

Breakthrough Performance

Results-Oriented Blended Learning

Dare Mighty Things, Inc. is a recognized leader in designing and launching new social enterprises, specializing in program consulting, action research, information management, and training and technical assistance. DMT identifies best practices and promising innovations, captures and disseminates that knowledge through technology-enhanced training, and helps others put knowledge into practice through nationwide technical assistance and communities of practice.

DMT achieves **measurable improvements in program performance** through an approach that is:

Technology Infused Training and Technical Assistance (T³)

- ✓ Benchmarking
- ✓ Blended learning in the classroom and online
- ✓ Onsite and remote technical assistance
- ✓ Electronic communities of practice

Systematic. Training courses are developed using a systems approach to training and designed to achieve measurable, meaningful results. DMT is an authorized provider of continuing education units (CEUs) through the International Association for Continuing Education and Training (IACET).

Integrated. Our technical approach is time-tested, fully integrated, and already in place for many successful programs. Our blended learning experiences reflect a full range of multimedia techniques in a thematic approach for greatest client satisfaction.

Performance-based. Each component of the training program is carefully designed to engage the learner and produce measurable outcomes aligned with the overall strategic goals and objectives of the program and organization.

DMT has contributed to a wide array of successful projects since it was established in 1991, all focusing on the implementation and continuous improvement of best practices to positively impact the lives of vulnerable populations. Recent examples include providing training and technical assistance for Mentoring Children of Prisoners (MCP) and the National Guard Youth ChalleNGe Program (NGYCP), serving as the National Resource Center for the Compassion Capital Fund, and developing mentoring initiatives to help youth lead more productive lives through programs like YouthBuild and STARBASE. Additional programs specifically developed for at-risk youth have included TeamWorks (mentoring in Los Angeles public schools), MatchPoint (mentoring for juvenile offenders), and Prison Fellowship's Angel Tree, serving nearly 600,000 children of prisoners each year.

DMT Case Study: National Guard Youth ChalleNGe Program

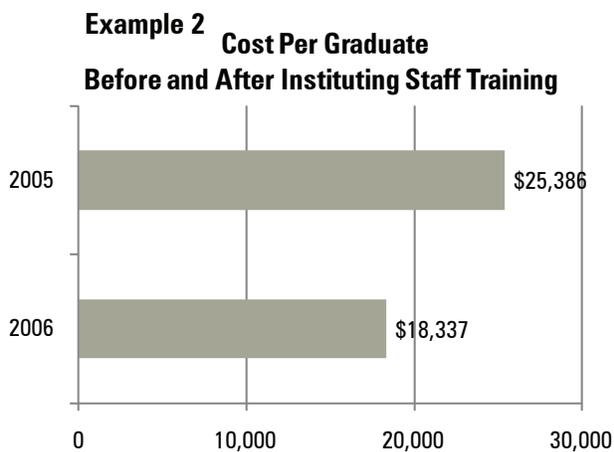
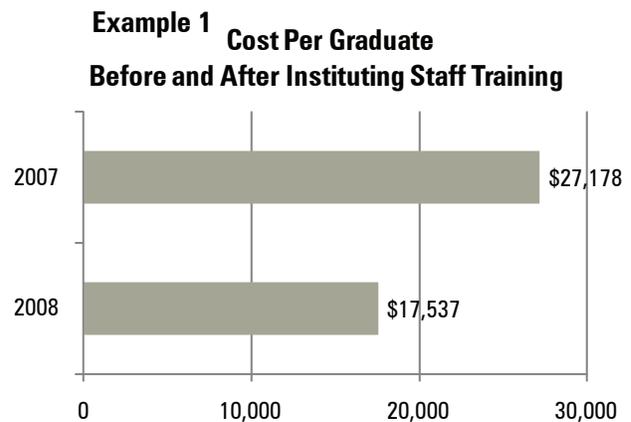
The nationally recognized National Guard Youth ChalleNGe Program is a vivid example of this success. ChalleNGe was designed to reclaim the lives of America's at risk-youth by instilling values, skills, knowledge, and self-discipline. DMT has been involved since 1993 when we designed the program's mentoring model and mentor/mentee training. The relationship has grown, with DMT now providing national level benchmarking, training, and technical assistance to the program, including the delivery of blended learning experiences to more than 15,000 employees and contributing to over 100,000 successful ChalleNGe graduates. Among other outcomes, a study released by MDRC revealed that ChalleNGe graduates are much more likely than the control group to have a **GED or diploma (460 percent higher)** and to be **working or attending college (50 percent higher)**.

Training results

ChalleNGe's independent evaluator demonstrated programs failing to meet graduation targets experience significantly lower cadet retention rates than programs that succeed in reaching graduation targets. In fact, the key factor contributing to cadet retention was staff performance, more specifically, front line staff who engage with cadets on a regular basis. **The research shows a direct causal relationship between overall training readiness and retention and graduation levels.**

The ChalleNGe program addressed in example 1 was experiencing low cadet retention and missed graduation targets. Program leadership decided to take advantage of staff training opportunities and committed to making sure the program maintained a high training readiness level. This commitment **helped an under-performing program become a top-performing program**, producing more graduates at a lower cost per graduate.

This program put multiple organizational processes in place to stop losses, including instituting a process of ensuring staff members meet minimum training standards. By 2008, with more than 70 percent of the staff trained, the program achieved staff training readiness status, their **cost per graduate dropped by \$10,000** and they began graduating cadets above target.



Example 2 features a program that has a long history of programmatic success and has long been considered a strong program. By reaching a high staff training readiness level, this high-performing program boosted performance and reduced cost, maximizing the investment in program operations.

In 2006, the program began sending more staff to training and 70 percent of their staff met training standards. They exceeded their graduation goal with **83 percent cadet retention, 20 percent higher than the national average**. The cost per graduate dropped dramatically, even falling below targeted levels.

ChalleNGe programs that train staff to the recommended training readiness levels **exceed graduation targets and earn a positive return on the federal and state government investment** in program operations.

Cross-sector expertise

DMT's support of the White House Office for Faith-Based and Community Initiatives reflects another example of our effectiveness in fostering breakthrough performance. In 2008, at the request of the White House and Department of Health and Human Services, DMT identified the innovations and successful practices used by intermediary organizations. DMT also developed a guidebook, *Breakthrough Performance: Ten Emerging Practices of Leading Intermediaries*. The guidebook has been distributed through government programs and nonprofit organizations. Intermediary organizations



RETURN ON TRAINING INVESTMENT

National Guard Youth ChalleNGe Program

- ✓ More than 15,000 staff trained
- ✓ 100,000 successful graduates
- ✓ Graduates are 460% more likely to have a GED or diploma than peers
- ✓ 50% higher placement rate

Compassion Capital Fund

- ✓ More than 5,000 organizations supported
- ✓ 50% started new programs
- ✓ 67% increased capacity to diversify funding
- ✓ 74% served more clients
- ✓ 79% improved financial stability
- ✓ 88% improved client outcomes
- ✓ 90% improved services

exposed to these practices and supported by DMT under **the Compassion Capital Fund produced measurable results**. An independent study reported in early 2007 that the intermediaries were crucial to the successful growth and development of community and faith-based organizations. Among the results: 50 percent of the organizations started new programs; 67 percent increased capacity to seek and diversify funding; 74 percent served more clients; 79 percent improved financial stability; 88 percent improved client outcomes; and 90 percent improved services.

DMT uses a mix of tailored approaches to disseminate best practices. Our team creates collaborative spaces and platforms for distance learning, electronic communities of practice, and virtual workshops. Additionally, we use a systematic approach to curriculum development and training, including environments for both synchronous and asynchronous training. The DMT process ensures measurable outcomes, positive results, and **a high return on the training investment** through analysis, design, development, implementation (delivery), and evaluation.

In addition to a growing array of distance learning modules, the DMT training center, which we have been operating since 2004, offers a unique learning environment to maximize problem

solving and creativity. Located in Portsmouth, NH, our training facility is situated within a campus-style setting that includes a hotel offering government per diem rates just a short walk from the training facility.

For additional information, the following is available on our website, www.daremightythings.com:

- Client testimonial video
- Case Studies
- Training facility virtual tour
- DMT's role in the National Guard Youth ChalleNGe Program, White House benchmarking effort, and the Compassion Capital Fund
- DMT's Contractor of the Year Award for HHS Administration for Children and Families

A sample list of the courses and topics provided to the National Guard Youth ChalleNGe Program is attached.

National Guard Youth ChalleNGe Program Courses and Topics

FOUNDATIONS

Basic Course

- Origins and Philosophy of ChalleNGe
- The ChalleNGe Cadet
- Staff Roles and Responsibilities
- Teambuilding
- Communication Skills
- Intro to Nonviolent Crisis Intervention
- Core Components
- Ethical Decision-Making

Jump Start (New Program Development)

- Facilities Planning
- Staffing
- Recruiting
- Positive Youth Development
- Core Components
- Leveraging Internal Resources

LEADERSHIP

Program Directors Workshops

- Topics vary and are based on current needs
- Results of recent Benchmarking studies are presented
- Standard topics addressed annually include: leadership, placement, education strategies, adolescent issues, and recruiting

New Directors Workshop

- History of ChalleNGe
- Managing Risk
- Organizational Culture and Effectiveness

Supervisors Course

- Leadership Styles*
- Communication in the Workplace: Styles*
- Staff Integration*
- Motivating Staff*
- Organizational Culture*
- Staff Wellness*
- Situational Leadership
- Communication in the Workplace: Strategies
- Performance Counseling
- Leading Up
- Leading Change

FUNCTIONS

Cadre (Residential Staff) Course

- Behavior Identification*
- Behavior Identification: Interventions
- Adolescent Trends*
- Male and Female Cadets*
- Discipline Strategies*
- Staff Integration*
- Positive Youth Development
- Homesickness
- Emotion and Stress Management
- Staff Wellness
- Facilitating Teambuilding with Cadets

Counselors Course

- Intro to Basic Counseling Theories*
- Homesickness
- Instruction Design, Development, and Delivery
- Emotion and Stress Management
- Healthy Conflict Resolution
- Bullying
- Psychology of Gangs
- Dealing with Grief
- Setting Goals with Cadets
- Self-Sabotage
- Staff Integration*
- Communicating with Generation M*

Recruiters Course

- Understanding and Relating to Adolescents*
- Target Audiences: Youth, Parents, Organizations, and Institutions*
- Spreading the Word*
- Leveraging Data Using Technology*
- Building a Sustainable Network*
- Application and Selection*
- Your Recruitment Plan
- Your Presentation Plan

Educators Course

- Core Component Integration and Impact in the Classroom
- Experiential Learning
- Project-Based Instructional Methods
- Addressing Learning Disabilities
- Positive Youth Development
- Peer Networking
- Generation M
- GED and Promising Practices

Post-Residential (Mentoring Program) Course

- Time Management*
- Case Management Basics*
- Mentoring Standards*
- Leveraging Technology*
- Career Exploration*
- Motivating Cadets*
- Mentor-Mentee Training
- Case Management: Building Relationships
- Advocating for the Post-Residential Phase
- What Works Forum
- Placement

Website Administrators Workshop

- Content Creation
- Bulletin Boards
- Photo Galleries
- Design Standards
- Website Maintenance

NCI Instructor Training Course

- Training Methodologies
- Adult Learning Theory
- Levels of Evaluation
- Motivation
- Roles and Responsibilities
- Attention and Memory
- Generation M
- GED and Promising Practices

* includes e-learning experience