: PAST, PRESENT AND FUTURE

CELEBRATING AN ENDURING HISTORY OF SERVICE TO CLUB STAFF MEMBERS

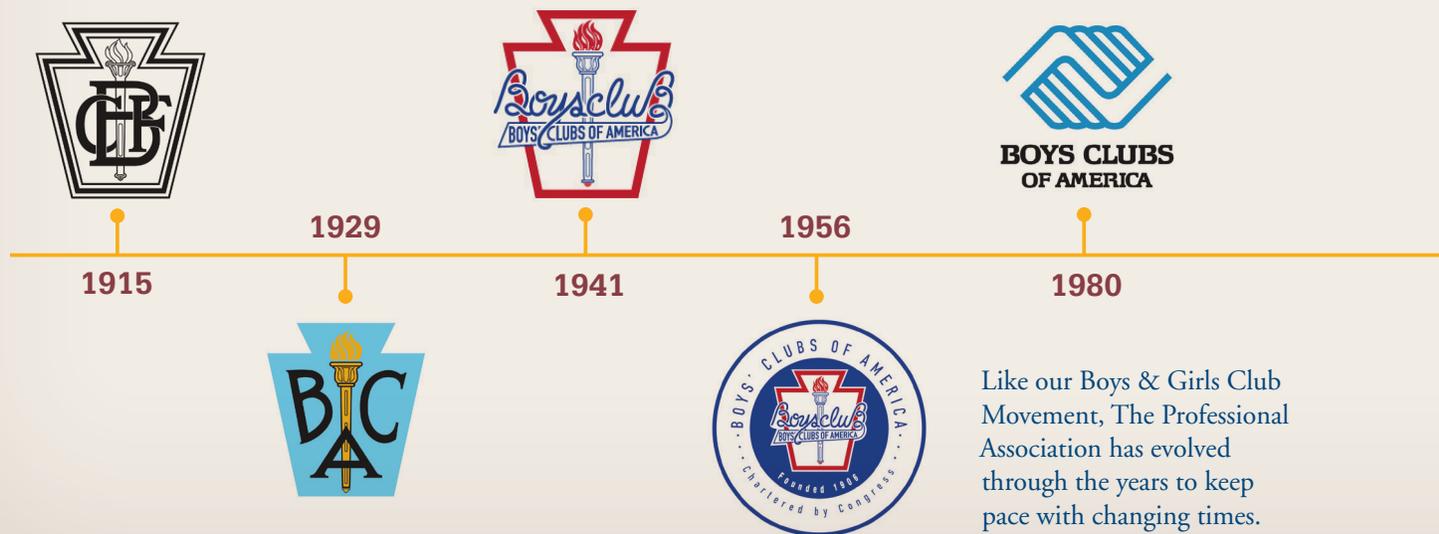
By Jon Evans

Sometimes we need to look at where we've been to gain perspective on where we are. In this way, we can chart a course for where we want to be. Such is the case with The Professional Association.

In 1937, Club professionals around the country realized their organizations had much in common – not only the youth they served, but the programs and operations they administered. This insight led to the establishment of the Boys Clubs Executive Association, which offered tremendous support, resources and networking opportunities. However, as its name implied, only executives benefitted. Other staff remained without a national voice.

As a result, the American Boys Club Associates was founded in 1940 to address the well-being of all Club professionals. But with a minimum of 10 years of full-time Club service required for membership, many were once again left unrepresented. In due course, both associations voted to dissolve and form an alliance that would, finally, advocate for all Club professionals. In 1953, all members of the two disbanded groups were admitted as charter members of the newly formed Boys Clubs Professional Association.

Among BCPA's most prominent achievements was the creation of regional chapters. This enabled members to interact more often to share ideas and challenges they encountered as youth development professionals. Nevertheless, in 1969, with some members feeling their interests were not being effectively addressed, the Concerned Professional Association of Boys Club Workers was formed.



Like our Boys & Girls Club Movement, The Professional Association has evolved through the years to keep pace with changing times.

The two associations worked closely together, which led to a greater emphasis on member welfare. One of their most important accomplishments was a proposal that called for “Minimum Essential Benefits” for all employees of chartered Clubs, passed in 1977 by the National Council. In time, the two associations merged, with BCPA becoming a standing committee that continues to operate today as the Concerned Professionals Committee.

UNWAVERING SERVICE

Today, of course, we are The Professional Association. While our name has changed over the years, our undertaking has remained constant: to develop and maintain high standards of professional preparation, service and ethical conduct.

Our Notable TPA achievements include the establishment of the following:

- Distinguished Achievement Award for long and devoted service
- Herman S. Prescott Award for contributions to equality and diversity
- Code of Ethics and Oath of Service to ensure peak professionalism
- The President’s Club, which allows members, chapters and patrons to contribute to special programs and projects, such as scholarships and archive preservation

TODAY’S TPA

With more than 1,110 members comprising 36 chapters across 23 states, we continue to be the voice of Club professionals. “By being an association member, Club professionals boldly demonstrate their commitment to a higher level of standards, service and commitment to the Movement,” said Joseph Lynch, TPA president and chief professional officer of the Boys & Girls Clubs of Northwest New Jersey.

Our 5 Pillars of Support serve as our guidepost. In 2011, the association provided more than \$15,000 to chapters and an additional \$20,000 directly to our members to support education, training and career development. We also recognize outstanding professionals at the five BGCA Regional Leadership Conferences and the National Conference. At this year’s National Conference in San Diego, TPA will also introduce an exciting new element of our mentoring pillar.

“We are thrilled to announce the upcoming roll-out of career counseling in San Diego,” said Misti Potter, TPA vice president and CPO of the Boys & Girls Club of Rockwall County, Texas. “Professionals who are serious about furthering their careers within the Movement will now have a tool to help them reach their professional goals.” Accordingly, career consultations will be available at the conference and upcoming regional and All-Staff conferences where TPA has a presence.



**PILLARS
OF SUPPORT**

**SCHOLARSHIP
RECOGNITION
MENTORING
NETWORKING
TRAINING**

1990-PRESENT



**BOYS & GIRLS CLUBS
OF AMERICA**

WHILE THE GREAT FUTURES START HERE BRAND STRATEGY IS RELATIVELY NEW, THE CONCEPT BEHIND IT IS NOT. AFTER ALL, THE PROFESSIONAL ASSOCIATION IS PROOF THAT GREAT CAREERS START HERE, AS WELL.

Jon Evans serves on the national board of The Professional Association and is chief professional officer of the Boys & Girls Clubs of the Lewis Clark Valley in Lewiston, Idaho.

MEASURE OF SUCCESS

FORMULA FOR IMPACT HELPS BOARD VOLUNTEERS CONNECT WITH CLUB

By Paul Anderson



Paul Anderson is chief volunteer officer for the Boys & Girls Clubs of Greater Fort Worth, Texas.

My introduction to the Boys & Girls Clubs of Greater Fort Worth came back in 2000. My friend, a Club volunteer, invited me and a few other adults to shoot baskets in the gym. While I wasn't at the Club very long that night, I quickly saw the impact that the Club had on kids. It impressed me. In fact, it led me to become a volunteer myself. Five years later, I was offered the opportunity to join the board and I jumped at it. Since last year, it's been my honor to serve as board chair.

Over my dozen years of service, I've found the best way to engage new board volunteers is to introduce them to the Club. To visit the Club, meet caring adult staff, see kids engaged by programs and activities that blend fun with learning, one begins to really understand the impact of the Club Experience on young lives. That it's not just some place to go and shoot pool.

Last year, for instance, several of us on the board took part in an all-day playground build at our Northside Club. At the end of the day, I heard my peers use words like *exciting*, *rewarding* and *fun* to describe the experience. Seeing the results of their efforts made them feel good about being involved. **I believe the Formula for Impact strategy has that same ability to more fully connect board volunteers to their Club.**



Club kids tour Texas Christian University.



Paul, right, gets hands-on during the playground build.



Club kids experience their new playground.

SUCCESS IS IN THE DETAILS

Every organization today has some way to measure success. Without one, you have no means to recognize improvement. As vice president of marketing for a major railway, for instance, I regularly use metrics for financial planning and forecasting. That's why I believe the Formula for Impact is the wave of the future. It provides us with a more granular look at Club activities and programs. By seeing the finer details, we can better determine what works and what does not. And by demonstrating the resulting outcomes, we can also market them.

For example, the high school graduation rate in Fort Worth is a sobering 50 percent. Of Club youth who took part in our education and college prep programs in the 2010-11 school year, however, 96 percent of high school seniors earned their diploma. And 76 percent of those graduates enrolled in college.

Another good example is Comin' Up, our gang intervention program for former gang-involved youth. It's based on accomplishing and measuring what we call "life-changing events," such as getting a diploma, completing a GED, or being hired for a job. These accomplishments are reported to the City of Fort Worth, which underwrites the entire program. In a still-tough economy where Clubs nationwide are still seeing deep cuts in local funding, Fort Worth hasn't reduced its support by even one penny. That says a lot.

Metrics are exactly what the Formula for Impact is all about. Essentially, it proves the impact that Clubs have on our kids. Yes, charity is about having a heart and helping others. But more and more, supporters are looking for results. This strategy is going to be perfect to help meet such expectations.



The Fort Worth Club implemented Formula for Impact in 2011, beginning with Academic Success.

ALL ON BOARD

We formally adopted the Formula for Impact at our annual board retreat last October. Club leaders broke the Formula down to its core components, allowing us to see how the strategy dovetails between big picture and actual implementation. They demonstrated how performance will be measured and data collected to enable Clubs to make decisions based on hard facts. We had meaningful discussions on how impact leads to increased engagement and, in due course, to securing more resources.

If I have any concerns regarding metrics, it's that we can't treat a Boys & Girls Club like a big business. **We're here to help kids.** We don't want this to become "corporate America." To me, it's all about balancing fun with outcomes. How Clubs implement and execute the strategy, of course, is what will determine Movement-wide impact.



Volunteers paint a playground peace pole.



JOEL E. SMILOW

TRAINING SCHOLARSHIP PROGRAM

The Joel E. Smilow Training Scholarship Fund enables Boys & Girls Clubs of America to award scholarships to full-time Boys & Girls Club professionals to develop their professional skills. Established in 2004, the fund has since provided about \$200,000 a year in Smilow Training Scholarships to more than 1,000 professionals at Clubs and BGCA-affiliated Youth Centers on military installations. By developing their skills, staff members are able to make an even greater impact on youth.

This support is made possible by Joel E. Smilow, a longtime supporter of the Boys & Girls Club Movement. Boys & Girls Clubs of America is grateful to Mr. Smilow for his generosity and commitment to developing the skill sets of youth development professionals.

2011 SMILOW SCHOLARSHIP RECIPIENTS

Connie Adrian; Bellville, TX
Monica Alcorn; Eureka, CA
Nifara Ali; Long Island City, NY
Kimberly Allen, Japan
Danielle Altman; Wayne, NJ
Erin Anders; Greenfield, IN
Rebekah Arredondo; Hillsboro, TX
Steve Aucoin; Waterville, MA
Susana Avalos; Cathedral City, CA
Juan Avila; Mission, TX
Jarod Bailey, Japan
Eric Barge, Japan
Larry Bayle; Rutland, VT
Thomas Bigelow; Bullhead City, AZ
Ray Black; Madison, IN
Nathan Bowman; Alamogordo, NM
Ewell Bryant; Rochester, MN
Scott Byam, Japan
Beverly Campsey; Vernon, TX
Tina Carter; Glendive, MT
Traci Christler; Cleveland, OH
Mona Cielo, Japan
Lana Clark, Japan
Robert Clark; Portland, ME
Pedro Cohen; Corsicana, TX
Chance Cole; Madison, IN
Christopher Coleman; Salem, ME
Carlos Collazo; Redding, CT
Grace Connelly, Germany
Michelle Cox; North Chicago, IL
Joseph Cozart; Flint, MI
Debra Cuny; Anaconda, MT
Nichol Dailey; Frederick, MD
Merrilee Daniels, Japan
Tonya Derald; Lower Brule, SD
Staci Dietrich, Italy
Khristine Dornquast; Blooming Prairie, MN
Alexis Eggleton; Circleville, NY
Lincoln Ellis; Gary, IN
Cindy Faldon; Van Buren, AZ
Elton Fite; San Marcos, TX
John Flores; Randolph AFB, TX
Dave Font; Wayne, NJ
Donna Funk; North Chicago, IL
Ariel Gagliardo; Long Island City, NY
Melanie Gartner; Kingsville, TX
James Gaskin; Flint, MI
Robert Glotch; San Leandro, CA
Michael Goodwin; Salem, NH
Nikki Griel, Japan
Beverly Griffin; Greenville, TX
Patrick Guarino; Denison, TX
Craig Leon Guerrero, Japan
Heather Hanna, Germany
John-Luca Harbeson, Germany
Kathryn Hardebeck, Japan
Jennifer Helgeson; Louisville, KY
Rachel Hill; Salem, NH
Josh Hinshaw; Japan
Jennifer Hornbrook, Japan
Terence Hughes; Long Island City, NY
Robert Inch; Gary, IN
Christian Itin; Eureka, CA
Rosemarie Joiner; Gary, IN
Brian Jones; Marble Falls, TX
John Kane; Circleville, NY
Kathy Kasperek; Marble Falls, TX
Kris Kelly; Wayne, NJ
Andre Kennard; Corsicana, TX
Penney King; Kansas City, MO
Theresa Knight; San Antonio, TX
Adam Korbas; San Leandro, CA
Ann Kuiper, Japan
Laura Kuykendall; Sallisaw, OK
Robin LaCroix; Milford, NH
Vu Lam; Martinez, CA
Paul LaVoie; Bullhead City, AZ
Ann Leach, Japan
Lee Leach, Japan
Tim Lecrone; Waterville, ME

Teresa LeGrair; Akron, OH
Molly Lindburg; Rochester, MN
Jeremy Loanzon, Japan
Mandy Love; North Chicago, IL
Joseph Lynch; Wayne, NJ
Karen MacDonald; Portland, ME
Michelle Malin; Escondido, CA
Alison Martin; Gary, IN
Patricia Martinez, Italy
Michelle McClelland, Germany
Roger McCoy; Kansas City, MO
Daphne McDole; San Marcos, TX
Cris McGough; Arkadelphia, AZ
Mike McHorney; Canon City, CO
Maria Medina; Vernon, TX
Robert Mendes; New Bedford, ME
Audrey Messersmith; Italy
Ann Messinger, Portland, ME
Patricia Miller; Ridgecrest, CA
Chizuko Morita, Japan
Zukiswa Mpande; Rochester, MN
Phyllis Murray; Wallingford, CT
Emi Nakajima, Japan
Robert Nelson; Flint, MI
Denise Niblack, Japan
Francheska Page, Japan
Randy Pedro, Germany
John Perez; Kingsville, TX
Kristen Petrie, Japan
Davisen Poorcelan, Germany
Cesilie Price; North Chicago, IL
Sue Proctor, Japan
Noreen Reininger; Sallisaw, OK
Randy Reyes, Japan
Katherine Reynolds, Germany
Young Reynolds, Japan
Woods Rheizielle, Japan
Geoffrey Rhinehart, Japan
Adam Rhoades, Japan
Tim Rittgers; West Des Moines, IA

Scott Robinson; Cathedral City, CA
Andrew Ronje; Trinity, TX
Tina Rosselle; San Leandro, CA
Naomi Ruiz, Japan
Kevin Salemi; Salem, NH
Susan Schade; Escondido, CA
Libby Schiff; Escondido, CA
Donald Schreiner; Kansas City, MO
Jennifer Schwichtenberg; Denison, TX
Joanne Scott; Salem, MA
Laura Setzer; Lancaster, CA
Danny Sherlock; Escondido, CA
Mary Sherman-Ahrens; Blooming Prairie, MN
Atsuko Shigeta, Japan
Sandra Skaug; San Leandro, CA
Allen Smith; Cleveland, OH
David Smith; Kansas City, MO
Elizabeth Smith; Eureka, CA
Jenny Smith; Greenville, TX
Kris Smith; Wayne, NJ
Sandy Smith; Vernon, TX
Ron Soeder; Cleveland, OH
Amy Irene Sonesen; Douglas, WY
Lynelle Sparks; Hillsboro, TX
Helen Spencer, Japan
Treasure Standeford; Nowata, OK
Gary Stephani; Agoura Hills, CA
Tiffany Stevenson, Japan
Lisa Stewart; Rock Springs, WY
Cailin Stockdale; West Des Moines, IA
Cory Sullivan; Milford, NH
Susan Taylor; Milford, NH
Mark Terry; San Marcos, TX
Tiffany Thallman, Japan
Mike Thomas, Japan
Melissa Tierney; Glen Cove, NY
Teri Tomlinson; Bullhead City, AZ
Franca Trunzo; Glen Cove, NY
Tuong Truong; Martinez, CA
Barbra Upton-Garvin; Kansas City, MO

Candice van der Meulen; Japan
Mary Vonghom, Japan
Griffin Walker; Coffeyville, KS
Laura Walker; Jacksonville, AZ
Jodie Warth; Des Moines, IA
Christopher West; Cleveland, OH
Michael Weston, Italy
Jennifer White; Brockton, MA
Keiko Whitlow, Japan
Gordon William, Japan
Tim Wills; Aberdeen, MD
Deronne Wilson; Columbia, MO
Jeremy Wilson; Monticello, AZ
Nicole Wright, Japan
Itsuko Yamazaki, Japan

ELECTION-YEAR GUIDELINES FOR CLUBS

By Kevin McCartney

The Boys & Girls Club Movement has an excellent reputation for positively impacting kids and communities. For this reason, Club executives are sometimes approached by political parties or candidates seeking to align themselves with the Boys & Girls Club in their community. Boys & Girls Clubs of America's Office of Government Relations is happy to provide some guidelines for responding to these requests.

View
from the
Potomac

- **BGCA and Boys & Girls Clubs are nonpartisan.** As nonprofit organizations, we are prohibited from supporting or opposing any party or candidate for political office. This is true at the local, state and federal level.
- **We advocate for kids, not candidates.** You can open your Club doors to any elected official or candidate who wishes to learn more about our work. Use these opportunities to educate officials and candidates about the critical needs of young people and the important ways Clubs serve them.
- **Avoid the appearance of partisanship by offering “equal time.”** If you open your Club to an elected official or candidate, please remember to extend an invitation to his or her opponent(s) as well.
- **Visit marketing.bgca.org.** Find facts, statistics and messaging materials you can share about the need for and the value of Boys & Girls Clubs.



(From left) In January, BGCA Board Chair-Elect Ron Gidwitz, BGCA President Jim Clark, Sen. Daniel Inouye (D-HI) and BGCA Sr. V.P. Kevin McCartney met in Washington, D.C.

ENCOURAGE BROAD SUPPORT

Keep these guidelines in mind when working with elected officials. Also, remember that these same people play a critical role in a Boys & Girls Club's ongoing capability to serve young people and communities. Elected officials, such as those pictured here, will occasionally meet with Club leadership to learn more about an organization. Or they will visit a Club in their district to see the services it provides firsthand. It is very important to utilize such meetings to inform officials of young people's crucial needs and how your organization supports them.

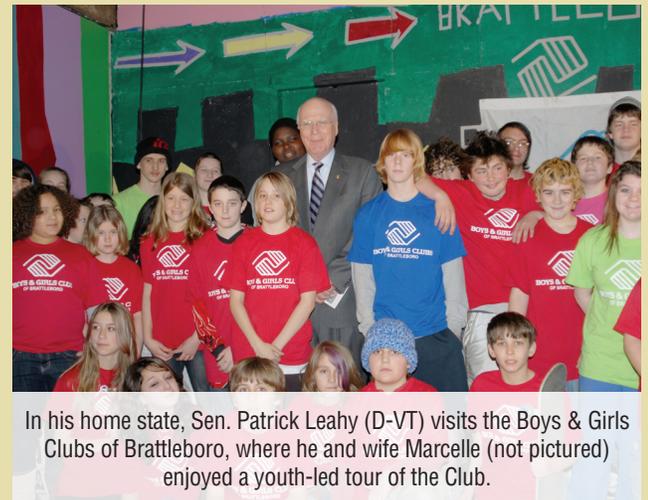
If we all work together – national staff, Club executives and board leaders – we can make sure officials in all our communities, regardless of party affiliation, are well-informed about the critical impact Clubs have on kids. Such widespread, bi-partisan support will help us secure the resources to ensure our collective success.

If you have questions or concerns about how to interact with a candidate or party, please email Government Relations at governmenrelations2@bgca.org.

Kevin McCartney is senior vice president of Government Relations for BGCA.



In a tour of the Boys & Girls Club of Greater Haverhill, Mass., Sen. Scott Brown (R-MA) played basketball with Club members and participated in an arts and crafts project.



In his home state, Sen. Patrick Leahy (D-VT) visits the Boys & Girls Clubs of Brattleboro, where he and wife Marcelle (not pictured) enjoyed a youth-led tour of the Club.



Rep. C. W. Bill Young (R-10th District) presented the Boys & Girls Clubs of the Suncoast in Largo, Fla., with a \$164,000 grant from the Department of Justice, Office of Justice Programs. It will enable the organization to provide mentoring services to the children of the numerous military families in the area.

NOW AVAILABLE FROM

 SignWorks

THE "BLUE DOOR" BILLBOARD POSTERS AND VINYL BANNERS



Where Do
Great Futures
Start?

GreatFutures.org  BOYS & GIRLS CLUBS



Academics.
Health.
Character.

GreatFutures.org  BOYS & GIRLS CLUBS



It's 3pm.
Where are your kids?

GreatFutures.org  BOYS & GIRLS CLUBS



4,000 Clubs.
4 Million Futures.

GreatFutures.org  BOYS & GIRLS CLUBS



"The Club
saved my life."

GreatFutures.org  BOYS & GIRLS CLUBS

- ART WORK ON FILE
- QUICK TURNAROUND
- CUSTOMIZATION AVAILABLE

Sign up at THECOMPANYSIGNSHOP.COM/BGCA

Contact Betsy Lyons at Circle Graphics for quotes and additional information.

(P) 303.968.7512 (E) blyons@circlegraphicsonline.com

