

## "I Have A Dream" Foundation Network Standards of Quality

### Revised to Reflect Feedback from July ALC Call

|  | Endangered  | Emerging   | Established  | Excelling  |
|--|---|--|--|--|
| G<br>O<br>V<br>E<br>R<br>N<br>A<br>N<br>C<br>E | <b>Operations</b> <ul style="list-style-type: none"> <li>Board of Directors does not exist or does not satisfy the legal standard. Or Board exists "on paper" only. Governance standards (by laws, BOD code of conduct, BOD conflict of interest policy, etc) do not exist or are not clearly articulated or are not enforced. Board member roles are not clearly defined. Board meetings are sporadic or poorly attended.</li> </ul> | <b>Operations</b> <ul style="list-style-type: none"> <li>Board of Directors satisfies the legal standard. Governance standards (by laws, BOD code of conduct, BOD conflict of interest policy, etc) are in place but are not consistently enforced. Board member roles are defined and assigned. Board meetings occur regularly (minimum of 4x/yr) and are adequately attended.</li> </ul> | <b>Operations</b> <ul style="list-style-type: none"> <li>Board of Directors satisfies the legal standard. Governance standards (by laws, BOD code of conduct, BOD conflict of interest policy, etc) are in place and are enforced. Board member roles are defined and assigned according to Board member capacity and capability. Board meetings occur regularly (minimum of 4x/yr) and are consistently well attended. Board subcommittee structure is defined and established with regularly occurring subcommittee meetings.</li> </ul> | <b>Operations</b> <ul style="list-style-type: none"> <li>Board of Directors satisfies the legal standard. Governance standards (by laws, BOD code of conduct, BOD conflict of interest policy, etc) are in place and are enforced. Governance standards are periodically reviewed and modified as needed. Board member roles are defined and assigned according to Board member capacity and capability. Board meetings occur regularly (minimum 4x/yr) and have consistently strong attendance. Board subcommittee structure is defined and established with regularly occurring subcommittee meetings</li> </ul>   |
|  | <b>Board Focus</b> <ul style="list-style-type: none"> <li>Board members are actively and regularly involved in performing and/or managing day-to-day Affiliate operations. Board rarely sets strategic direction for Affiliate.</li> </ul>  | <b>Board Focus</b> <ul style="list-style-type: none"> <li>Board members are occasionally involved in performing and/or managing day-to-day Affiliate operations. Board occasionally sets strategic direction for Affiliate.</li> </ul>   | <b>Board Focus</b> <ul style="list-style-type: none"> <li>Board members do not participate in day-to-day operations. Board sets strategic direction for Affiliate and approves the Affiliate's strategic plan.</li> </ul>  | <b>Board Focus</b> <ul style="list-style-type: none"> <li>Board members do not participate in day-to-day operations. Board sets strategic direction for Affiliate and drives the development of the Affiliate's strategic plan.</li> </ul>   |
|  | <b>Board Contributions</b> <ul style="list-style-type: none"> <li>Board member contribution ("Give-Get") expectations not clearly defined or articulated. Most Board members do not make a significant financial contribution to the Affiliate.</li> </ul>  | <b>Board Contributions</b> <ul style="list-style-type: none"> <li>Board member contribution ("Give-Get") expectations defined and articulated but are not enforced. Most Board members do not meet financial contribution expectations.</li> </ul>   | <b>Board Contributions</b> <ul style="list-style-type: none"> <li>Board member contribution ("Give-Get") expectations are clearly articulated and enforced. Most Board members meet financial contribution expectations.</li> </ul>  | <b>Contributions</b> <ul style="list-style-type: none"> <li>Board member contribution ("Give-Get") expectations are clearly articulated and enforced. All Board members meet financial contribution expectations and most make a "stretch" contribution.</li> </ul>  |
|  | <b>Board Development</b> <ul style="list-style-type: none"> <li>Board does not have a strategic approach to Board development or a defined set of member expectations. Board has no plans to recruit new members.</li> </ul>  | <b>Development</b> <ul style="list-style-type: none"> <li>Board does not have a strategic approach to Board development or a defined set of member expectations. Board takes an opportunistic approach to recruiting. Board does not have a new member orientation protocol. Board members are drawn from a narrow spectrum of relevant constituencies.</li> </ul>                         | <b>Board Development</b> <ul style="list-style-type: none"> <li>Board has a strategic plan around Board development that defines a Board member recruiting strategy and goals. Board has a clearly defined and articulated set of Board member expectations. Board has defined and implemented a new Board member orientation process. Board composition has some diversity in fields of practice and expertise. Size of Board is set for maximum effectiveness.</li> </ul>  | <b>Board Development</b> <ul style="list-style-type: none"> <li>Board has a strategic plan around Board development that defines a Board member recruiting strategy and goals and a Board member succession planning process. Board regularly reviews progress against Board development goals and adjusts accordingly. Board has a clearly defined and articulated set of Board member expectations and regularly evaluates members against these expectations. Board members regularly receive governance capacity building and/or development opportunities. Board has defined and implemented a new Board member orientation process and regularly evaluates the effectiveness of this process.</li> </ul> |

**Board Oversight**

- Board rarely reviews Affiliate financials and rarely considers Affiliate performance against strategic direction/plan. Board does not effectively hold its Chief Professional Officer accountable for performance or outcomes. Board is unaware of or does not ensure that Affiliate takes appropriate risk management and compliance measures (e.g. adequate insurance coverage, meeting public disclosure requirements, etc.)

**Board Oversight**

- Board occasionally reviews Affiliate financials and performance against strategic direction. Board relies on an informal process for evaluating its Chief Professional Officer. Board has informal or reactive practices in place with respect to risk management and compliance measures (e.g. adequate insurance coverage, meeting public disclosure requirements, etc.)

**Board Oversight**

- Board reviews Affiliate financials and performance against strategic plan at least quarterly. Board ensures that adequate financial management policies are in place. Board has a clearly defined performance evaluation and compensation review process for its Chief Professional Officer. Board regularly reviews its Chief Professional Officer's performance and compensation. Board ensures that appropriate risk management and compliance measures (e.g. adequate insurance coverage, meeting public disclosure requirements, etc.) are in place.

**Board Oversight**

- Board reviews and scrutinizes Affiliate financials and performance against strategic plan at least quarterly. Board ensures that adequate financial management policies are in place and are implemented appropriately. Board members regularly evaluate the soundness of the Affiliate's strategic plan and consider whether the Affiliate is efficiently and effectively fulfilling its mission. Board has a clearly defined performance evaluation and compensation review process for its Chief Professional Officer. Board regularly reviews its Chief Professional Officer's performance and compensation. Board has a defined succession plan for its Chief Professional Officer. Board ensures that appropriate risk management and compliance measures (e.g. adequate insurance coverage, meeting public disclosure requirements, etc.) are in place.

Board has diversity in fields of practice, expertise, fundraising ability and demographic characteristics. One or more Board members reflect the demographics of the Affiliate's Dreamers. Size of board is set for maximum effectiveness. Board members regularly engage with Dreamers (volunteer, mentor, etc.) and demonstrate understanding of the community being served.

**Development Strategy**

- Affiliate has not defined a resource development strategy or plan. No fundraising system is in place. Fundraising is reactive.

**Development Strategy**

- Affiliate has created a resource development strategy for ensuring appropriate financial resources for operations. However, this strategy is poorly defined or loosely connected to the Affiliate's strategic plan and budget projections.

**Development Strategy**

- A resource development strategy for ensuring appropriate financial resources for operations has been documented and approved by the Board of Directors. This strategy is tightly connected to the Affiliate's strategic plan and budget projections. An annual fundraising plan is linked to this strategy. Affiliate has a strategic marketing and communication plan to inform the community about its mission, goals,

**Development Strategy**

- A resource development strategy for ensuring appropriate financial resources for operations has been documented and approved by the Board of Directors. This strategy is tightly connected to the Affiliate's strategic plan and budget projections. An annual fundraising plan is linked to this strategy. The Affiliate's prospecting approach considers an income source's impact on Dreamers and their communities

programs, services and outcomes.

and overall alignment to its mission, culture and values. Affiliate has a strategic marketing and communication plan to inform the community about its mission, goals, programs, services and outcomes. The communication plan is closely aligned with the Affiliate's mission and strategic priorities.

#### **Funding Diversity**

- Exclusive reliance on a few funding sources.

#### **Funding Diversity**

- Strong dependence on a few funders, largely of the same type (e.g. small set of individuals, government sources, foundations or corporations)

#### **Funding Diversity**

- Solid base of funders from many types of funding sources. Affiliate is able to hedge against market instabilities.

#### **Funding Diversity**

- Highly diversified funding streams. Affiliate is largely insulated from potential market instabilities. Affiliate has developed sustainable revenue generating activities.

#### **Development Operations**

- Affiliate has limited capacity to raise funds. Affiliate lacks staff with fundraising experience or expertise. Basic routine development operations (e.g. collateral management, campaigns and appeals, gift processing, donor acknowledgement, etc) are not established. Affiliate routinely does not reach its fundraising targets.

#### **Development Operations**

- Affiliate has some fundraising capacity. Staff has some fundraising experience; however, Affiliate lacks a dedicated fundraising role/position. Basic routine development operations (e.g. collateral management, campaigns and appeals, gift processing, donor acknowledgement, etc) are in place. Affiliate occasionally reaches fundraising targets.

#### **Development Operations**

- Affiliate has solid fundraising capacity. Affiliate has well developed internal fundraising expertise and accesses external expertise as necessary. Development operations processes and protocols are documented and routinely followed. Affiliate regularly reaches its fundraising targets. Resource development activities are regularly reviewed for their cost effectiveness.

#### **Development Operations**

- Affiliate has strong fundraising capacity. Affiliate has highly developed internal fundraising expertise and accesses external expertise for extraordinary needs. Development operations processes and protocols are documented and routinely followed. Affiliate regularly reviews and improves its processes and protocols. Affiliate seeks and acquires relevant accreditations to enhance its value to donors and funders. Affiliate always reaches its fundraising targets. Affiliate actively manages resources development activities to target ratios (e.g. fundraising yield of 3x resource development costs).

#### **Strategic Planning & Execution**

- Affiliate has not implemented a strategic planning process or defined a strategic plan. Leadership and staff have an inconsistent and imprecise understanding of organizational goals and objectives. Anecdotes and qualitative information are primarily used to track performance against goals.

#### **Strategic Planning & Execution**

- Affiliate has not implemented a strategic planning process. Strategic plan may be in place but is not clearly articulated or not well understood. Strategic plan is rarely referenced to set organizational priorities or used to track Affiliate's performance.

#### **Strategic Planning & Execution**

- Affiliate engages in ongoing long term and short term strategic planning activities. A strategic plan is in place that describes how the Affiliate will fulfill its mission and has long term goals, corresponding strategies, timelines and measures of success. The strategic plan has been approved by the Board of Directors. An operating plan to achieve strategy and a corresponding budget are defined annually, approved by the Board of Directors and are tightly aligned with the strategic plan.

#### **Strategic Planning & Execution**

- Affiliate engages in ongoing long term and short term strategic planning activities. A strategic plan is in place that describes how the Affiliate will fulfill its mission and has long term goals, corresponding strategies, timelines and measures of success. The strategic plan has been approved by the Board of Directors. An operating plan to achieve strategy and a corresponding budget are defined annually, approved by the Board of Directors and are tightly aligned with the strategic plan. Periodic reviews of the operating plan are integrated into the Affiliate's regular management practices. Strategic plan is used extensively to guide management decisions.

**Risk & Compliance Management**

- Basic compliance documentation (e.g. Whistleblower Policy, Document Retention Policy, etc) is not in place. Affiliate does not carry insurance sufficient to cover its risk.

**Risk & Compliance Management**

- Basic compliance documentation (e.g. Whistleblower Policy, Document Retention Policy, etc) is in place. Affiliate carries the necessary levels of insurance to cover its facilities, equipment, Dreamers, employees and volunteers. Affiliate meets all federal, state and local requirements for public disclosures.

**Risk & Compliance Management**

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**Risk & Compliance Management**

- Basic compliance documentation (e.g. Whistleblower Policy, Document Retention Policy, etc) is in place. Affiliate carries the necessary level of insurance to cover its facilities, equipment, Dreamers, employees and volunteers. Affiliate reviews insurance coverage and costs annually and adjusts coverage as necessary for cost effectiveness. Affiliate meets all federal, state and local requirements for public disclosures. Affiliate conducts periodic internal reviews of its compliance with known legal, regulatory and financial reporting requirements.

**Employee Management**

- Affiliate is not staffed adequately to support basic functions (leadership, programming, development, administration & operations). No staff people or a single staff person. No documented personnel policies.

**Employee Management**

- Affiliate is not staffed adequately to support basic functions (leadership, programming, development, administration and operations). Affiliate leadership and program delivery are separated into two distinct roles/positions. Personnel policies that govern the work, actions and safety of employees are documented and are approved by the Board of Directors.

**Employee Management**

- Affiliate is adequately staffed to support basic functions (leadership, programming, development, administration and operations). There is a ratio of Dreamer facing program delivery staff to Dreamers that is compliant with local or state regulations. Personnel policies that govern the work, actions and safety of employees are documented and are approved by the Board of Directors. The Affiliate has a human resource plan that is linked to its strategic plan. Common HR practices are defined and implemented effectively: job description are defined for all positions and are periodically reviewed and updated in response to the changing needs of the organization and to support the growth and development of the staff; staff members are given clear goals, objectives and work plans and receive annual performance reviews; new staff members go through a formal orientation process when they join the organization. Affiliate offers a competitive salary and benefits package.

**Employee Management**

- Affiliate is optimally staffed to support basic functions (leadership, programming, development, administration and operations). There is a ratio of Dreamer facing program delivery staff to Dreamers that exceeds local or state regulations. Personnel policies that govern the work, actions and safety of employees are documented and are approved by the Board of Directors. The Affiliate has a human resource plan that is linked to its strategic plan. Common HR practices are defined and implemented effectively: job description are defined for all positions and are periodically reviewed and updated in response to the changing needs of the organization and to support the growth and development of the staff; staff members are given clear goals, objectives and work plans and receive annual performance reviews; annual performance reviews are tied to employee compensation; staff members regularly receive professional development and educational opportunities; new staff members go through a formal orientation process when they join the organization. Affiliate offers a competitive salary and benefits package. The staff reflects the diversity of the community of Dreamers being served. Affiliate is regarded as a destination employer ("best place to work").

**Volunteer Management****Volunteer Management****Volunteer Management**

- No volunteers or no volunteer tracking. No volunteer screening process.
- Volunteers are used to perform functions and services in support of the Affiliate's mission. Affiliate has an established screening process in place to ensure the safety of Dreamers and to minimize the potential liability to the organization. There is no active recruiting of volunteers; volunteers are acquired passively and opportunistically. Few systems are in place to support volunteer management.
- Volunteers are used to perform functions and services in support of the Affiliate's mission. A wide range of volunteer roles are available. Affiliate has an established screening process in place to ensure the safety of Dreamers and to minimize the potential liability to the organization. Volunteers are actively and regularly recruited. Written job descriptions exist for the most common volunteer positions. Volunteers are assigned with careful consideration of the organization's needs and of the volunteer's skills, needs and interests. The Affiliate has written volunteer policies and a volunteer handbook. Orientations and trainings are provided to volunteers to help them be successful in their work. Volunteer information is maintained in a database.

**Volunteer Management**

- Volunteers are used to perform functions and services in support of the Affiliate's mission. A wide range of volunteer roles are available. Affiliate has an established screening process in place to ensure the safety of Dreamers and to minimize the potential liability to the organization. Volunteers are actively and regularly recruited. Recruitment practices successfully fill needs with appropriate volunteers. Written job descriptions exist for all volunteer positions. Volunteers are assigned with careful consideration of the organization's needs and of the volunteer's skills, cultural competency, needs and interests. The Affiliate has written volunteer policies and a volunteer handbook. One or more staff members are responsible for managing the volunteer experience. Orientations and trainings are provided to volunteers to help them be successful in their work. Volunteers receive periodic performance evaluations. The Affiliate has a formal volunteer recognition program. Volunteer information is maintained in a database.

**Financial Management**

- **Financial Management**  
Affiliate does not have written financial management policies. No or very limited financial planning. Affiliate does not have a reliable expense management system or process. Affiliate does not meet audit or financial filing requirements or does not meet them in a timely fashion.
- **Financial Management**  
A financial management policy that addresses the investment of the Affiliate's assets, the Affiliate's internal controls around expense management, etc. has been defined and approved by the Board of Directors. Affiliate performs limited financial planning activities. An operating budget is defined and approved by the Board of Directors annually. Budget is used as an operational tool: performance against budget is monitored periodically. Affiliate meets all audit and financial filing and disclosure requirements.
- **Financial Management**  
A financial management policy that addresses the investment of the Affiliate's assets, the Affiliate's internal controls around expense management, etc. has been defined and approved by the Board of Directors. Affiliate performs solid financial planning activities. An operating budget is defined and approved by the Board of Directors annually. The annual operating budget is linked to an annual operating plan which is linked to the Affiliate's strategic plan. Budget is used as an operational tool: performance against budget is monitored at least monthly. Affiliate has the capacity to isolate divisional budgets within the overall budget. Affiliate meets all audit and financial filing and disclosure requirements in a timely fashion.
- **Financial Management**  
A financial management policy that addresses the investment of the Affiliate's assets, the Affiliate's internal controls around expense management, etc. has been defined and approved by the Board of Directors. Affiliate performs very solid financial planning activities. An operating budget is defined and approved by the Board of Directors annually. The annual operating budget is linked to an annual operating plan which is linked to the Affiliate's strategic plan. Budget is used as an operational tool: performance against budget is monitored at least monthly. Affiliate has the capacity to isolate divisional budgets within the overall budget. Divisional budgets within the overall are well understood. Affiliate actively manages the budget to target financial ratios e.g. fundraising efficiency, admin costs ratio, cost per Dreamer, working capital ratio, etc.

### Partnerships & Alliances

- No partnerships or alliances with other for-profit, nonprofit or private or public sector entities. Or partnerships that may be precarious or not fully win-win. Affiliate has very few connections to community members and opinion leaders that can support its work and/or provide information about evolving community needs.

### Advocacy

- No long term strategy on advocacy. The Affiliate's community presence is not recognized or Affiliate is not regarded as a player in the community. Community leaders rarely call on the Affiliate for its input on issues important to the organization and its Dreamers.

### Partnerships & Alliances

- Partnerships and alliances are used to further the Affiliate's work and strengthen its outcomes. Partnerships are primarily with schools and community based youth service organizations. Partnerships are generally undocumented "handshake" agreements and focused on short term common goals. Affiliate has some key connections to community members and opinion leaders that can support its work and/or provide information about evolving community needs.

### Advocacy

- The Affiliate has some understanding of the need to grow Dreamer capacity and social capital to tackle issues and problems. Advocacy work generally promotes short term gains rather than long term capacity building. Affiliate has some readiness and skill to participate in policy discussions and influence policy making. The Affiliate's community presence is somewhat recognized and Affiliate is generally regarded as a player in the community. Community leaders occasionally call on the Affiliate for its input on issues important to the organization and its Dreamers.

### Partnerships & Alliances

- Partnerships and alliances are frequently used to further the Affiliate's work and to strengthen its outcomes. Partners are varied (schools, other youth serving nonprofits, local government, higher education institutions, corporations, etc). Written agreements exist with all mission critical or strategic partners and establish long term mutually beneficial collaboration. Affiliate has many connections to community members and opinion leaders that can support its work and/or provide information about evolving community needs.

### Advocacy

- The Affiliate has a broad understanding of the need to grow Dreamer capacity and social capital to tackle issues and problems. The Affiliate's advocacy strategy is focused on long term capacity building and its advocacy work employs effective tactics to maintain active participation in policy discussions and to influence policy making at local and state levels. The Affiliate is diligent in assuring that it does not participate or intervene in any political campaign or in opposition to any candidate for public office. The Affiliate is known within the community and is perceived as responsive to the community's needs. Community leaders often call on the Affiliate for its input on issues important to the organization and its Dreamers.

Affiliate operates with margins that allow it to build its balance sheet. Affiliate meets all audit and financial filing and disclosure requirements in a timely fashion.

### Partnerships & Alliances

- The Affiliate has defined and implemented a strategic partnership strategy. Strong and high impact partnerships and alliances are deeply integrated into the Affiliate's work. Partners are varied (schools, other youth serving nonprofits, local government, higher education institutions, corporations, etc). Written agreements exist with all mission critical or strategic partners and establish long term mutually beneficial collaboration. Partnerships are regularly evaluated for their contribution to outcomes and to mission fulfillment. Affiliate has numerous connections to community members and opinion leaders with whom it regularly communicates and that support its work and/or provide information about evolving community needs.

### Advocacy

- The Affiliate has a strong understanding of the need to grow Dreamer capacity and social capital to tackle issues and problems. The Affiliate has a documented advocacy strategy that strives to influence public policies that affect its ability to achieve its mission and that has been approved by its Board of Directors. The Affiliate's advocacy strategy is focused on long term capacity building and its advocacy work employs effective tactics to maintain active participation in policy discussions and to influence policy making at local and state levels. The Affiliate is diligent in assuring that it does not participate or intervene in any political campaign or in opposition to any candidate for public office. The Affiliate is widely known within the community and is perceived as actively engaged and extremely responsive to the community's needs. Community leaders always call on the Affiliate for its input on issues important to the organization and its Dreamers.

#### Term Focus

*Consistent support from no later than third grade through college completion*

- Affiliate does not provide programming consistently from elementary school through college.

#### Need Based

*Focus on students from under resourced or disadvantaged communities*

- Affiliate does not assess or verify the socio-economic status of its Dreamers. Or less than 80% of Dreamers are from families that would be classified as low income.

#### Pro

#### ive

*Including students regardless of their academic ability or performance*

- Affiliate “cherry picks” Dreamers to enroll in the program based upon academic performance. Affiliate removes Dreamers from the program based upon academic performance or for insignificant behavioral infractions (e.g. truancy, non-statutory consensual sexual activity, etc).

#### istent Mentoring

*Long term and consistent relationship with a supportive adult from elementary school through college*

#### Term Focus

*Consistent support from no later than third grade through college completion*

- e provides programming consistently from elementary school through high school graduation. Programming is not provided consistently to college Dreamers. Affiliate may routinely or frequently accept Dreamers into the program after the third grade.

#### Inclusive

*Including students regardless of their academic ability or performance*

- Affiliate enrolls Dreamers into the program without consideration of academic ability or performance. Affiliate has a written “Once a Dreamer, Always a Dreamer” policy that defines the conditions or behaviors that would warrant a Dreamer withdrawal from the program.

#### istent Mentoring

*Long term and consistent relationship with a supportive adult from elementary school through college*

#### Term Focus

*Consistent support from no later than third grade through college completion*

- e provides programming consistently from elementary school through college graduation.

#### Need Based

*Focus on students from under resourced or disadvantaged communities*

- At least 80% of the Dreamers served by the Affiliate are from families that would be classified as low income at the time that Dreamer enrolled in the program.

#### Inclusive

*Including students regardless of their academic ability or performance*

- Affiliate enrolls Dreamers into the program without consideration of academic ability or performance. Affiliate has a written “Once a Dreamer, Always a Dreamer” policy that defines the conditions or behaviors that would warrant a Dreamer withdrawal from the program and that is clearly articulated to Dreamers and their families.

#### istent Mentoring

*Long term and consistent relationship with a supportive adult from elementary school through college*

#### Term Focus

*Consistent support from no later than third grade through college completion*

- e provides programming consistently from elementary school through college. Affiliate provides early adult career development and/or placement supports to college graduates.

#### Inclusive

*Including students regardless of their academic ability or performance*

- Affiliate enrolls Dreamers into the program without consideration of academic ability or performance. Affiliate has a written “Once a Dreamer, Always a Dreamer” policy that defines the conditions or behaviors that would warrant a Dreamer withdrawal from the program and that is clearly articulated to Dreamers and their families. Dreamers periodically “re-commit” or renew their vows to the program.

#### istent Mentoring

*Long term and consistent relationship with a supportive adult from elementary school through college*

- Affiliate does not have any paid staff members with responsibility for servicing as or securing a long term (1 year or longer) adult mentors for each Dreamer or Affiliate experiences frequent turnover of program directors.

#### Outcomes Focused

*Individualized, evidence-based, grade level appropriate services and programming that drive toward outcomes*

- Affiliate does not provide programming that addresses all four National Dreamer Outcome areas. Programming provided is poorly attended by Dreamers. Affiliate does not adequately collect data and information to monitor the delivery of its programming and/or to measure Dreamer outcomes. Affiliate does not apply evidence-based principles in the design and enhancement of its programming. Affiliate does not routinely assess gaps in the ability of programming to meet Dreamer needs. Affiliate has limited capacity and ability to create new programming, services or interventions.

- A program director is in place and serves as or provides a long term (1 year or longer) adult mentor for each Dreamer throughout the Dreamer's time with the program. Affiliate may experience some unexpected and impactful turnover in program directors.

#### Outcomes Focused

*Individualized, evidence-based, grade level appropriate services and programming that drive toward outcomes*

- Affiliate provides programming that minimally addresses all four National Dreamer Outcome areas. Programming is generally attended by most Dreamers. Affiliate may collect a basic set of data points about Dreamers, programming and outcomes. Data collection practices are primarily driven by funder needs and do not drive internal performance management and improvement activities. Little to no evaluation of program effectiveness is performed or program effectiveness is assessed based primarily on anecdotal and qualitative evidence. Affiliate may deliver some programming that is not aligned to outcomes, mission or vision. Affiliate applies some evidence-based principles in the design and enhancement of its programming. Affiliate occasionally assesses gaps in the ability of programming to meet Dreamer needs. Affiliate has some capacity and ability to create new programming, services or interventions.

- Affiliate ensures that every Dreamer can identify at least one "I Have A Dream" staff member (or mentor provisioned by "I Have A Dream" staff) that is supportive of their post secondary aspirations and that they can turn to for support, guidance and encouragement from the time of enrollment through college completion.

#### Outcomes Focused

*Individualized, evidence-based, grade level appropriate services and programming that drive toward outcomes*

- Affiliate provides programming that drives towards performance in all four National Dreamer Outcome areas. Programming provided is well attended by most Dreamers. Affiliate collects data and information that allow for reporting on Dreamers' progress in all four Outcome areas and analysis of correlations between programming and Dreamer Outcomes. Affiliate has written policies that protect the confidentiality and privacy of Dreamer information and has implemented these policies throughout the organization. Data collected is used to evaluate programming and to drive decision making and continuous improvement of programs. Affiliate has developed and implemented robust internal program evaluation practices. Occasional external longitudinal and/or social impact studies are performed. Affiliate regularly benchmarks its progress and outcomes internally and against external organizations. Affiliate employs staff members with research and data skills and provides training to all staff on data driven decision making. Program design is informed by evidence-based research and analysis. Affiliate regularly assesses gaps in the ability of programming to meet Dreamer needs. Affiliate regularly measures and monitors satisfaction of program participants and uses these findings to inform and improve programming. Affiliate demonstrates a

- Affiliate ensures that every Dreamer can identify one or more "I Have A Dream" staff members (or mentors provisioned by "I Have A Dream" staff) that are supportive of their post secondary aspirations and that they can turn to for support, guidance and encouragement from the time of enrollment through college completion. Affiliate buffers against staff and volunteer turnover and ensures that throughout the life of the Dreamers' involvement in the program they are supported by a caring and capable adult presence.

#### Outcomes Focused

*Individualized, evidence-based, grade level appropriate services and programming that drive toward outcomes*

- Affiliate provides programming that excels at achieving success in all four National Dreamer Outcome areas. Programs are consistently well attended by the majority of Dreamers. Affiliate collects data and information that allow for reporting on Dreamers' progress in all four Outcome areas and analysis of correlations between programming and Dreamer Outcomes. Affiliate has written policies that protect the confidentiality and privacy of Dreamer information and has implemented these policies throughout the organization. Data collected is used extensively to evaluate programming and to drive decision making and continuous improvement of programs. Affiliate has developed and implemented robust internal program evaluation practices. Periodic external longitudinal and/or social impact studies are performed. Affiliate frequently commissions external assessments to learn more about how well its programs are being run, what programs are or are not accomplishing, who is or is not benefiting, and how programs can be strengthened. Affiliate frequently benchmarks its progress and outcomes internally and against external organizations. Affiliate has staff member(s) dedicated to research and evaluation and a culture that values data and evidence and that practices data-informed decision making. Program design is informed by culturally appropriate, evidence-based



**Tuition Support**

*Guaranteed last dollar tuition scholarship to eliminate financial barriers to post secondary education*

- Affiliate does not offer Dreamers a last dollar tuition support commitment and/or Affiliate has not articulated a clear commitment to Dreamers about the “I Have A Dream” tuition promise.

**Tuition Support**

*Guaranteed last dollar tuition scholarship to eliminate financial barriers to post secondary education*

- Affiliate offers Dreamers a tuition support commitment that is clearly outlined in its Dreamer agreement or program enrollment materials. Affiliate’s tuition support commitment may not be significant enough to achieve last dollar guarantee. Sufficient funds to satisfy the tuition promise may not exist and/or raising funds to satisfy the tuition commitment may not be well integrated into the Affiliate’s fundraising strategy or plan.

strong ability to modify and fine tune existing programs and create new programs and services.

**Tuition Support**

*Guaranteed last dollar tuition scholarship to eliminate financial barriers to post secondary education*

- Affiliate offers Dreamers a tuition support commitment that is clearly outlined in its Dreamer agreement or program enrollment materials. Affiliate’s tuition support commitment is significant enough to achieve last dollar guarantee for all Dreamers at a well-matched post secondary institution. Sufficient funds exist to satisfy the tuition promise or fundraising to satisfy the tuition promise is appropriately integrated into the Affiliate’s existing fundraising plans. Funds to satisfy the tuition commitment are maintained in an interest bearing account held by the Affiliate or in some other secure location (e.g. within an “I Have A Dream” college savings account). The Affiliate has written policies that describe a Dreamer’s obligations/eligibility to receive tuition support upon college enrollment.

research and analysis. Affiliate frequently assesses gaps in the ability of programming to meet Dreamer needs. Affiliate intentionally incorporates the perspectives and feedback from Dreamers and their families into program design. Affiliate regularly modifies and fine tunes existing programs and creates innovative new programs and services that can be replicated across the network. Affiliate’s programming has received external certification, endorsement or distinction.

**Tuition Support**

*Guaranteed last dollar tuition scholarship to eliminate financial barriers to post secondary education*

- Affiliate offers Dreamers a tuition support commitment that is clearly outlined in its Dreamer agreement or program enrollment materials. Affiliate’s tuition support commitment is significant enough to achieve last dollar guarantee for all Dreamers at a well-matched post secondary institution of the Dreamer’s choosing. Sufficient funds exist to satisfy the tuition promise or fundraising to satisfy the tuition promise is appropriately integrated into the Affiliate’s existing fundraising plans. Funds to satisfy the tuition commitment are maintained in an interest bearing account held by the Affiliate or in some other secure location (e.g. within an “I Have A Dream” college savings account). The Affiliate participates in the “I Have A Dream” college savings account program. The Affiliate has written policies that describe a Dreamer’s obligations/eligibility to receive tuition support upon college enrollment. The Affiliate regularly updates expense projections related to the fulfillment of the tuition promise in order to reflect the changing needs of Dreamers and the changing landscape of higher education financial aid.

**Family Engagement**

*Welcome and engage families in Dreamers success (regardless of barriers e.g. language)*

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- Affiliate occasionally and opportunistically engages with Dreamers' families. Program staff unable to engage substantially or effectively with Dreamers from non-native English speaking families.

- Affiliate has scheduled family engagement events that occur occasionally (e.g. annual family day). Program staff may have some deep relationships with some Dreamer families.

- Affiliate has an intentional strategy around family engagement. Program staff frequently engages with Dreamer families on a regular basis and in different formats (program events, home visits, etc). Program staff is fluent in the native languages of Dreamers' families or make effective use of interpreters. Program materials are made available in the appropriate languages. Dreamer families receive education and information that helps them meaningfully engage in their child(ren)'s academic success and support their child(ren)'s post secondary aspirations.

- Affiliate has an intentional strategy around family engagement that is designed to empower families to advocate for and support Dreamers. Affiliate employs evidence-based tactics and curriculums to implement strategy. Program staff frequently engages with Dreamer families on a regular basis and in different formats (program events, home visits, etc). Program staff is fluent in the native languages of Dreamers' families or makes effective use of interpreters. Program materials are made available in the appropriate languages. Dreamer families receive education and information that helps them meaningfully engage in their child(ren)'s academic success and support their child(ren)'s post secondary aspirations. Family members' needs and perspectives are used to inform Dreamer programming. Affiliate provides or provisions services for family members (e.g. GED courses, ESL courses, etc).

#### Community Engagement

*Provide opportunities for service learning so that Dreamers are prepared to and enthusiastic about giving back to their communities*

- Affiliate does not provide Dreamers with opportunities for service learning or service learning opportunities provided receive poor attendance or participation.

#### Community Engagement

*Provide opportunities for service learning so that Dreamers are prepared to and enthusiastic about giving back to their communities*

- Occasional opportunities to engage in community service are provided to Dreamers. These opportunities are well attended by Dreamers.

#### Community Engagement

*Provide opportunities for service learning so that Dreamers are prepared to and enthusiastic about giving back to their communities*

- Service learning is integrated into "I Have A Dream" programming. Dreamers receive frequent opportunities to participate in community service activities. These activities are well attended by Dreamers.

#### Community Engagement

*Provide opportunities for service learning so that Dreamers are prepared to and enthusiastic about giving back to their communities*

- Service learning is intentionally and consistently integrated into "I Have A Dream" programming. Dreamers receive frequent opportunities to participate in ongoing community service projects. These projects receive high levels of participation from Dreamers. Dreamers play an active role in the selection and planning of community service projects. Community service projects are relevant to the needs of the community and Dreamers participate in formal reflections or discussions about the impact of service on the communities.

#### Licensing Agreement

- Affiliate does not have a current executed federation licensing agreement and/or is not current on licensing fees.

#### Licensing Agreement

- Affiliate has a current executed federation licensing agreement in place and is current on all licensing fees.

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#### National Brand Management

- Affiliate is not compliant with National Brand Standards and/or operates in ways

#### National Brand Management

- Affiliate is compliant with National Brand Standards and operates with concern for

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#### National Brand Management

- Affiliate is compliant with National Brand Standards and makes significant

that expose “I Have A Dream” to reputational risk

the risk and health of the “I Have A Dream” brand.

the risk and health of the “I Have A Dream” brand. Affiliate employs effective strategies and tactics to promote the “I Have A Dream” name within its community.

contributions to the ongoing evolution of these Brand Standards. Affiliate operates with concern for the risk and health of the “I Have A Dream” brand. Affiliate employs effective strategies and tactics to promote the “I Have A Dream” name within its community. Affiliate actively engages in activities that increase the prestige and prominence of the brand (e.g. thought leadership publications, speaking engagements, etc).

#### **National Performance Measurement**

- Affiliate does not participate in national performance measurement activities. Affiliate does not supply outcomes data or participate in National data collection activities. Affiliate reports outcomes in a manner that is inconsistent with National common measure standards and benchmarking protocols.

#### **National Performance Measurement**

- Limited participation in national performance measurement activities. Affiliate supplies a partial data set or partially participates in National data collection activities. Affiliate reports outcomes in a manner that is consistent with National common measure standards and benchmarking protocols. Affiliate participates in national data inquiry practices and conversations.

#### **National Performance Measurement**

- Full participation in national performance measurement activities. Affiliate supplies a complete data set and fully participates in National data collection activities. Affiliate reports outcomes in a manner that is consistent with National common measure standards and benchmarking protocols. Affiliate actively participates in national data inquiry practices and conversations.

#### **National Performance Measurement**

- Full participation in national performance measurement activities. Affiliate supplies a complete high quality data set and fully participates in National data collection activities. Affiliate reports outcomes in a manner that is consistent with National common measure standards and benchmarking protocols. Affiliate actively participates in national data inquiry practices and conversations. Affiliate makes significant contributions to the ongoing evolution and continuous improvement of national performance measurement activities.

#### **Network Cohesion and Collaboration**

- Limited to no participation in national initiatives or attendance at national events (DreamUP, National Staff Conference, National communication initiatives or campaigns, etc).

#### **Network Cohesion and Collaboration**

- Affiliate regularly participates in national initiatives and frequently attends national events (DreamUP, National Staff Conference, National communication initiatives or campaigns, etc).

#### **Network Cohesion and Collaboration**

- Affiliate frequently participates in national initiatives and always attends national events (DreamUP, National Staff Conference, National communication initiatives or campaigns, etc). Affiliate makes significant contributions to national initiatives and events (e.g. leads conference workshops, hosts conference, etc)

#### **Network Cohesion and Collaboration**

- Affiliate routinely participates in national initiatives and always attends national events (DreamUP, National Staff Conference, National communication initiatives or campaigns, etc). Affiliate makes significant contributions to national initiatives and events (e.g. leads conference workshops, hosts conference, etc). Affiliate makes a significant contribution to the strategy and direction behind national events and initiatives.

#### **Expansion: Vision 2020 Support**

- Affiliate has little to no ability to scale up or replicate its existing programs. Affiliate does not assess its capacity to scale.

#### **Expansion: Vision 2020 Support**

- Affiliate performs limited assessment of its capacity to scale up existing programs but demonstrates limited ability to scale.

#### **Expansion: Vision 2020 Support**

- Affiliate regularly assesses its capacity to scale up existing programs and demonstrates ability to scale. Affiliate expands programming to an additional cohort of Dreamers at least every two to three years.

#### **Expansion: Vision 2020 Support**

- Affiliate frequently assesses its capacity to scale up existing programs and demonstrates strong ability to scale. Affiliate is efficiently and effectively able to grow existing programs to meet the needs of its community. Affiliate generally expands to serve new Dreamers every year.

