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# Thanks to the 2014 Task Group on Ends Monitoring



Provided a process and template for reporting and monitoring that

- brings consistency between Girl Scouts of Western Ohio outcome data and GSUSA data
- assists the board in assessing compliance with our Ends policies.

**Resource: “Policy Governance Principles” by Jannice Moore**

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# Expectations: Ends Policies

## Ends policies define:

- **Benefits (outcomes) to be produced**
- **The beneficiaries (girls)**
- **The cost of producing them**

## Global END:

- **Girls demonstrate courage, confidence, and character, and make a difference.**



# Board's Assessment

- 1. Has the CEO made a reasonable interpretation of the board's policy?**
- 2. Has the CEO actually demonstrated achievement with the reasonable interpretation of the policy?**



# Expectations: The ENDS

**Girls demonstrate courage, confidence, and character, and make a difference.**

## **-GIRLS DISCOVER-**

**A. Girls understand themselves and their values and use their knowledge and skills to explore the world.**

## **-GIRLS CONNECT-**

**B. Girls care about, inspire, and team with others locally and globally.**

## **-GIRLS TAKE ACTION-**

**C. Girls act to make the world a better place.**

**These Ends will be achieved at a cost that balances time, resources and results.**



# Interpretation of Ends

## ENDS

### A) Discover: Girls

**understand themselves and their values and use their knowledge and skills to explore the world.**

**1. Girls Develop Strong Sense of Self**

**2. Girls Develop Positive Values**

**3. Girls Gain Practical Life Skills**

**4. Girls Seek Challenges**

**5. Girls Develop Critical Thinking**

### B) Connect: Girls

**care about, inspire, and team with others locally and globally.**

**1. Girls Develop Healthy Relations**

**2. Girls Promote Cooperation & Team Building**

**3. Girls Resolve Conflicts**

**4. Girls Advance Diversity**

**5. Girls Feel Connected to their Communities**

### C) Take Action: Girls

**act to make their world a better place.**

**1. Girls Identify Community Needs**

**2. Girls Are Resourceful Problem-Solvers**

**3. Advocate for Self & Others**

**4. Educate & Inspire Others**

**5. Girls Feel Empowered to Act**

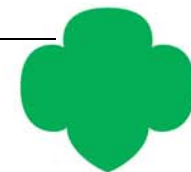
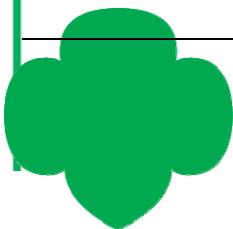
## OUTCOMES

# Measures of 15 Outcomes



Table 2 (A)	(B)	(C)
Discover: Girls understand themselves and their values and use their knowledge and skills to explore the world.	Connect: Girls care about, inspire, and team with others locally and globally.	Take Action: Girls act to make their world a better place.
1.. Develop Strong Sense of Self <i>*confident * feel able to achieve goals * form positive identities*</i>	1.Develop Healthy Relationships <i>*caring * communicate effectively* protect rights * seek help as needed</i>	1. Identify Community Needs <i>*identify issues &amp; realistic possibilities for action*</i>
2. Develop Positive Values <i>* guided by Promise &amp; Law* * committed to justice &amp; service *</i>	2. Promote Cooperation & Team Building <i>*value working together * decisions benefit group* shared goals</i>	2. Are Resourceful Problem-Solvers <i>*set up &amp; implement effective plans* get tools, resources &amp; people to help*</i>
3. Gain Practical Life Skills <i>*prepared for positive, healthy &amp; independent future*</i>	3. Resolve Conflicts <i>*recognize &amp; analyze situations* *develop skills*</i>	3. Advocate for Self & Others <i>*able to speak on own behalf* seeks to act for others behalf*</i>
4. Seek Challenges <i>*positive about learning * *sets challenging goal * * takes appropriate risks*</i>	4. Advance Diversity <i>*promote inclusion * value diverse backgrounds, viewpoints &amp; life experiences*</i>	4. Educate & Inspire Others <i>*effectively explains ideas to motivate others to act &amp; serve*</i>
5. Develop Critical Thinking <i>*examine various viewpoints &amp; implication of gender issues*</i>	5. Feel Connected to their Communities <i>*feel part of larger community &amp; *value social networks*</i>	5. Feel Empowered to Act <i>*feels empowered to use leadership skills* feels valued*</i>

2 to 5 survey items per outcome => Outcome Achievement Score



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# Interpretation METRICS of Outcomes Benefits

**“Achievement” replaces “Compliance”**

**Outcomes Achievement Score Average replace 55%  
benchmark**

- 1) Overall Sample/Troop Pathway  $\geq$  previous 2 year average**
- 2) Camp Pathway  $\geq$  previous 2 year overall average**
- 3) Series Pathway  $\geq$  previous 2 year overall average**

**Cost that balances time, resources and results**

- 1) cost per girl compared to “top-10” membership councils**
  - 2) girls & adults registered/retained among “top-10” councils**
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# Rationale for Metrics Interpretation

- 1. We will compare outcome data to local outcome data-**
  - GSWO has year-to-year comparison data since 2008;
  - GSUSA has only 2010 baseline comparisons of selected councils.
  - When GSUSA updates, we will adjust.
- 2. We will compare numbers of recipients and costs to “top-10” councils.**
  - Have comparable business models vs other non-profits.
  - 20% (+/-) allows for accounting differences such as depreciation, etc.
- 3. We will measure outcome achievement score 2-year averages  $\geq 5\%$  for each End –**
  - Eliminates reacting to “peaks & valleys” of year-to-year data (e.g., 55%)
  - Promotes consistent attention to outcomes over time.
  - We will monitor 3-5 year data trends to make adjustments as needed.
- 4. We will measure 15 overall outcomes among a random sample of GSWO girls.**
  - Represents ~ 70% of members registered in long-term troop pathway.
  - Is most statistically sound data base that also allows for replication.
- 5. We will report on Brownie, Junior and Cadette grade levels–**
  - Reflect large % of girls vs only 5% Seniors and Ambassadors.
  - Daisies (25%) are limited by reading to other report methods.
- 6. We will measure specific sub-outcomes of short-term Camp & Series Pathway.**
  - Reflect studies on benefits of outdoors & links to academics
  - Aim to deliver as well as on overall (troop) benefits

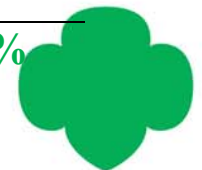
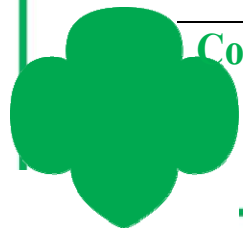


# ACHIEVEMENT Evidence – Outcomes Benefits



Table 3- Overall Achievement

Ends Statements	Combined Outcomes	Combined Outcomes Achievement Scores per End			
		2012 % (n=936)	2013 % (n=836)	2014 Target % (average of 2012 + 2013)	2014 Actual % (n=979)
A). Discover: Girls understand themselves and their values and use their knowledge and skills to explore the world.	1.Sense of Self 2.Values 3.Life Skills 4.Challenge-Seeking 5.Critical Thinking	61%	64%	62%	60%
B) Connect: Girls care about, inspire, and team with others locally and globally.	1.Healthy Relations 2.Cooperation/Teambuilding 3.Resolve Conflicts 4.Advance Diversity 5.Feel Connected in Community	67%	72%	69%	65%
C) Take Action: Girls act to make their world a better place.	1.Identify Community Needs 2.Resourceful Problem-solvers 3.Advocate for Self & Others 4.Educate & Inspire others 5.Feel empowered to act	55%	57%	56%	57%
<b>Combined Ends Total Averages</b>		<b>61%</b>	<b>64%</b>	<b>63%</b>	<b>61%</b>



# Achievement Evidence – Outcomes Benefits

Table 4- Grade Level Achievement

Averages of 5 Outcome Achievement Scores  
per End Statement by Age

Ends Statements	Combined Outcomes	Brownies		Juniors		Cadettes	
		2014 Target % (average 2012 + 2013)	2014 Actual % (n=506)	2014 Target % (average 2012 + 2013)	2014 Actual % (n=296)	2014 Target % (average 2012 + 2013)	2014 Actual % (n= 177 )
A). Discover: Girls understand themselves and their values and use their knowledge and skills to explore the world.	1.Sense of Self 2.Values 3.Life Skills 4.Challenge-Seeking 5.Critical Thinking	60%	55%	71%	76%	57%	49%
B) Connect: Girls care about, inspire, and team with others locally and globally.	1.Healthy Relations 2.Cooperation/Team-building 3.Resolve Conflicts 4.Advance Diversity 5.Feel Connected in Community	63%	57%	77%	76%	68%	63%
C) Take Action: Girls act to make their world a better place.	1. Identify Community Needs 2.Resourceful Problem-solvers 3.Advocate for Self & Others 4.Educate & Inspire others 5.Feel empowered to act	64%	60%	65%	71%	40%	40%
<b>Total Ends Averages By Grade level</b>		<b>62%</b>	<b>57%</b>	<b>71%</b>	<b>74%</b>	<b>55%</b>	<b>51%</b>

# ACHIEVEMENT Evidence – Outcomes Benefits



Table 5- Short-term Pathway Achievement Compared to Overall Sample

		Targets		Specific Outcome Achievement Scores by Short-term Pathway	
		Representative Sample (Mainly Long-term Troop Pathway)		Camp	Series
Ends Statements	Outcomes	2014 Target % (2012 + 2013 overall averages)	2014 Actual % (2 <sup>nd</sup> quarter) n=979	2014 Actual % (3 <sup>rd</sup> quarter) n= 1695	2014 Actual % (4 <sup>th</sup> quarter) n=1460
A). Discover: Girls understand themselves and their values and use their knowledge and skills to explore the world.	Develop Strong Sense of Self	74%	68%	73%	79%
	Seek Challenges in the world	61%	59%	56%	50%
B) Connect: Girls care about, inspire, and team with others locally and globally.	Promote Cooperation & Team-building	63%	63%	55%	58%
C) Take Action: Girls act to make their world a better place.	Are Resourceful Problem-solvers	60%	56%	48%	55%
<b>Combined 4 Outcomes Achievement Score Averages</b>		<b>64%</b>	<b>62%</b>	<b>58%</b>	<b>61%</b>



# Achievement Evidence – Beneficiaries & Participation

Council	Girl Membership			Adult Membership
	MY2014 Overall 9/30/14	Overall Market Share	Overall Renewal Rate	MY2014 Overall 9/30/14
<b>2014 Top 10 Councils Ranked By Girl Membership</b>				
GSUSA	1,997,354	7.58%	60.6%	809,413
Nation's Capital	63,243	12.18%	67.65%	25,938
Greater Chicago and Northwest Indiana	61,416	8.74%	65.36%	21,202
San Jacinto Council	61,256	9.00%	56.2%	18,044
Northern California	50,541	7.91%	64.97%	31,359
Greater Atlanta	43,026	7.99%	57.69%	16,687
<b>Girl Scouts of Western Ohio</b>	<b>42,183</b>	<b>12.36%</b>	<b>57.28%</b>	<b>13,215</b>
Greater Los Angeles	40,704	4.46%	67.45%	22,723
Eastern Missouri	40,263	20.21%	58.51%	15,763
Eastern Pennsylvania	40,066	9.63%	57.37%	14,246
Connecticut	38,114	13.37%	59.68%	17,133
Minnesota & Wisconsin River Valleys	36,044	9.82%	71.85%	14,610

# Achievement Costs

<b>Council</b>	<b>2014 GSWO Per Girl Cost</b>
	2014 Operating Expense ÷ 2014 Girl Members
<b>Girl Scouts of Western Ohio</b>	<b>\$11,731,327 ÷ 42,183 = \$278</b>

<b>Council</b>	<b>2013 Per Girl Costs By Council</b>	
	Yearly Operating Expenses ÷ Girl Members	
<b>2014 Top 10 Member Councils Ranked By 2013 Cost per Girl</b>	<b>2013 Expenses (per Annual Report) ÷ MY 2013 Girls</b>	<b>2013 Cost per Girl Ranked Low to High</b>
<b>Nation's Capital</b>	15,345,324 ÷ 63,965	\$240
<b>San Jacinto Council</b>	15,400,00 ÷ 62,852	\$245
<b>Greater Chicago and Northwest Indiana</b>	17,466,422 ÷ 69,531	\$251
<b>Girl Scouts of Western Ohio</b>	<b>11,006,012 ÷ 43,663</b>	<b>\$252</b>
<b>Connecticut</b>	11,393,329 ÷ 43,729	\$260
<b>Eastern Missouri</b>	12,189,477 ÷ 46,228	\$264
<b>Greater Atlanta</b>	15,559,664 ÷ 46,172	\$337
<b>Northern California</b>	17,001,080 ÷ 50,349	\$338
<b>Greater Los Angeles</b>	16,106,980 ÷ 42,604	\$378
<b>Minnesota &amp; Wisconsin River Valleys</b>	15,550,737 ÷ 41,066	\$379
<b>Eastern Pennsylvania</b>	15,501,519 ÷ 40,088	\$387
<b>All Councils ( &gt; 100) Average Cost per Girl 2012</b>		313.08

# Overview & Trends

Table 9: % of Girl Scouts who achieve each outcome		Outcome Achievement Scores																								
		Brownies					Juniors					Cadettes					Averages									
		2012 GSWO Brownie Cluster Personify (n= 402)	2013 GSWO Brownie Cluster Personify (n= 314)	2012 & 2013 Brownie average outcome achieve score (n= 506)	2014 GSWO Camp BR (n=569)	2014 Q4 GSWO Series BR (n=543)	2012 GSWO Junior Random Personify (n= 327)	2013 GSWO Junior Random Personify (n= 350)	2012 & 2013 GSWO Junior average outcome achieve score (n= 296)	2014 GSWO Junior Random Personify (n= 296)	2014 GSWO Camp JR (n=840)	2014 Q4 GSWO Series JR (n=321)	2012 GSWO Cadette Random Personify (n= 207)	2013 GSWO Cadette Random Personify (n= 172)	2012 & 2013 GSWO Cadette average outcome achieve score (n= 177)	2014 GSWO Cadette Random Personify (n= 177)	2014 GSWO Camp CD (n=286)	2014 Q4 GSWO Series CD (n=596)	2012 B-J-C GSWO Random Personify (n= 936)	2013 B-J-C GSWO Random Personify (n= 836)	2014 B-J-C GSWO Random Personify (n=979)	2014 B-J-C GSWO Camp (n=1695)	2014 Q4 B-J-C GSWO Series (n=1460)	2012 + 2013 BJC Overall Average Outcome Achieve Score		
Ends Statements & 15 Outcomes Achieved																										
<b>A. Girls understand themselves &amp; their values and use their knowledge and skills to explore the world.</b>																										
[averages]				60%	55%			70.8%	76%					56.7%	49%				60.90	63.73	59.93%			62.32	60%	
DISCOVER	1. Develop Strong Sense of Self	61%	57%	59%	57%	65%	86%	95%	96%	95.5%	96%	92%	95%	63%	71%	67.0%	51%	61%	57%	73.00	74.67	68.00%	73%	79%	73.83%	68%
	2. Develop Positive Values	56%	59%	57.5%	46%			87.50%	87%	87.3%	89%			85.50%	87%	86.3%	80%			76.33	77.67	71.67%				72%
	3. Gain Practical Life Skills (healthy living)	65%	67%	66%	64%			63%	61%	62.0%	69%			28.50%	21%	24.8%	20%			52.17	49.67	51.00%				51%
	4. Seek Challenges in the World	75%	75%	75%	69%	67%	74%	46%	53%	49.5%	58%	45%	39%	49%	67%	58.0%	52%	57%	37%	56.67	65.00	59.33%	56%	50%	60.83%	60%
	5. Develop Critical Thinking	39%	41%	40%	39%			56%	63%	59.5%	69%			44%	51%	47.5%	41%			46.33	51.67	49.67%				50%
<b>B. Girls care about, inspire &amp; team with others locally &amp; globally.</b>																										
[averages]				63%	57%			77%	76%					68%	63%					67.00	71.60	65.20%			69.30	65%
CONNECT	6. Develop Healthy Relationships	77%	78%	77.5%	72%			47%	53%	50%	39%			80%	84%	82.0%	65%			68.00	71.67	58.67%				59%
	7. Promote Cooperation & Team Building	45%	55%	50.0%	44%	51%	71%	72%	76%	74%	81%	59%	58%	63%	66%	64.5%	65%	56%	46%	60.00	65.67	63.33%	55%	58%	62.8%	63%
	8. Can Resolve Conflicts	67%	71%	69.0%	67%			92%	92%	92%	93%			47%	49%	48.0%	50%			68.67	70.67	70.00%				70%
	9. Advance Diversity in a Multi-cultural World	65%	67%	66.0%	57%			82%	86%	84%	82%			75%	76%	75.5%	69%			74.00	76.33	69.33%				69%
	10. Feel Connected to their Communities, Locally & Globally	40%	62%	51.0%	45%			86%	87%	86.5%	85%			67%	72%	69.5%	64%			64.33	73.67	64.67%				65%
<b>C. Girls act to make the world a better place.</b>																										
[averages]				64%	60%			65%	71%					39.6%	40%					55.10	57.27	57.07%			56.18	57%
TAKE ACTION	11. Can Identify Community Needs	58%	53%	55.5%	51%			54%	65%	59.5%	68%			26%	20%	23.0%	23%			46.00	46.00	47.33%				47%
	12. Are Resourceful Problem-solvers	66%	64%	65%	57%	61%	69%	68%	69%	68.5%	61%	44%	58%	49%	47%	48.0%	50%	38%	38%	61.00	60.00	56.00%	48%	55%	60.50%	56%
	13. Advocate for themselves & others, Locally & Globally	57%	66%	61.5%	58%			62%	74%	68.0%	76%			42%	48%	45.0%	41%			53.67	62.67	58.33%				58%
	14. Educate & inspire others to act	59%	64%	61.5%	59%			48%	62%	55.0%	69%			42.50%	31%	36.8%	38%			49.83	52.33	55.33%				55%
	15. Feel Empowered to make a difference	77%	80%	78.5%	75%			65%	79%	72.0%	80%			53%	37%	45.0%	50%			65.00	65.33	68.33%				68%
Yearly Average-15 Outcomes					57%					74%						51%				61%	64.20%	60.73%				
<b>Two-year Average (2012 + 2013) -15 Outcomes</b>				62%				71%							55%										62.60%	63
Yearly Averages Outcomes 1,4,7,12																					61.67%	58%	61%		64.50%	

# **CONCLUSIONS**

## **about Ends**

**Evidence indicates achievement ...**

- ✿ Overall achievement of the Global ENDS .**
  - ✿ Ends A, B, C - random sample of GS**
  - ✿ Exceptions: End A (Cadettes)**
    - End B (Brownies)**
  - ✿ Costs - align with “top-10” councils**
  - ✿ Partial achievement of outcomes subsets**
  - ✿ Exceptions: Series Challenge-seeking**
    - Camp Problem-solving & Teaming**
  - ✿ Underperformed End C – “Take Action”**
  - ✿ Undertake Multi-year strategy**



# FUTURE Multi-YEAR STRATEGY

Multi-year staff performance over 3 to 5 years:

1. Educational component – understand the *Girl Scout Leadership Experience* that leads to TAKE ACTION.
2. Measure improved understanding of the *GSLE* (overall) through gradual gains in survey items (sub-outcomes) in years 2 & 3 and that result in improved outcomes achievement scores after year 3.
3. We would also track camp & series gains in problem-solving as a measure of TAKING ACTION.

We will update the board about metrics to track gains.





# Motion

That the board accepts the monitoring report for Policy 1.0, Global End, as reasonable interpretation and in compliance.