



ARE WE MEASURING TRANSFORMATION OR JUST PARTICIPATION? A HOLISTIC FRAMEWORK FOR IMPACT

**PASE 2026 Emerging Leaders in Nonprofit
Management**

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Trotman & Jasmine Lewis

TEAM INTRODUCTIONS



KIRSTEN BOWENS

StreetSquash

Manager of College Access



ANNA-LISA TROTMAN

READ 718

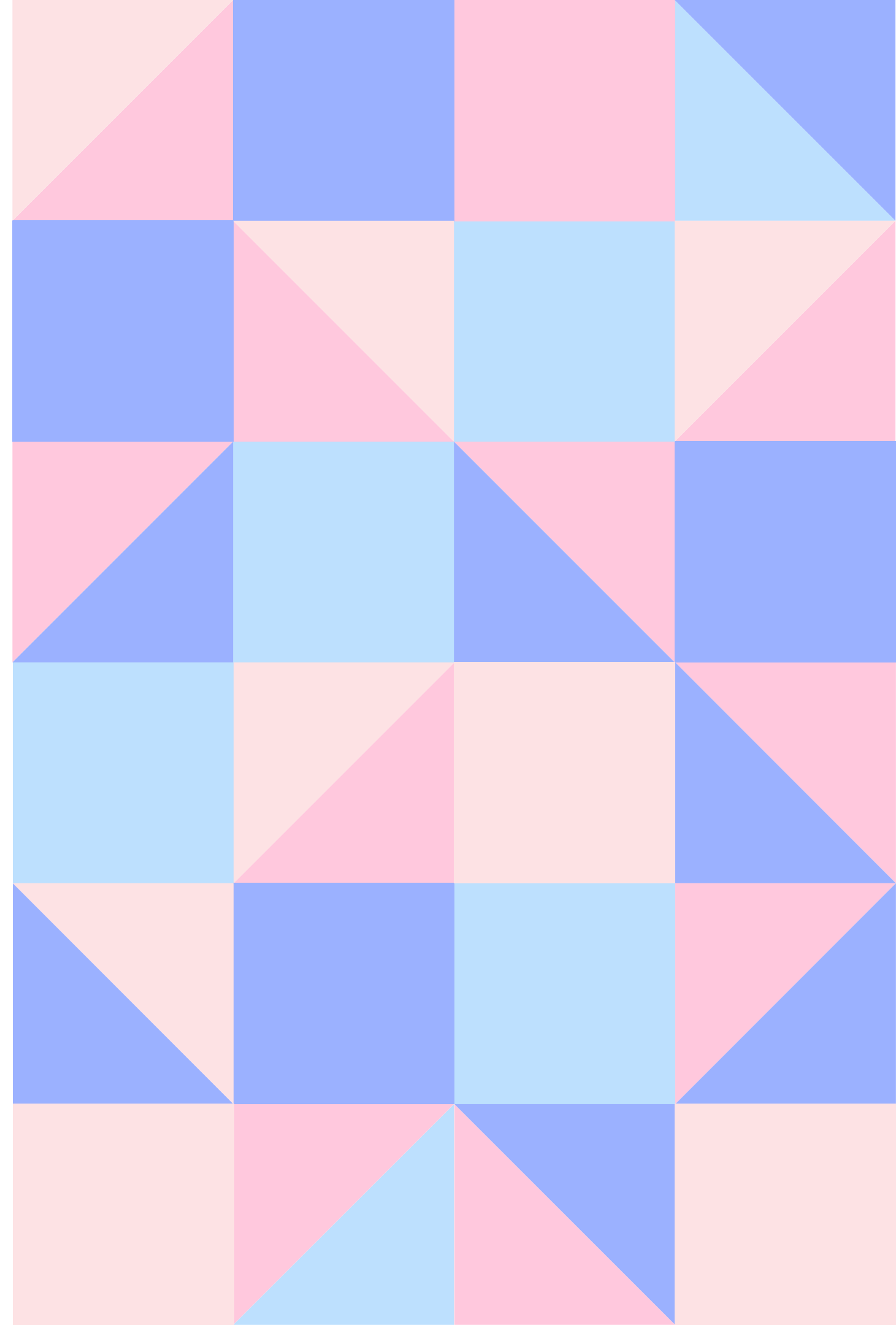
Program Manager



Jasmine Lewis

Phipps Neighborhoods

*Managing Director of Education and
Capacity Building*



OUR CHALLENGE

We are more focused on Quantitative Metrics

Many organizations track participation metrics

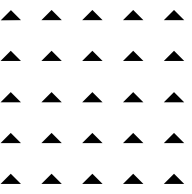
- Attendance
- Completion rates
- Graduation rates

And Less focused on Qualitative Metrics

But fewer measure true transformation

- Behavior change
- Long-term impact
- Participant Growth





WHY DOES THIS MATTER?



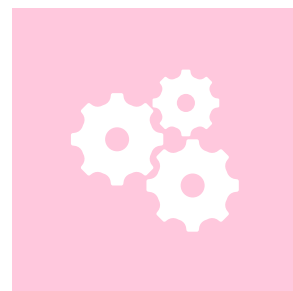
Misleading Measures

Overestimate success
Miss real impact gaps on participants growth



Stakeholders Perspectives

Want evidence of real change/impact
Not just engagement

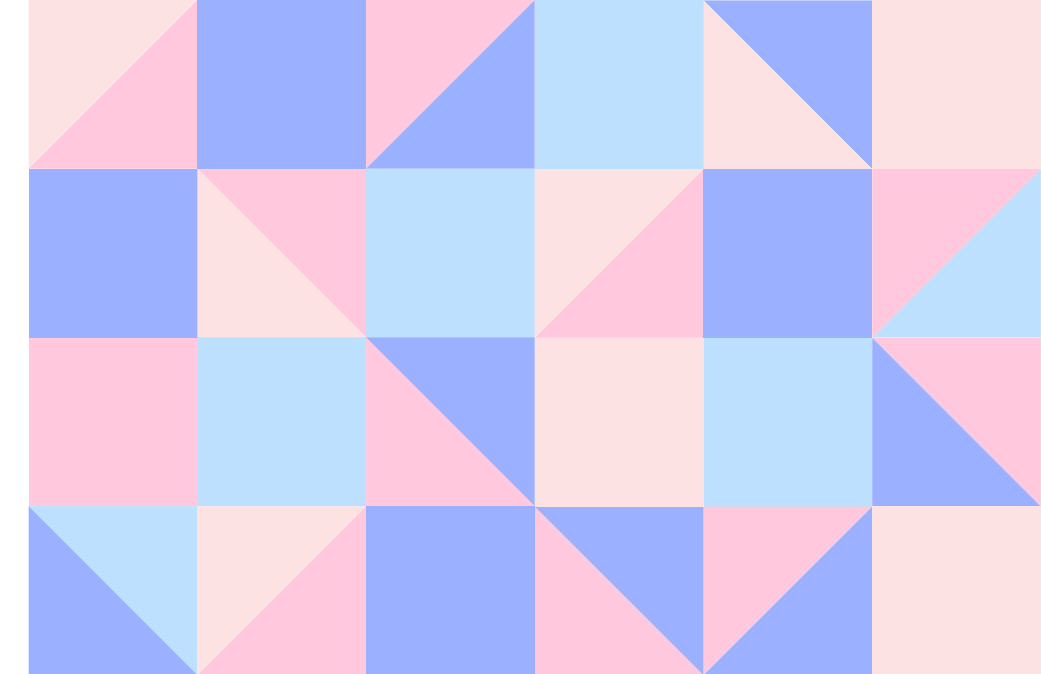


Better Measurements = Better Decisions

If we're measuring the wrong things,
we're improving the wrong things.

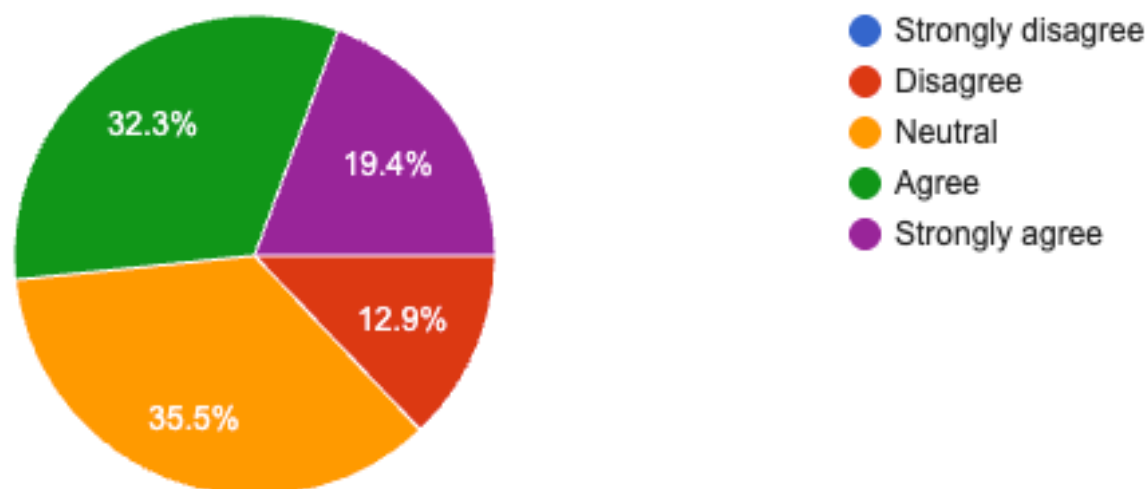
OUR VISION & APPROACH:

Our survey highlights how success is currently measured, identifies key indicators of meaningful transformation and reveals important gaps within traditional metrics that may overlook the full impact of our programs.

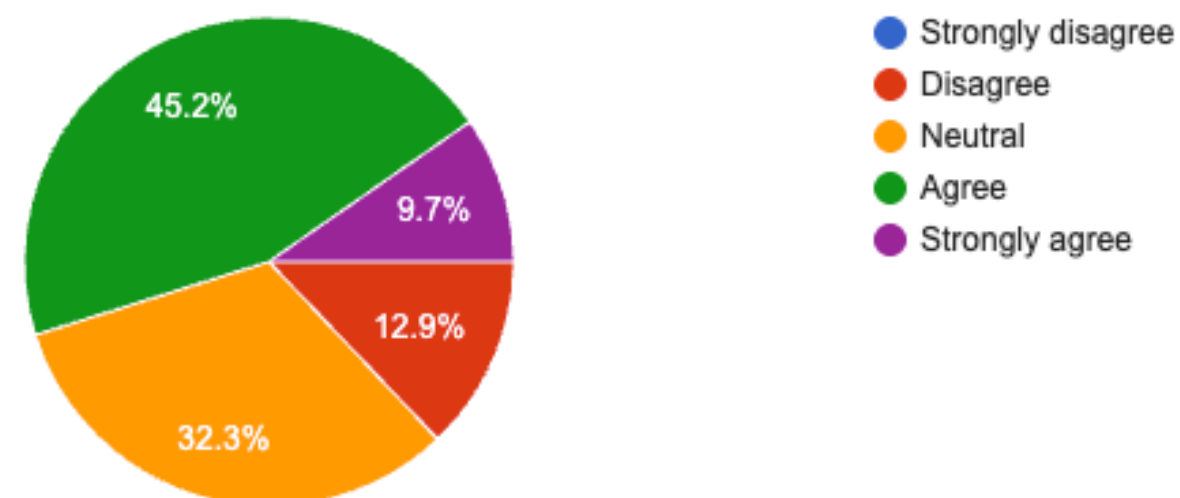


Sample Questions asked:

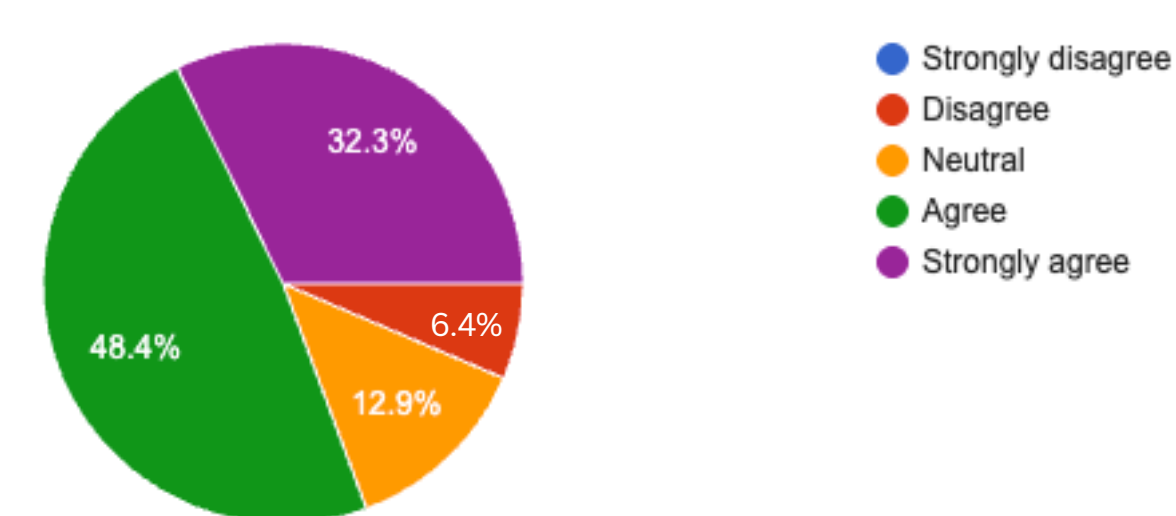
1. Does your current program metrics (attendance, completion rates, milestones) provide a full picture of a participants growth?



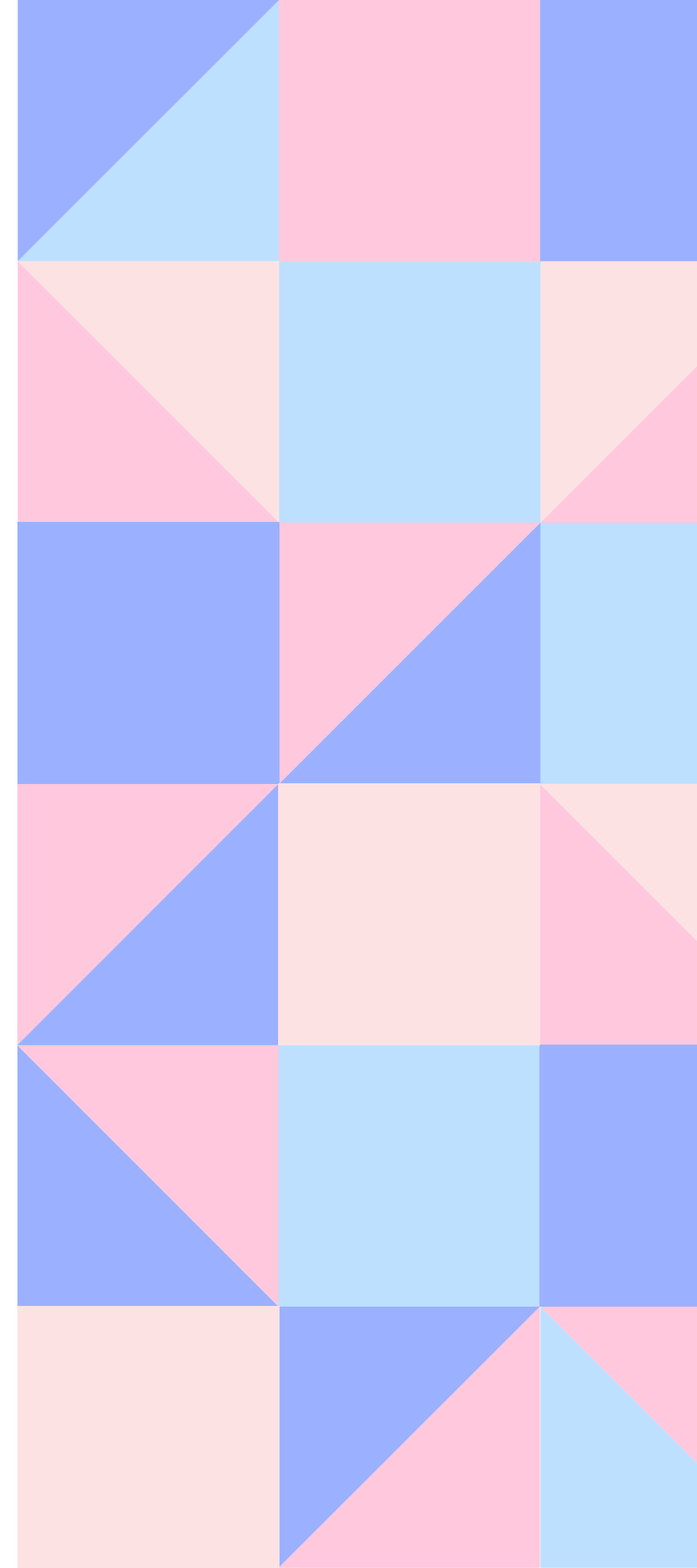
2. Are your board of directors and families fully aware of the holistic progress participants make in your program?



3. Do participants leave the program better prepared to apply what they've learned in their lives, school, or community?



STORIES BEHIND THE DATA:



RECOMMENDATIONS:

Holistic Approach to Data Collection & Sharing

**Collect Qualitative Data
Testimonials**

**Who are we collecting from and giving
data to?**

Include all stakeholders

Attach it to your quantitative data

**Change the way you think, measure, & talk about
success in your programs**



FRAMEWORK

Strategy

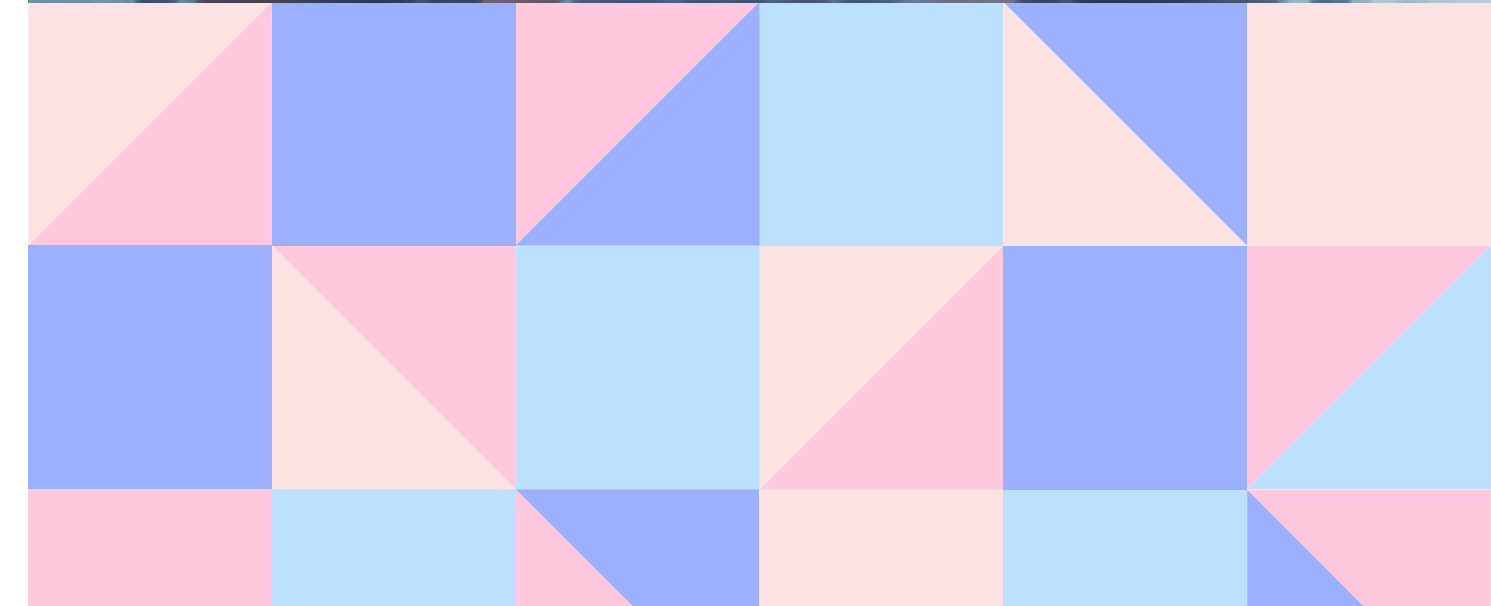
**Logic Model, Strategic Plan
Theory of Change**

**Data
Collection**

**Collecting parent, student,
volunteer, worker, and staff
voice.**

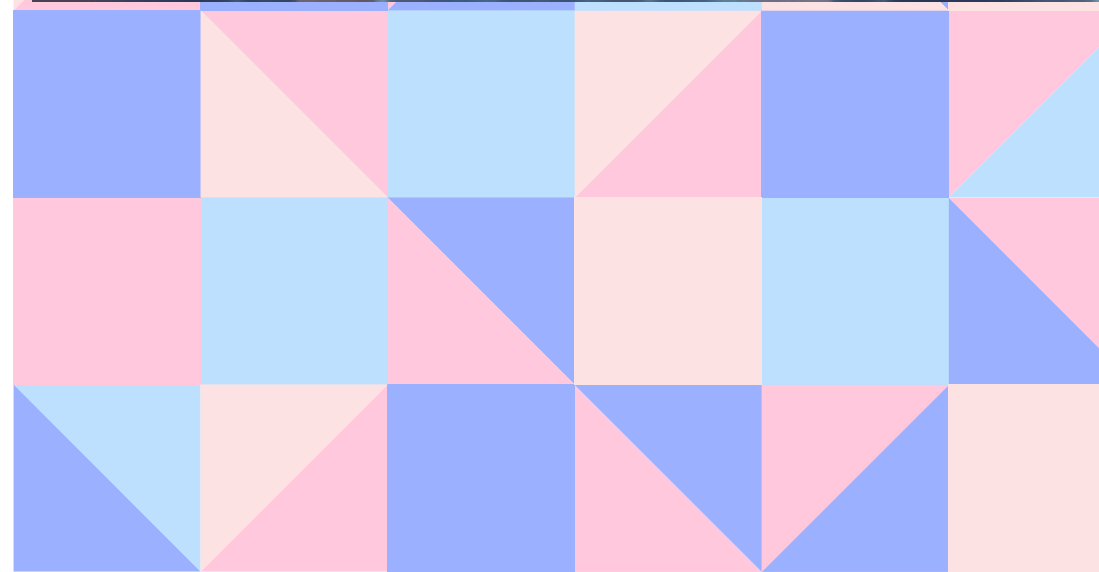
**Data
Sharing**

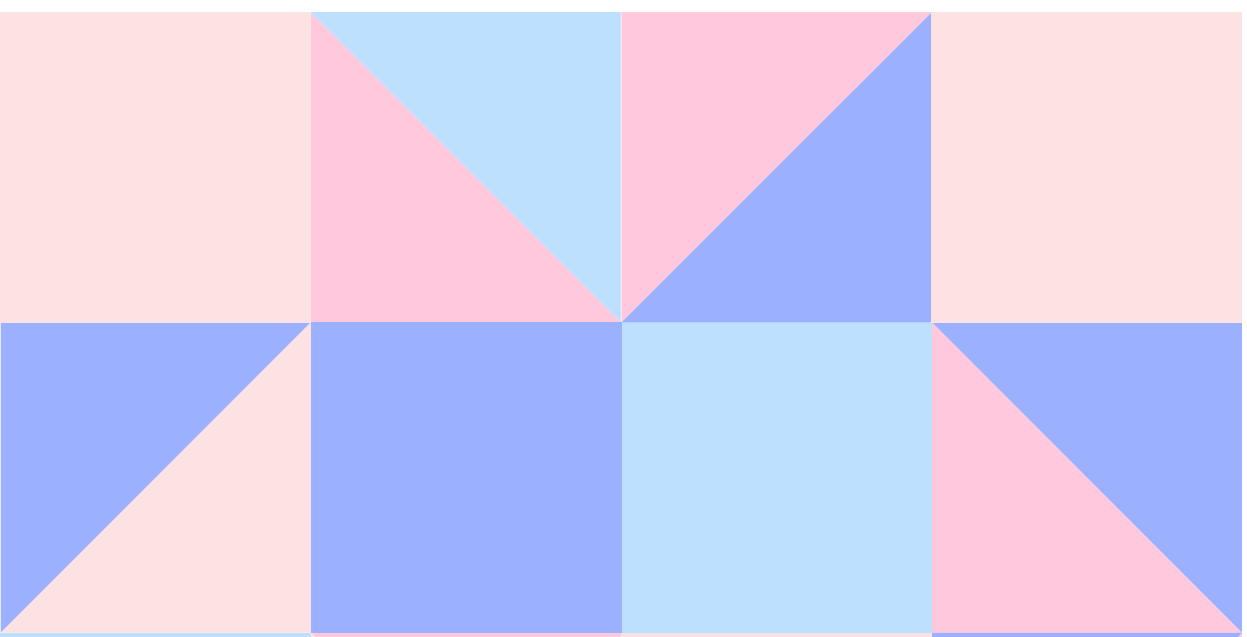
**What's important to your mission
and where would sharing have
high visibility?**



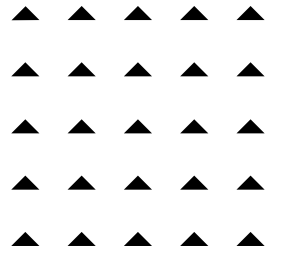
FRAMEWORK:

Data Collection	How?	Data Sharing
Families Students/Participants	Pre & Post program surveys In person anecdotes	Bulletins Websites Fundors
Volunteers Workers	Pre & Post program surveys In person anecdotes 1:1s	With your teams ED & Board, Fundors
Program Staff	Supervision meetings Team Meetings (prework) End of program surveys	Program Directors, EDs, Board



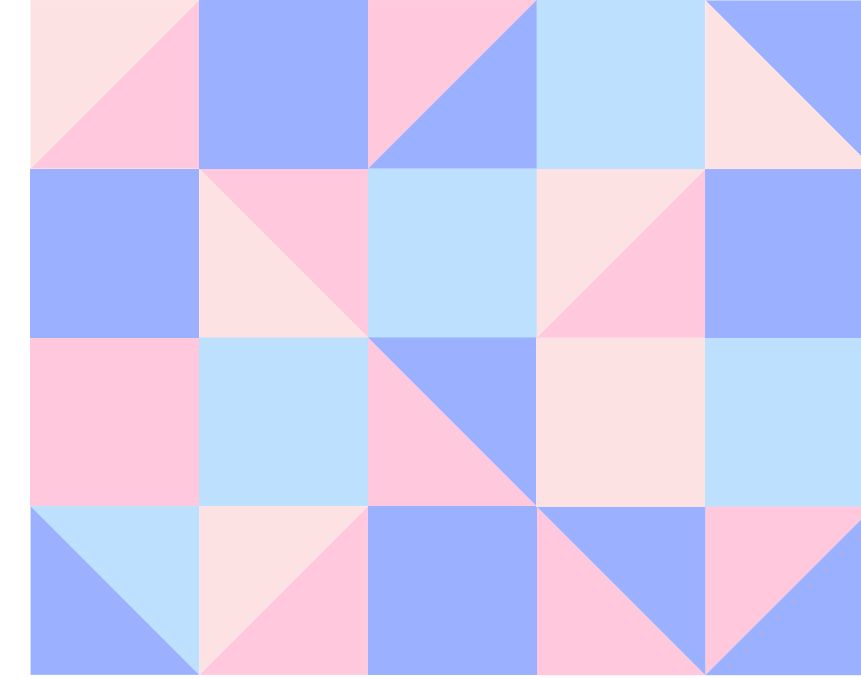


Sample Questions:



1. What signs of growth have you seen in your student since attending our program?
2. On a scale of 1 to 5, how much has your student's confidence improved?
If so, please explain
3. Share one positive area of growth you've seen a student this week.
4. Have staff fill out before the team meeting or at the end of the week in a testimonial doc.
5. What soft skills (confidence, self-awareness, positive speech etc.) has your student gained this cycle?

IMPACT OF QUALITATIVE DATA COLLECTION: FUNDERS



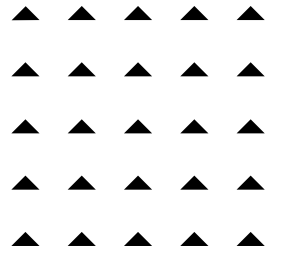
-Deeper Understanding of Impact (The why and the how things changed)

-Can help improve decision-making
(Adjusting funding strategies based on the data)

Explains outcomes and context (Identifies promising practices and understands the community needs)

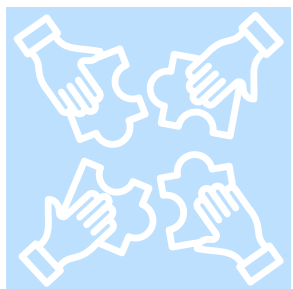


IMPACT OF QUALITATIVE DATA: PROGRAM LEADERSHIP AND DIRECT SERVICE STAFF



Better Understanding of Youth Needs

Allows program to focus on tailoring the needs of the students



Improve Program Quality

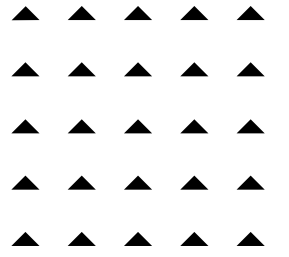
Can make adjustments to activities in real time and make content more culturally relevant to the demographic



Increased staff reflection and learning

Reflect on their own practices.

IMPACT OF QUALITATIVE DATA: FAMILIES AND PARTICIPANTS



Families feel heard and valued

Families have the opportunity to share their experiences and perspectives



Promotes youth voice and empowerment

Students feel heard, respected and have sense of ownership





TRANSFORMATIVE TRENDS ON SURVEY DATA

What signs of transformation do you notice in participants that may not appear in traditional program data?

31 responses

Growth in soft skills, it is hard to measure how much of a leader a student has become or better communicator through numbers. IT may not always be reflective in their work but socially you can see it.

A students' growth and trust in the program, willingness to share and participate. Attendance numbers may share the student is present, but not what their presence really entails in space.

Participants start building supportive relationships with peers and instructors. This can look like more collaboration, encouraging one another, or forming friendships within the program.

Some signs of transformation that may not appear in traditional program data include increased confidence, stronger peer connections, and a greater willingness to participate or speak up.

Confidence and excitement about being part of our program naturally encourages participants to become ambassadors who share and promote their experience.

Personal growth and resilience, especially in the social and emotional realm. I think these factors could potentially be measured, using surveys and questionnaires, and that would actually be very impactful to have more awareness of.



Personal Growth

Being more confident
Willingness to participate
Being kind to each other




Young people feeling Safe

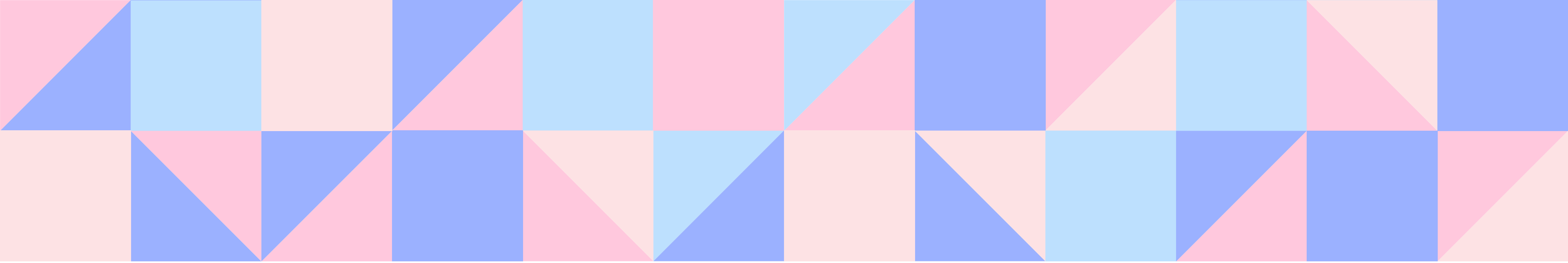
Trusting the program
Advocating for themselves
Speaking up for things that may concern them



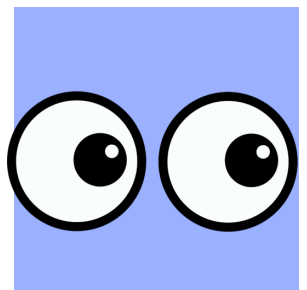
Peer Connection

Relationships they are building
Showing UP for others
Building social Skills





PROGRAM TRANSFORMATION-PRACTICE



**What it looks
like?**

- Youth and family-centered design**
- Responsive Programming**
- Strong trust-based programming**
- Culturally Reponsive Practices**



**What it Sounds
Like?**

- Youth Voice**
- Family Voice**
- Staff Voice**
- Program Environment**



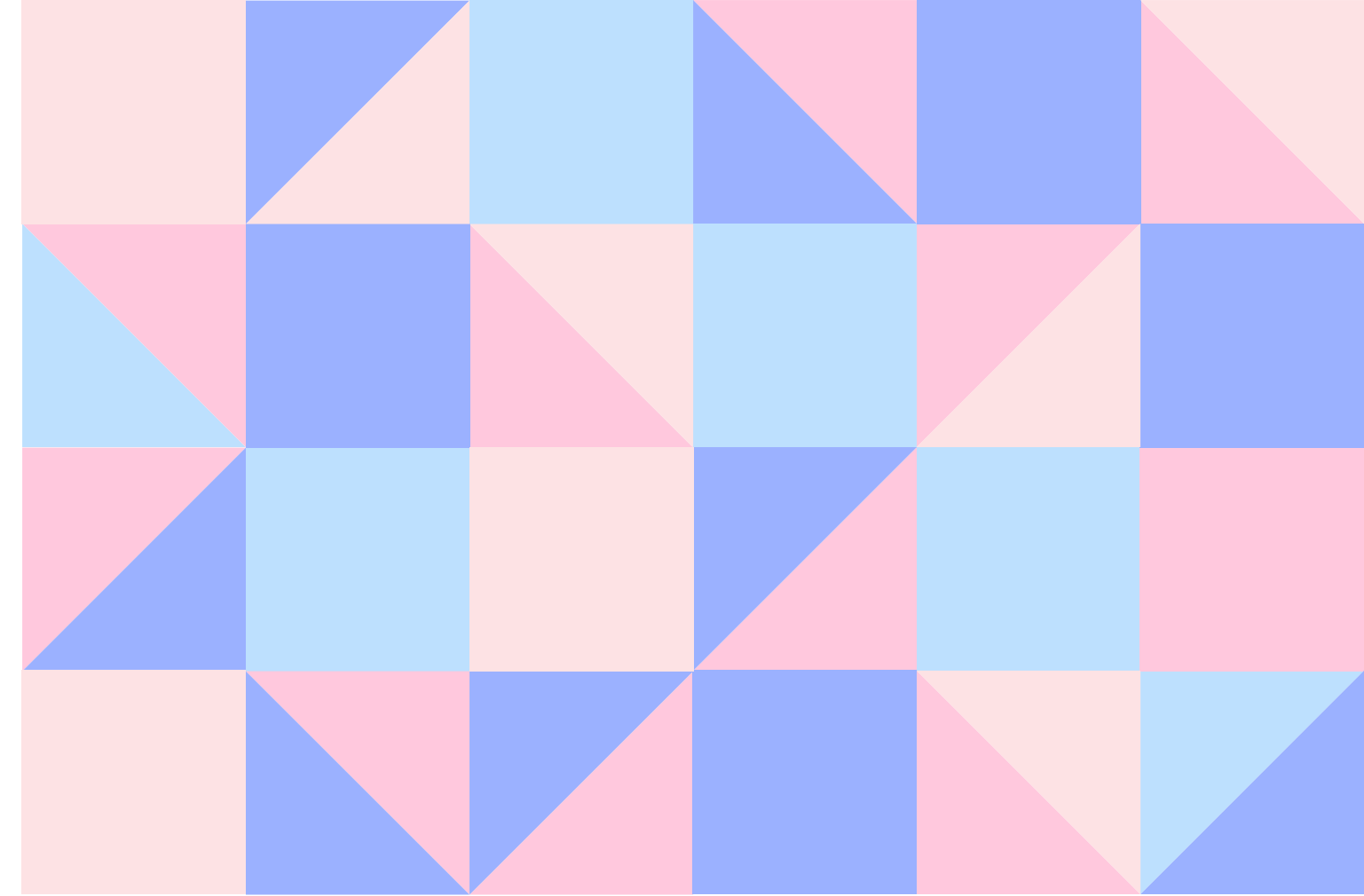
**What does it feel
like?**

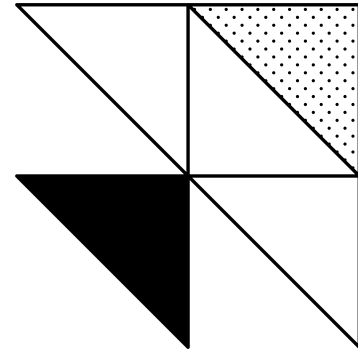
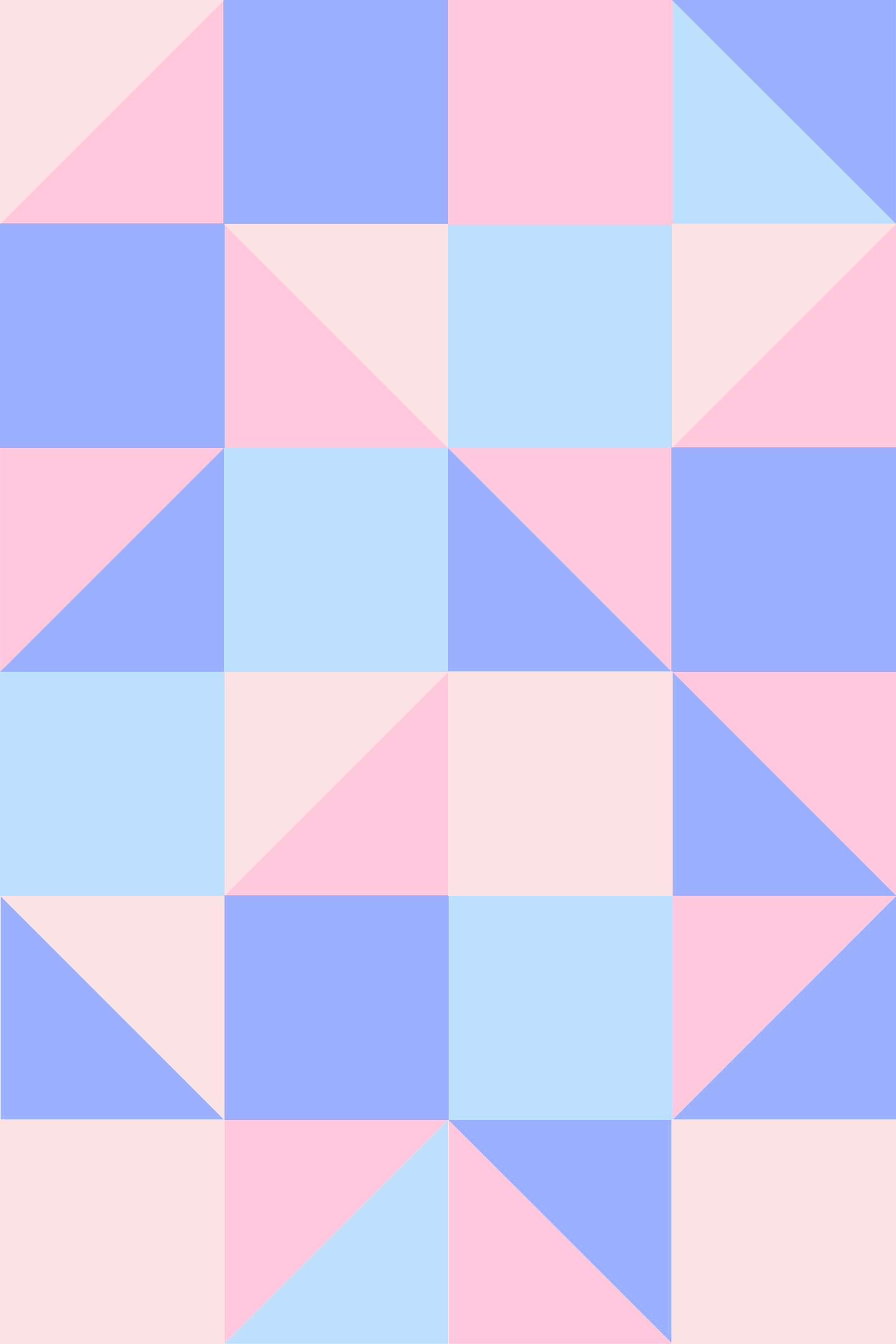
- Safe**
- Connected**
- Purposeful**
- Collaborative**

CALL TO ACTION:

What does this look like in the future?

- Redeveloping your Theory of Change
- Including this framework in your Strategic Planning
- Adding Qualitative Data to Program Implementation
- Organically adding Transformation in organization Culture





THANK YOU!