



Design for Success

Planning Projects with the end in mind



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Where we're headed today

- 1. Bedrock:**
 - **Vision** How will we make a difference?
 - **Community** Difference for whom?

- 2. Building Blocks**
 - **Strategic Direction** Where should we focus our efforts?
 - **Outcomes** What would success look like for us?

- 3. Construction**
 - **Theory of Change** How will we get there?
 - **Benchmarks** Are we getting there?

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Our collective mission

wordle.net



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How we'll get there

- YOUR engagement
- Case Studies
- Strategic focus
- "Table" teams developing game plan



"It's all about the conversation"

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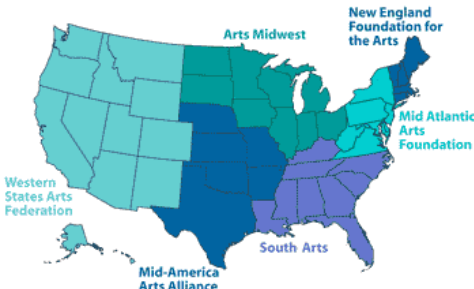
Introductions

Around your table, please share (30 seconds each)

1. Name
2. Organization
3. Role
4. How long you've been affiliated with your org.
5. One word to describe your organization's purpose

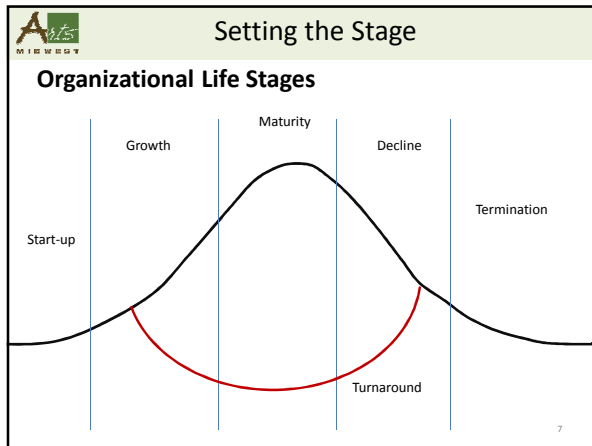
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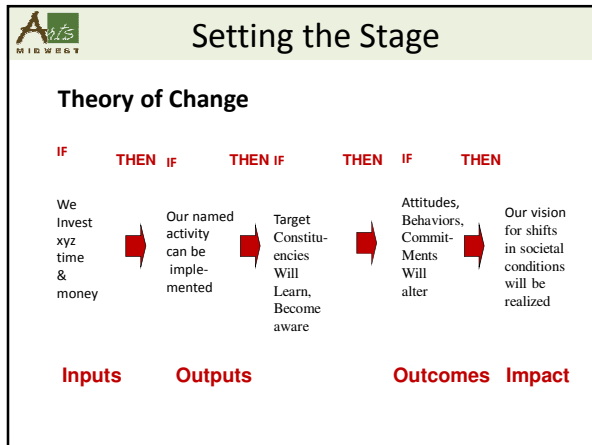
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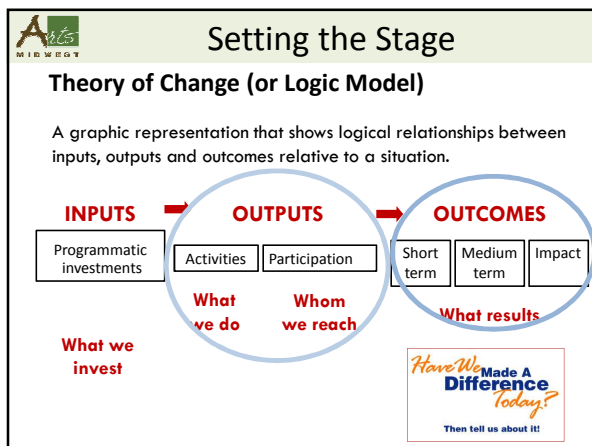



Cultural Vitality

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What's the difference you wish to make in your community?
VISION



wish to make
 In society?

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Vision


A future free from homophobia and all other discrimination.
 --Gay Men's Chorus of Los Angeles

A world in which differences are celebrated!
 --Diverse Harmony, a gay/straight alliance youth chorus, Seattle

The world will recognize and embrace queer people.
 --One Voice Mixed Chorus, St. Paul, MN

Creating a more tolerant society through the power of music.
 --Boston Gay Men's Chorus

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Worksheet 1: Vision Statement

What is that "timeless" or "enduring" vision for your community, for society, that is the source of inspiration for your work?

Share your vision. 30 seconds per person.

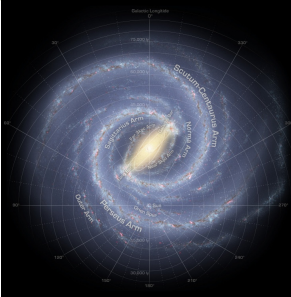
What human, economic, civic, environmental condition 'fires' your work?

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Making a difference with and for whom?

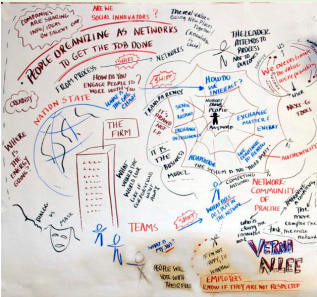
MAPPING YOUR COMMUNITY



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Where Are Your Networks?
What relationships are the keys to your success?

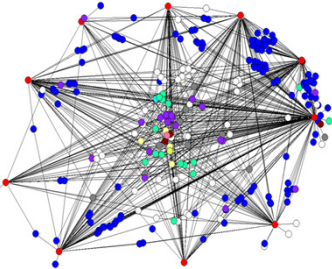


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What Are Your Social Networks?

Ten community cultural organizations and the institutions they stayed in contact with over one year



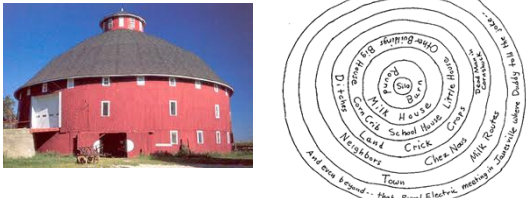
Stern, M. (2008). From Creative Economy to Creative Society. University of Pennsylvania, Social Impact of the Arts Project. <http://www.trfund.com/resource/downloads/creativity/Economy.pdf>

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The Round Barn Community

Center of the Dairy Community

Community Through a Child's Eyes



Jacqueline Dougan Jackson (1997). *Stories from the Round Barn.*

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Map YOUR Community

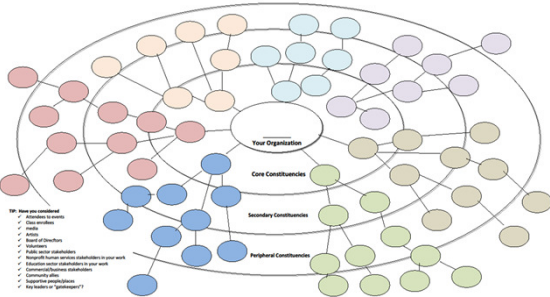


- Consider your connections/interconnections
- Consider the assets and partnerships can you engage
- Label on that map the community of need or opportunity that you wish to address

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Worksheet 2: Community Map

Share one "aha" new constituency.
30 seconds per person.



Tip: How are you connected?

- ✓ Share with friends
- ✓ Share with family
- ✓ Share with neighbors
- ✓ Share with colleagues
- ✓ Share with students
- ✓ Share with former and/or current students
- ✓ Share with former and/or current employees
- ✓ Share with former and/or current volunteers
- ✓ Share with former and/or current board members
- ✓ Share with former and/or current staff
- ✓ Share with former and/or current partners
- ✓ Share with former and/or current sponsors
- ✓ Share with former and/or current donors
- ✓ Share with former and/or current supporters
- ✓ Share with former and/or current advocates

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Where should we focus our efforts?
WHAT'S OUR STRATEGY?



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Strategy

Strategy:
An approach to achieving your vision which is

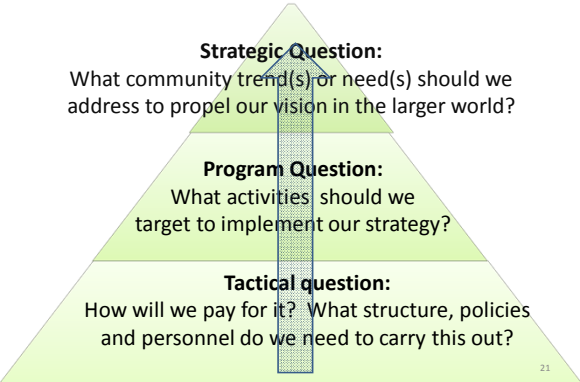
- A focused, integrated course of action
- Cohesive and externally driven
- An approach to addressing major strategic issues and opportunities



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Strategic Focus




Strategic Question:
What community trend(s) or need(s) should we address to propel our vision in the larger world?

Program Question:
What activities should we target to implement our strategy?

Tactical question:
How will we pay for it? What structure, policies and personnel do we need to carry this out?

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Case Study: One Voice Mixed Chorus


- **Vision:** Through our artistic expression the world will recognize and embrace queer people.
- **Strategic Direction:** Increased visibility and identity for our work, greater depth of artistic experience, and *more strategic* artistic and collaborative choices
- **An outcome:** Minnesota youth will recognize and respect queer people. Queer youth will feel safe and supported in their schools.

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One Voice Mixed Chorus Programming Choices Strategy Screen

STRATEGY SCREEN	Strategic Option A	Strategic Option B	Strategic Option C
Does it fit and enhance our mission of building community and creating social change?			
Does the project effectively and directly confront homophobia ? Does it challenge our comfort-level as an organization (in a good way)?			
Is it transformational, inclusive, authentic and innovative?			
Will our members and staff get excited about this project?			
Does the project support or increase our artistic quality, or if not, does the benefit in another area outweigh this goal?			
Do we have the capacity or will it build capacity? Are the staff time and resources demanded for this event balanced with the gain for the org.?			
Does the project support or increase our artistic quality , or if not, does the benefit in another area outweigh this goal?			
Is the project marketable – will it build or deepen audiences?			
Is the project financial sustainable or affordable?			

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Worksheet 3: Strategic Focus


What community trend or need should we address to propel our vision in the larger world?

Hint: is your strategic focus clearly articulated, easily understood and, *focused*? Is it “externally driven” by community need? Is it manageable, realistic, and aligned with the core competencies and culture of your organization?


*Share your strategic focus.
30 seconds per person.* 24



What would success look like?
OUTCOMES



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What's an outcome?

In this context,

1. A *result* you'd like to see accomplished.
2. A desired change of action—behaviors, practices, decisions, policies, social programs


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Focus on Outcomes

A graphic representation that shows logical relationships between inputs, outputs and outcomes relative to a situation.


INPUTS	OUTPUTS	OUTCOMES
Programmatic investments	Activities Participation	Short term Medium term Impact
What we invest	What we do Whom we reach	What results



 **What's an outcome?**


1. A safe and accepting environment for all youth is created [and embraced].
--Dreams of Hope, Pittsburgh
2. Increased tolerance, self-esteem and embracing the "other" is evidenced through our projects.
--Boston Gay Men's Chorus
3. Meaningful connections with youth are in place through collaborations and long term school relationships.
--One Voice Mixed Chorus, St. Paul

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 **Case Study: Boston Gay Men's Chorus**

- **Vision:** Creating a more tolerant society through the power of music
- **Strategic Direction:** Pushing beyond the boundaries of our core community of support to focused efforts that are clearly "making a difference in the community"
- **An Outcome:** social change is fostered among teens, their families and the public schools

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 **Worksheet 4: Outcome(s)**

What is one **result**, a desired change of action [behaviors, practices, decisions, policies, social programs] you'd like to see accomplished by your organization that would propel you toward your vision?


Hint: Must be manageable, realistic, and aligned with the core competencies and culture of your organization!

*Share your outcome(s).
30 seconds per person.* 30




Our Theory of Change
PUTTING IT ALL TOGETHER

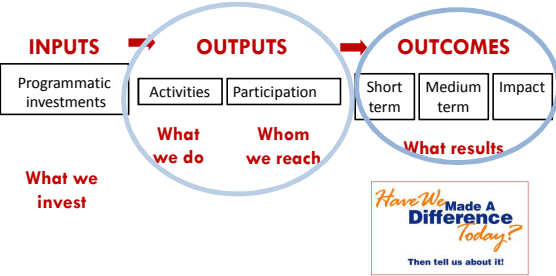
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Setting the Stage

Theory of Change (or Logic Model)

A graphic representation that shows logical relationships between inputs, outputs and outcomes relative to a situation.




INPUTS → **OUTPUTS** → **OUTCOMES**

Programmatic investments → Activities | Participation → Short term | Medium term | Impact

What we invest **What we do** **Whom we reach** **What results**


Have We Made A Difference Today?
Then tell us about it!



Breaking it down

OUTCOMES
What results for individuals, businesses, communities....


SHORT	MEDIUM	LONG-TERM
Learning	Action	Conditions
Awareness	Behavior	Human
Knowledge	Practice	Economic
Attitudes	Decisions	Civic
Skills	Policies	Environment
Opinion	Social action	
Aspirations		
Motivation		



Breaking it down

OUTPUTS


What we do	Whom we reach
<p>ACTIVITIES</p> <ul style="list-style-type: none"> Workshops Counseling Research Facilitation Product development Curriculum design Trainings Conferences 	<p>PARTICIPATION</p> <ul style="list-style-type: none"> Participants Clients Customers Users



Breaking it down

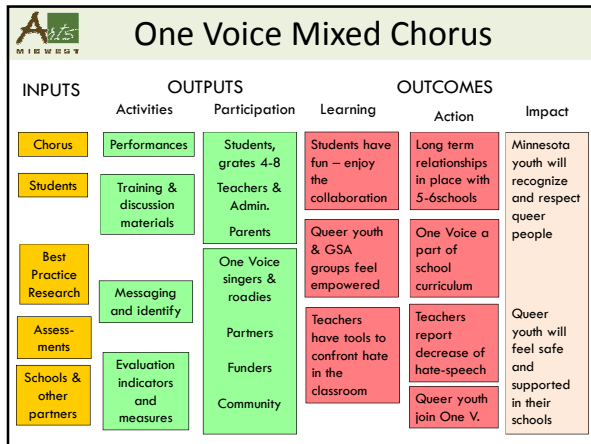
INPUTS

- FACULTY
- STAFF
- MONEY
- TIME
- VOLUNTEERS
- PARTNERS
- EQUIPMENT



ArtsLab—an example

INPUTS	OUTPUTS	OUTCOMES		
		Learning	Action	Impact
Money	Peer Retreats	Gain skills in effective leadership practice	Orgs. take appropri. actions to sustain future	Sustained future for 21 st C. arts
Partners	Assessment & Planning	Understand their own leadership style	Decision-making integrated / strategic	Increase pool of leadership in region
Research	Consultants	Knowledge of strategic develop. enhanced	Leadership behavior matures	Enhanced arts contribution to civic life
Coaches & Trainers	Advancement Grants	<div style="border: 1px solid green; border-radius: 50%; width: 60px; height: 60px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <div style="text-align: center; padding: 2px;">Grantees Boards Volunteers Stakeholders</div> </div>		



Activities
What work will you to achieve your desired results?

- 1.
- 2.
- 3.
- 4.

Participants
For whom? Who will be involved?

- 1.
- 2.
- 3.
- 4.



Hint: Must be manageable, realistic, and aligned with your core competencies and help you achieve the outcomes and vision you have now clearly articulated.

INPUTS	OUTPUTS		OUTCOMES			IMPACT
	Activities	Participants	Short Term (learning)	Medium Term (action)	Long Term (conditions)	
In order to accomplish our set of activities we will need the following:	In order to address our problem or asset development we will accomplish the following activities:	We expect that once accomplished these activities will produce the following service delivery on behalf of these participants:	As a result of these activities, in the short term we expect that the following learning or immediate effect will be demonstrated:	We expect that if accomplished these activities will lead to the following changes in the next 1-3 years:	As a result of the program, the following changes in conditions in the community or society will be manifested:	

Logic Model Framework

Assumptions: []


Environmental Influences: []

Are we getting there? How do we know?

EVALUATION

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Worksheet 7: Evaluation

Columns in red focus on the question "Are we making a difference?"

Based on the Logic Model Framework

INPUTS	OUTPUTS		OUTCOMES		IMPACT
	Activities	Participants	Short Term (learning)	Medium Term (action)	Long Term (conditions)
What are the questions?	What are the questions?	What are the questions?	What are the questions?	What are the questions?	What are the questions?
What are the indicators?	What are the indicators?	What are the indicators?	What are the indicators?	What are the indicators?	What are the indicators?
What are the measurement tools?	What are the measurement tools?	What are the measurement tools?	What are the measurement tools?	What are the measurement tools?	What are the measurement tools?

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Telling your Story

Storytelling criteria

1. Tell a story about an actual person using descriptors so listener can visualize the person
2. Use words that emotionally connect the listener to your work and the person you're speaking about. No jargon.
3. Share specific examples of your work and how it makes a difference in the life of a real person.

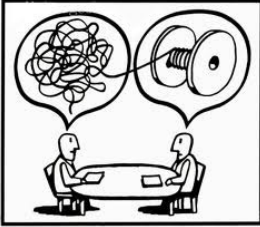
The story must be told in 2 minutes or less

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Remember

- Change takes time
- Change takes teamwork
- Change takes intentionality, "planfulness"
- Change takes relationships
- Change takes communication



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A Gallery Walk
SHARING YOUR GAMEPLAN

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THANK YOU!

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CONTACTING SHARON

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