GREAT FUTURES 2025 STRATEGIC DIRECTION

Purpose:
To inspire and empower Club youth to achieve success and champion opportunities for all young people in America.

Priorities:
• Increase Program Quality
• Strengthen Organizations
• Advocate for Youth Development
• Reach More Youth

The Goal:
To increase the percentage of Club members reporting an optimal Club Experience to 75%.
Key Takeaways

• The Club Experience indicator is a valuable measure of quality
  o It honors the member perspective
  o It is validated
  o It is not perfect

• Additional measures of quality support learning, planning, and improvement
Our Formula for Impact

Young People Who Need Us Most + Outcome-Driven Club Experience = Priority Outcomes

Five Key Elements for positive youth development + High-Yield Activities + Targeted Programs + Regular Attendance

Priority Outcomes:

- Academic Success: Graduate from high school ready for college, trade school, military or employment
- Good Character & Citizenship: Be an engaged citizen involved in the community, register to vote and model strong character
- Healthy Lifestyles: Adopt a healthy diet, practice healthy lifestyle choices and make a lifelong commitment to fitness
NYOI Member Survey

Measures indicators of:
• Academic Success
• Good Character and Citizenship
• Healthy Lifestyles
• Members’ Club Experience

Administered annually, in the spring

Versions:
• Youth survey (ages 9-12) and teen survey (13+)
• English and Spanish options
• Web or paper administration
• Base survey plus optional modules
The **Five Key Elements for Positive Youth Development** are crucial to an optimal Club Experience. When Clubs create an **optimal Club Experience**, they:

1. **Provide a safe, positive environment**
2. **Create fun and a sense of belonging**
3. **Build supportive relationships**
4. **Set high expectations and provide new opportunities**
5. **Provide formal and informal recognition**
Youth voice is central to our work

My club is like a second home, therefore I know if I need help or someone to confide in I know there is someone there for me – 15 year old

You should go to my Club because you’ll have a good time there – 9 year old

My club pushes the members to be successful and to always follow your dreams no matter what happens in your life – 17 year old

My favorite thing about this club is that even if my friends are all gone there is always someone I can talk to – 11 year old
How do you measure an experience?
Data ... Measurement ... Research ...
What is the Club Experience Indicator?

It’s an **indicator of quality** at the Club level.

It’s made up of multiple measures.

It gauges how members perceive the supports and connections they receive at the Club.
What is the Club Experience Indicator?

Key features

• Based on extensive research

• Validated

• Indirect indicator of quality

• Does not directly assess practices
What is the Club Experience indicator?

The Club Experience indicator is made up of **seven measures** within the NYOI Member Survey.

These seven measures align with the Five Key Elements for Positive Youth Development:

<table>
<thead>
<tr>
<th>Key Element for Positive Youth Development</th>
<th>Club Experience Measure on the NYOI Member Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe, Positive Environment</td>
<td>Emotional Safety</td>
</tr>
<tr>
<td>Fun</td>
<td>Physical Safety</td>
</tr>
<tr>
<td>Supportive Relationships</td>
<td>Sense of Belonging</td>
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<tr>
<td>Opportunities and Expectations</td>
<td>Fun</td>
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<tr>
<td>Recognition</td>
<td>Adult Connections</td>
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<td></td>
<td>Staff Expectations</td>
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<td></td>
<td>Recognition</td>
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</table>
Picture a Time …

Consider the following question:
*I feel like my ideas count here*

Think about a time when you would have answered “Strongly Agree” during your childhood
Some Sample Questions

- I feel like my ideas count here
- I feel safe when I am at the Boys & Girls Club
- I feel respected by staff at the Boys & Girls Club
- There is an adult who always wants me to do my best
- I enjoy coming to the Boys & Girls Club
- Staff notice when I try hard
- About how many staff could you talk to if you are mad or upset about something?
How is the Data Scored?

• The Club Experience data is scored using thresholds, or categories.
• 3 to 7 questions are asked about each Club Experience measure.
• Members’ responses are scored based on their pattern of responses.
• Within each Club Experience indicator, a member’s responses are categorized as:
  - Optimal (Doing Great)
  - Indeterminate (Doing Fine)
  - Insufficient (Room To Grow)
Emotional Safety

How much do you agree or disagree with the following statements? (Answer choices: Strongly Agree, Agree, Disagree, Strongly Disagree)

Think back to your experience in 9th Grade.

1. People make sure rules about how we treat each other are followed.
2. I feel respected by staff at the Boys & Girls Club.
3. I feel respected by other kids at the Boys & Girls Club.
4. This Boys & Girls Club has rules for how people are supposed to treat each other.
# Emotional Safety Scoring

<table>
<thead>
<tr>
<th>Optimal / Great</th>
<th>Indeterminate / Doing fine</th>
<th>Insufficient / Room to grow</th>
</tr>
</thead>
</table>
| • At least *Agree* to all  
• *Strongly Agree* to 2+ questions | • Answered at least 2 questions | • *Disagree* or *Strongly Disagree* to 2+ questions |
POLL:

Having scored your responses, what was your experience with Emotional Safety in 9th Grade?

- Optimal/Great
- Indeterminate/Doing fine
- Insufficient/Room to grow
- I couldn’t figure out the scoring
Why is the Data Scored this way?

• It allows us to articulate clear criteria for what makes up a Great Club Experience

• “Optimal” represents the experience necessary for members. This is according to both:
  • Youth development research
  • What we have learned from Clubs over the years
Overall Club Experience Scoring

Members’ Overall Club Experience Indicator is scored based on their responses to each of the 7 components.

- **Optimal / Great**
  - 3 of 7 Optimal
  - 0 Insufficient

- **Indeterminate / Doing fine**
  - Does not meet other criteria

- **Insufficient / Room to grow**
  - Insufficient in 2+ measures

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GREAT FUTURES 2025
Like any other indicator...

It has limitations

• The quality of the data is contingent on good survey administration
• It comes from the perspective of (little) human beings
Like any other indicator…

It has **unique strengths**

- It honors the youth experience
- Scaled across the Movement
- Allows us to learn and compare
- It is actionable
Club Experience Measures (% Optimal)

- Emotional Safety: 39%
- Sense of Belonging: 41%
- Fun: 49%
- Adult Connections: 54%
- Physical Safety: 58%
- Recognition: 51%
- Staff Expectations: 69%

Source: 2016 NYOI Member Survey
What Influences the Club Experience

• Quality of survey administration
• Age of the member
• Site & org characteristics
• Staff practice
• Staff development

Member Age and Club Experience

- Age 9-12: 33%
- Age 13-15: 43%
- Age 16-18: 61%
We need other measures

• To drive learning
• To triangulate from multiple perspectives
• To learn more about members’ experience
• To get information about Club inputs
What questions do you have about the Club Experience indicator?
Additional measures of quality

1. To measure staff practices more directly
   - Staff Survey
   - Structured Observations

2. To better understand members’ experiences
   - Focus groups / Listening sessions

3. To gauge change and improvement
   - Quick pulse checks
STAFF SURVEY

Purpose
Measures the staff practices that create a high quality Club Experience

Audience
All Club staff

Administration
Annual (coming up: April 17th – May 19th)
Anonymous
STAFF SURVEY

Sample Areas
• Establishing caring relationships
• Planning activities and programs
• Safety practices
• Youth input and agency
• Staff satisfaction
• Teamwork
Professional Development Influences the Club Experience

Staff who received beneficial professional development have a higher percentage of members with an optimal experience.

- Benefitted from formal training: 47%
- Did not receive formal training: 35%
- Benefitted from a development plan: 48%
- Did not create a plan: 35%
- Benefitted from supervisor observation: 42%
- Was not observed: 26%
Structured Observations

Sample of standards currently being tested:

1. Club staff provide a welcoming environment.
2. Club staff are role models of positive and respectful adult relationships.
3. Club staff use positive behavior management skills to address behavioral issues.
4. Program solicits and incorporates youth voice.
5. Program activities have appropriate schedule, flow and duration.
6. Program offers project-based, hands-on, engaging activities.
Standards & Assessment Pilot

• Drafted using research-informed models
  • Youth Program Quality Assessment
  • Various state standards for program quality
  • Formula for Impact Assessment
  • Other similar tools

• Being tested via a pilot
  • Annual self-assessment
  • Periodic third party assessment

• Review a draft
  https://www.bgca.net/Operations/DCM/Pages/Peer_Assessment.aspx
Focus Groups / Listening Sessions

Purpose

• Getting at the stories and experiences behind the numbers
• Follow-up questions & clarifications
• Building community
• Modeling growth & learning
Pulse Checks

- Toolkit of brief Club Experience-related measures to select from, based on needs
- Creative administration methods
- Tools for use with younger members (6-8)
- Flexible cadences for quick feedback (e.g. weekly, monthly, etc.)
Tools to Support Data Use - Now

• Club Experience data
  • 2017 member survey closes April 14 (web only)
  • View prior year results on outcomes.bgca.net

• Focus group agenda and questions

• Staff Survey data
  • 2017 survey starts on April 17
  • View prior year results on My Data on BGCA.net
My Data on BGCA.net
Tools to Support Data Use - Soon

SUMMER

• Club Experience reports on My Data
• New benchmarks
• Data for individual questions from the member survey

FALL

• Program quality standards and assessments
  • Current draft: https://www.bgca.net/Operations/DCM/Pages/Peer_Assessment.aspx
• Toolkit to support quick pulse checks on member experiences, staff practices, and parent feedback
Using Club Experience Measures

• Use for continuous improvement
  • Establish a baseline; monitor progress on an ongoing basis
  • Site-led improvement plans
  • Board and executive-led annual and strategic plans

• Drill down
  • Site level data
  • Look at the different measures and group

• Get a 360° view
Key Takeaways

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Contact Information

Elizabeth Fowlkes  
Senior VP, Planning & Measurement  
404.487.5733 | efowlkes@bgca.org

Omar Guessous  
National Dir., Evaluation & Insights  
404.487.5853 | oguessous@bgca.org

Planning & Measurement  
measurement@bgca.org
## Upcoming Webinars on the Plan

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td>April 19 &amp; 20</td>
<td>How Rural Clubs Fit into the Great Futures 2025 Plan</td>
</tr>
<tr>
<td>April 25 &amp; 27</td>
<td>Training and Development Opportunities</td>
</tr>
<tr>
<td>May 1 &amp; 3</td>
<td>Metro Services</td>
</tr>
<tr>
<td>May 1 &amp; 2</td>
<td>Military Services</td>
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<tr>
<td>May 2 &amp; 3</td>
<td>Native Services</td>
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Some of my favorite things about my club is that I have staff and close friends who care a lot about me and want me to be the best person I can. They make sure that I go in the right path and make sure I strive for excellence. Also, I grew up in my club so for the staff to be proud of me just make me smile and reminds me that these people are always here for me no matter what.

– 13 year old
BOYS & GIRLS CLUB MOVEMENT

GREAT FUTURES 2025

GreatFutures2025@BGCA.org
www.bgca.net/GreatFutures2025
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