

Dr. Matthew Tolbert,

Professor and Director of the Center for Learning
Innovation and Research: Southern Adventist University

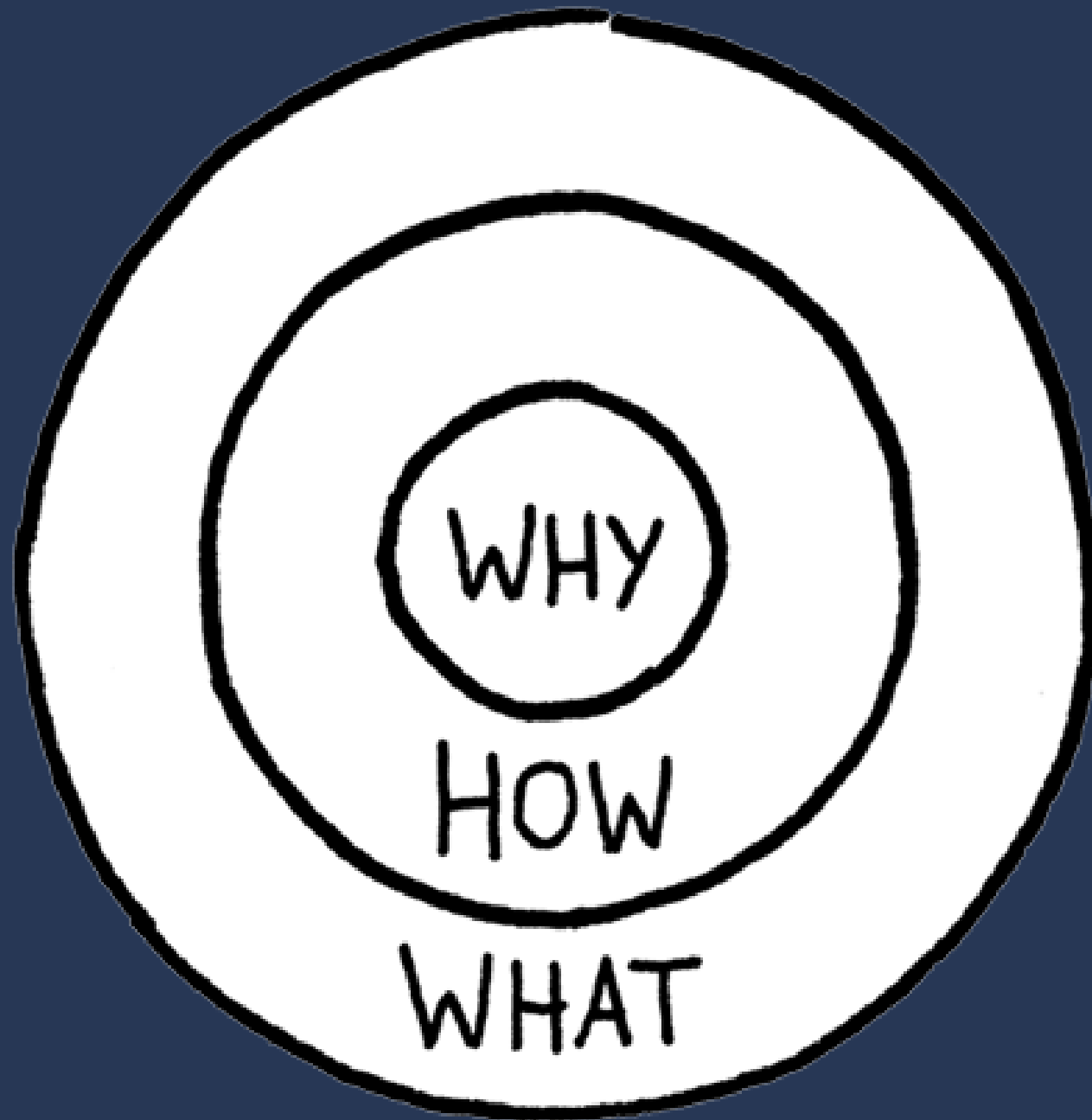
Shawna Staup,

Director of Community Impact, UWOR



Start with Why





“For great leaders,
The Golden Circle is in
balance. They are in
pursuit of **WHY**, they hold
themselves accountable
to **HOW** they do it and
WHAT they do serves as
the tangible proof of what
they believe.”

-Simon Sinek, *Start with Why*

Local Example



KARIS
COMMUNITY HEALTH

Care for Those in Need

Housing United

BRADLEY  COUNTY
**HOUSING
COALITION**



Housing United

The
**Caring
Place** 

**LEAD
UNITED** 
NONPROFIT SUMMIT

Use Clear Language

GOAL

**INDICATOR
OF SUCCESS**

OUTPUT

OUTCOME

**MEASURE-
MENT**

GOAL

BROAD FOCUS OF A PROGRAM/DESIRED RESULT

**ex: Break the Cycle of Poverty,
Stable housing for low-income households**

INDICATOR OF SUCCESS

**SPECIFIC & MEASURABLE DIRECTION FOR
MEETING THE GOAL**

ex: Increase availability of affordable, permanent housing

OUTPUT

PROGRAM ACTIVITIES/WHAT YOU DID

**ex: # case management services provided,
of classes offered, # landlords contacted**

OUTCOME

MEASURED CHANGE INDICATING SUCCESS

**ex: % decrease in experiences of homelessness,
% increase in individuals sustainably housed**

**MEASURE-
MENT**

EFFECTIVE TOOLS FOR MEASURING OUTCOMES

**ex: Point In Time Count,
case management program survey, etc.**

Goals & Indicators of Success



1 GOAL

AT YOUR TABLE, IDENTIFY A SHARED COMMUNITY GOAL

2 INDICATOR(S) OF SUCCESS

**SPECIFIC
MEASURABLE
TIME-SENSITIVE**

Outputs & Outcomes

Quantity

Quality

Effort

How much service
did we deliver?

How well did we
deliver it?

#

%

#

%

Effect

How much change
did we produce?

What quality of change
did we produce?

Is anyone better off?

CLEAR IMPACT LLC, 2017

Quantity

Quality

Effort

**LEAST
Important**

Also Important

#

%

#

%

Effect

**MOST
Important**

Is anyone better off?

CLEAR IMPACT LLC, 2017



“It can be scary to look at whether anyone is better off. But then you ask people, ‘**Why** did you go into this profession in the first place? *Why* did you become a teacher, social worker, a public health nurse, a police officer?’ The answers are all in the lower right quadrant.”

- Mark Friedman, *Trying Hard is Not Good Enough*



3

OUTPUTS

What did we do?

**ex: # case management
services provided,
of classes offered,
landlords contacted**

4

OUTCOMES

Is anyone better off?

**ex: % decreased in
experiences/length of time
homelessness,
% increase in households
sustainably housed**

Measurements



5

MEASUREMENTS

CLIENTS SERVED

Client tracking

-# of clients who received a service

-# of clients of obtained permanent housing

SELF-REPORT

Surveys from clients/staff/landlords/service providers

EVIDENCE OF CHANGE

Change in circumstances/behavior/skills

QUESTIONS?

SHAWNASTAUP@UNITEDWAYOCOOE.ORG

MTOLBERT@SOUTHERN.EDU

