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ARE MEN OVERCOMING VIOLENCE? THE DEVELOPMENT OF A PERFORMANCE
MEASUREMENT SYSTEM

BY

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BS, University of Scranton, 2008

CAPSTONE PROJECT

Submitted in partial fulfillment of the requirements for
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Executive Summary

The Family and Children's Society is a human services nonprofit organization located in Broome and Tioga Counties. The Men Overcoming Violence Program does not have a formal performance measurement system. To assist the Family and Children's Society as they consider how to best implement a performance measurement system, a survey was distributed to the current clients served to understand their perceptions of the goals of the Men Overcoming Violence Program. In addition, interviews were conducted with nonprofit administrators to explore strategies to develop and implement a performance measurement system. Four main findings emerged from the data. First, nonprofit organizations are using different strategies to measure performance. Second, nonprofit organizations are at different phases in developing, implementing, and monitoring their performance measurement systems. Third, funders are playing a key role in the development and implementation of performance measurement outcomes for nonprofit organizations. Lastly, there is a lack of consensus among the current clients of the Men Overcoming Violence Program about the program's goals.

Based on these findings, I am making four recommendations to the Family and Children's. First, I recommend that the Family and Children's Society determine specific goals for the Men Overcoming Violence Program. Second, I recommend that the Family and Children's Society determine the best strategies for the Men Overcoming Violence Program to measure performance. Third, the Family and Children's Society should work with other organizations to develop their performance measure system. Lastly, I recommend that performance data is used to market the agency once the performance measurement system is developed and implemented.

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Problem Definition

The Family and Children's Society is a human services nonprofit organization located in Broome and Tioga counties. The mission of Family and Children's Society is threefold: to "renew hope; provide help, care and counseling; and strengthen people through all stages of life" (The Family and Children's Society, 2011b). In 1941, the Family and Children's Society was created by Esther W. Couper to meet the needs of the community during World War II. Since then, this agency has grown tremendously by increasing services, staffing, and their budget, as well as modifying and updating their goals and objectives to address the community needs. The agency provides services for youth, adolescents, adults, and elders in counseling, adoptive assistance, sexual abuse, home care, and domestic violence. The Family and Children's Society's domestic violence programs are unique in Broome County because they are the only agency offering services for perpetrators.

Domestic violence is defined as "the willful intimidation, physical assault, battery, sexual assault, and/or other abusive behavior perpetrated by an intimate partner against another" (National Coalition Against Domestic Violence, 2011, p.1). Over two million women are victims of physical and sexual abuse annually in the United States (Arias, Dankwort, Douglas, Dutton & Stein, 2002). Nonprofit organizations often educate, advocate, and provide counseling to victims and perpetrators of domestic violence. These programs are crucial to breaking the cycle of violence since many of the perpetrators were victims of childhood abuse (McGrath, Nilsen & Kerley, 2011).

According to the Family and Children's Society's 2010 Annual Report, the Domestic Violence program worked with 96 men in the Batterer's Program (The Family and Children's Society, 2011a). Within the Batterer's Program at the Family and Children's Society, the Men

Overcoming Violence Program is the only program in Broome County offering services for male perpetrators. The group is run by two licensed clinical social workers. Social workers evaluate every male before they join the Men Overcoming Violence Program. The program consists of group therapy for 52 weeks in an open psycho-educational group (The Family and Children's Society, 2011c). The majority of the clients of the Men Overcoming Violence Program are mandated to attend the group, and others attend voluntarily. The Men Overcoming Violence group follows the Duluth Model and Curriculum, focusing on holding men accountable. The social workers also incorporate additional readings, movies, and current events into the program to help the men understand their violent acts.

A weakness of the Men Overcoming Violence Program is that it lacks performance measurement outcomes. The support staff and clinical social workers track attendance, participation, acceptance of responsibility for behaviors, and completion of individualized assignments. It is important to note that the completion of the program does not mean success (P.J. Dailey, personal communication, November 29, 2011). General outputs are currently measured by looking at the number of men served in a given year. The program also has desired short and long term outcomes but these outcomes are currently neither specific nor measurable. For example, one current outcome is to reduce violent acts. However, this outcome does not specify what is considered a "violent act," the percentage of men who will reduce the violent acts they commit, and the time period over which the outcome will be tracked. If the Men Overcoming Violence Program looked beyond outputs and concentrated on specific and measureable outcomes, the organization would be able to measure the impact of the program more accurately.

At the present time, the Men Overcoming Violence Program relies heavily on anecdotal evidence. The agency uses this anecdotal evidence to justify the existence of the program as well as to demonstrate the impact the Men Overcoming Violence Program is having on its clients. The agency staff seeks information from Probation, the Department of Social Services, as well as the significant others of the members regarding the effect of the program; however, there is no formal performance measure system. The supervisor attempts to keep track of whether or not a man reoffends, but recidivism is difficult to measure with men moving out of the area and not reporting charges to the officials or the agency (W. Knecht, personal communication, July 27, 2011).

Measuring the performance of the Men Overcoming Violence Program is important to the Family and Children's Society because developing a performance measurement system could improve the program's financial sustainability. The Men Overcoming Violence Program is a fee-for-service program paid for by the men who attend the group. Without measurement outcomes and a source of consistent funding, the future of the Men Overcoming Violence Program is uncertain. Having performance outcomes would be beneficial for providing evidence about the effectiveness of the Men Overcoming Violence group and when applying for additional funding and (W. Knecht, personal communication, August 17, 2011). In addition, some men cannot afford to pay out of pocket to attend the group and some insurance companies will not pay for the group. Having additional funding would assist men living in poverty who need the services and are unable to pay.

Measuring the program's performance is also important to the Family and Children's Society and the Broome County community at large since it is the only program in the county for perpetrators. By identifying measurable outcomes, the Men Overcoming Violence Program can

assess the effectiveness of the program and evaluate what works well to break the cycle of violence. Also using recommendations for performance outcomes will allow the agency to recognize how and what information should be considered when evaluating programs. Having these recommendations may help the Family and Children's Society's administration implement performance outcomes for other programs that need to be measured.

The Family and Children's Society is not the only nonprofit struggling to measure the effectiveness of their programs. Funders often require nonprofit organizations to demonstrate achievement of program goals; performance measurement can also show compliance with necessary laws and allow for changes and improvements to be made to the program (Moxham, 2009). Nonprofit organizations are learning from each other about how to measure the effectiveness of their programs; the recommendations from this study can benefit other domestic violence programs as well as other nonprofit organizations beginning to implement performance measurement.

Research Question

How can the Family and Children's Society integrate outcome measures to evaluate the Men Overcoming Violence Program?

Literature Review

Nonprofit organizations work to "mobiliz[e] private initiative for the common good" (Salamon, 2003, p. 2). Each organization within the nonprofit sector—the sector that exists to fill in the gaps between the private and public sectors—focuses on its own specific mission; this mission determines the type of service provided and the particular clients served. Nonprofit organizations are being encouraged to evaluate whether their programs are making a difference

in the community. However, a nonprofit organization's mission is often difficult to measure (Sawhill & Williamson, 2001).

In order to evaluate programs, performance measurement must be developed and implemented (Poister, 2003). Understanding performance measurement and the current literature about male perpetrator programs will help the Family and Children's Society develop and implement specific outcomes to measure the effectiveness of the Men Overcoming Violence Program.

Specifically, male batterer programs are often challenging for administrators trying to measure outcomes because the purpose of these programs tend to lack of specificity. Gondolf (2002) articulates a question of methodology impacting program evaluation that must be answered: "should the outcome be reassaults, abuse in general, sexist attitudes, or all of these?" (p.36). In addition, the format and content of the male batterer program becomes more complicated with the lack of concrete evidence on the most effective method to use for treatment. Collectively the purpose, the format, and the content of the program must be in place first before steps can be taken to measure the impact of the program.

This literature review will focus on the purpose of performance measurement and challenges in the development and implementation of a performance measurement system. In addition, literature about measuring the performance of male batterer programs will also be incorporated.

Purpose of Performance Measurement

Performance measurement can be defined as specific indicators that measure various aspects of a program or agency. The data collected from these outcomes can inform a manager whether a program is successful and whether changes need to be made. These outcome measures

can evaluate effectiveness as well as the impact on a participant who has received a service (Plantz, Greenway, & Henricks, 1997). According to Behn (2003), there are eight purposes of measuring performance: “evaluate, control, budget, motivate, promote, celebrate, learn, and improve” (p. 588). In addition, some authors argue performance measurement can help inform decision making, improve performance (Behn, 2003; Plantz, et al., 1997), and increase accountability (Bromberg, 2009; Carman, 2011; Poister, 2003). However, managers also need to consider for whom they are measuring (Bromberg, 2009).

Specifically, accountability is a purpose of performance measurement. Accountability is a common theme in terms of why funders are mandating nonprofit organizations to implement performance measurement (Bromberg, 2009; Carman, 2011; Poister, 2003). However, Kasdin (2010) states while nonprofit organizations are being encouraged to measure their effectiveness, funders do not always ensure that funded organizations are actually successfully performing this task once the money has been allocated.

Performance Measurement Challenges

Performance measurement systems can be challenging for nonprofit organizations to develop and implement. Many administrators working in the nonprofit sector do not have specific training or expertise on performance measurement, making the task more daunting (Poister, 2003). In addition, the inadequacy of resources is an obstacle for nonprofits implementing performance measurement (Lynch-Cerullo & Cooney, 2011). Nonprofits can also struggle with determining the purpose of the performance measurement system, what outcomes should be measured and who needs to agree on them as well as the changing of organizational culture to focusing on outcomes and outputs (Bromberg, 2009).

Another challenge that performance measurement sometimes imposes on nonprofit organizations are financial pressures. First, with the passage of the 1993 Government Performance and Results Act, government administrators had to demonstrate their own performance results so in turn nonprofit organizations were mandated to measure performance for their government contracts to prove to the government what they had accomplished (Salamon, 2003). Nonprofit organizations now not only have to follow the contract guidelines, but implement a strategy to measure their performance. In addition, nonprofit organizations are struggling with the limited amount of donor, foundation, and government funding. Nonprofit organizations have to compete for the same funding opportunities allowing funders to dictate mandates the nonprofit must follow in order to receive the funding (Behn, 2003; Kaplan, 2001; Kasdin, 2010; Thomson, 2011).

Nonprofit organizations are also struggling with whether it is appropriate for nonprofit organizations to utilize the same concepts and tools the private and public sectors have used to implement performance measurement. Moxham (2009) argues nonprofit organizations should rely on the wealth of knowledge and literature discussing the implementation of performance measurement in the private and public sectors. On the other hand, Speckbacher (2003) believes the concepts and tools for performance measurement used in the private sector are not easily transferable to the third sector due to nonprofits' focus on mission and the number of nonprofit constituencies whose goals may be quite different.

Lastly, nonprofit organizations are finding the process of developing measureable outcomes challenging. Performance measures must be specific and measureable in order to evaluate the outcomes of the program. According to Murchiri, Pintelon, Gelders, and Martin (2011), the indicators should be formulated with the overall function of the organization in mind.

Nonprofit organizations need to link their function and their mission when developing outcomes. In the case of a nonprofit organization, mission must play a role in performance measurement yet mission can often be difficult to measure (Speckbacher, 2003). In addition, when developing a performance measurement system, it is important to collect quantitative data rather than qualitative (Schachter, 2010).

Male Batterer Programs

In addition to the considerable amount of research that has been done on performance measurement in general, there is also literature that specifically focuses on measuring the performance of domestic programs. A common question in the domestic violence literature is if treatment works (Arias, Dankwort, Douglas, Dutton, & Stein, 2002; Babcock & La Taillade, 2000; Gondolf, 2002). Specifically, Jamieson & Wendt (2008) question whether male batterer programs can “prevent violence against woman,” or “can stop individual men from being violent” (p. 40). The controversy of treatment and the implementation of mandated counseling and arrests have made treatment a combination of rehabilitation and punishment changing the type of clients being served (Babcock & La Taillade, 2000). Male batterer programs present a challenge since the root of domestic violence is not an isolated issue but a societal one.

There is notably less research on evaluating male batterer programs than on woman domestic violence programs (Campbell, Neil, Jaffe, & Kelly, 2010). The majority of literature about male batterer programs can be divided into two categories: “anecdotal clinical experiences” and “empirical evaluations of programs” (Eisikovits & Edleson, 1989). In addition, literature evaluating male batterer programs measures the impact of treatment on the spouses (Austin & Dankwort, 1999) and the use of coordinated-community response (Jacobson & Gottman, 1998; Salazar, Emshoff, Baker, & Crowley, 2007). However, there appears to be no

consensus on the most effective model of treatment and whether treatment actually prevents future violence (Babcock & La Taillade, 2000).

The Family and Children's Society currently uses the Duluth Model and Curriculum for the Men Overcoming Violence Program. The Duluth model focuses on a coordinated-community response encouraging community leaders to come together to fight the societal problem. Ideally, individuals from the criminal justice system, individuals working with victims of abuse and individuals working with the perpetrators would work to hold men accountable for their actions and work to end domestic violence (Jacobson & Gottman, 1998). There are mixed reviews in the literature on the effectiveness of this model. Some domestic violence researchers "appear to be reluctant to criticize the feminist psychoeducational model, and as such the feminist Duluth-type model remains the unchallenged treatment of choice for most communities" (Babcock & La Taillade, 2000, p. 40). When evaluating the Duluth model against a cognitive behavioral treatment using a quasi-experimental design, minimal reduction of recidivism was found with either intervention (Babcock, Green, & Robie, 2004).

Based on this literature review, this study examines how the Family and Children's Society could integrate outcome measures to evaluate the Men Overcoming Violence Program. In particular, I interviewed administrators from other nonprofit organizations about their organizations experiences with performance measurement. I also surveyed the current clients in the Men Overcoming Violence Program about the goals of the program.

Methodology

To assist the Family and Children's Society with the development of a formal performance measurement system, two different methods were used to collect data. Paper surveys were distributed to the men currently attending the Men Overcoming Violence Program.

In addition, semi-structured phone interviews were conducted with administrators from nonprofit organizations. Collecting data using a mixed methods approach provided me the opportunity to give the Family and Children's Society specific details about the development and implementation of performance measurement in other nonprofit organizations as well as feedback from the clients currently being served on current program goals. Before collecting data, I received approval from the Binghamton University's Institutional Review Board ensuring that my research design was ethical(see Appendix A).

Surveys

Anonymous paper surveys were used to collect data from the men currently served by the Men Overcoming Violence Program (see Appendix B). The surveys gave the men an opportunity to share their perceptions of the program. I used a convenience sample to collect my data from the men. During the week of March 25, 2012, I distributed the surveys at the two Men Overcoming Violence groups. Any client attending either of these two groups could participate in the study. I explained the purpose of the study and then I waited outside the room with the group facilitators while the men completed the survey. The paper surveys took 10 to 15 minutes for the clients to complete. Paper surveys were used to allow the men to complete the survey while at group. A total of nine men were given the survey, and nine responded with a 100% response rate. Of the men surveyed, eight of the nine clients are mandated to attend the Men Overcoming Violence Program. In addition, five of the clients have attended the group more than six months whereas four clients have attended the group less than six months. Of the nine men surveyed, four pay privately to attend the group and five have their insurance company pay for them to attend the group. More than nine men are served by this program, but the other clients were absent from the group the week I collected data.

The survey contains close-ended and open-ended questions which were based on the current literature, conversations with the Clinical Director at the Family and Children's Society, and my Capstone advisor. The small sample size could have made the men easily identifiable so no demographic information was asked on the survey to ensure the men's anonymity was protected. The survey contains three background questions and a section asking questions about possible outcomes for the Men Overcoming Violence Program. The background questions ask whether the men are mandated or attend the group voluntarily, the length of time the men have attended the group, and how they pay to attend the group. The men also rated their level of agreement with goals for the Men Overcoming Violence Program. Some examples of possible goals for the Men Overcoming Violence Program included in the survey are increasing empathy, accepting responsibility for actions, using less controlling behaviors, and reducing the number of assaults. The survey concludes with open-ended questions about the strengths and weaknesses of the group as well as how the men would measure whether someone successfully completed the group.

The data collected from the close-ended questions from the surveys were inputted into SPSS, Statistical Package for the Social Sciences. In SPSS, I ran descriptive statistics for the quantitative data collected from the survey. Specifically, I looked at the frequencies and percentages of the men's level of agreement with the listed outcomes. The open-ended questions were coded and analyzed for common themes (see Appendix C).

Using paper surveys as my measurement tool has strengths and weaknesses. Surveys allow for information to be collected from a group of people in a short amount of time. In addition, by conducting the survey while the men were attending group, I likely increased my response rate. Another advantage of my approach is that I asked both closed-ended and open-

ended questions which gave the men the opportunity to clarify some of their answers as well as provide additional information not asked. On the other hand, creating my own survey instrument is a limitation of my study since no pilot study was conducted before the survey was distributed to the men. In order to try to mitigate this concern, my Capstone advisor as well as peers reviewed the survey before the survey was used for data collection. In addition, a survey does not allow for participants to ask clarifying questions or for the researcher to ask follow up questions.

Interviews

In addition, I conducted seven semi-structured phone interviews with administrators from nonprofit organizations. Three interviews were conducted with administrators from member agencies of the United Way of Broome County which is encouraging agencies they fund to measure outcomes (see Appendix D). Four additional interviews were conducted with administrators from agencies that offer domestic violence programs; specifically, the nonprofits are members of the New York State Coalition against Domestic Violence and organizations with Men Overcoming Violence programs (see Appendix E). Both groups of nonprofit organizations were included to ensure data about different performance measurement systems was collected. It is important to note that none of the domestic violence agencies interviewed receive United Way funding. I selected nonprofit organizations from the list of United Way member agencies and the nonprofits offering domestic violence programs to understand the development of their performance measurement systems. I randomly selected the organizations that I would interview from member agency lists from the United Way of Broome County and the New York State Coalition against Domestic Violence.

In the phone interviews, which took place from March 12, 2012 until March 28, 2012, I collected detailed information about the development and implementation process of

performance measurement systems in the interviewees' organizations. Specifically, I asked eleven-open ended questions about the organization's performance measurement system, challenges in implementation, strengths and weaknesses of the current performance measurement system, and advice about developing a performance measurement system. The questions were based on the literature, conversations with the Clinical Director at the Family and Children's Society, and my Capstone advisor. I chose to interview two different groups to receive general information about developing and implementing a performance measurement system as well as specific information about measuring outcomes for domestic violence programs. Using probes and follow-up questions to clarify what the interviewees said allowed for more detailed responses to be shared. By guaranteeing confidentiality, I reduced concerns about social desirability. I coded my interview data and then conducted a thematic analysis. The purpose of thematic analysis is to identify common themes discussed in the interviews.

Like the surveys, there are both strengths and limitations to using phone interviews. By using phone interviews, I was able to contact administrators from around the country about performance measurement systems for domestic violence programs. In addition, phone interviews allowed for a greater level of detail to be collected from administrators than would have been possible if surveys had been used to collect the data. However, phone interviews do not allow for "interviewer observations" (Fowler, 2009, p.81). In addition, the interviewees may have shared what they thought I wanted to hear rather than what their agency was actually doing to measure their programs because they were reluctant to discuss struggles their organization was having. This may be a larger concern for the administrators from the member agencies of the United Way of Broome County than the domestic violence agencies because the member agencies are supposed to be measuring their programs while receiving United Way funding.

Finally, it is possible that the experiences of the interviewees working with domestic violence programs may not be relevant to the Men Overcoming Violence Program at the Family and Children's Society if these programs were significantly different in size, total budget allocated to performance measurement, and the number of staff working on the domestic violence programs compared to the Men Overcoming Violence Program.

Findings

Based upon descriptive statistics and thematic analysis, I identified four main findings from the data. The findings include: 1) nonprofit organizations are using different strategies to measure performance; 2) nonprofit organizations are at different phases in developing, implementing, and monitoring their performance measurement systems; 3) funders are playing a key role in the development and implementation of performance measurement outcomes for nonprofit organizations; and 4) there is a lack of consensus among the current clients of the Men Overcoming Violence program about the program's goals.

Finding #1: Nonprofit organizations are using different strategies to measure performance.

The nonprofit organization administrators who were interviewed had different perspectives on what constitutes a performance measurement system. The four domestic violence agencies appear to know that they need to do more with measuring performance, but are currently collecting the data they can, which in all cases are outputs. One of the four domestic violence administrators shared that their agency "invests in measures based on what they [funders] want, what we think are wanted, and what we can do." For example, funders of a second domestic violence agency interviewed asked this organization to measure the "number of orders of protection." An administrator from this organization commented that an order of protection is not applicable to all domestic violence cases" and "does not represent an impact"

from our program. This administrator also shared “sometimes the data wanted by our funders does not make sense for our program.” Though this particular output did not make sense to the administration of the domestic violence agency, the data was ultimately collected and presented to their funders anyway.

Similarly to the administrator mentioned above, other administrators interviewed from domestic violence agencies are also focusing on outputs rather than outcomes. One of the four domestic violence programs is using “monthly clinical supervision with group facilitators” as well as “contacting partners” to evaluate their domestic violence program. The administrator from this domestic violence agency shared the belief that “the data from the partner is one of the best ways to verify the work” being done in group. Another administrator from one of the four domestic violence agencies stated “our agency has changed our database program to measure our performance” and they are looking to measure “ages and demographics served in one place.” This domestic violence agency may think that changing their database system will measure performance, but looking at the ages and demographics of the individuals served by an agency are measuring the outputs rather than outcomes. One domestic violence administrator stated, “I believe it [performance measurement] is a challenge the domestic violence community is facing.”

In contrast to the domestic violence programs, the United Way member agencies I interviewed seem to have a clearer understanding of the difference between outputs and outcomes as well as the importance of measureable outcomes. As member agency of the United Way of Broome County, all of these administrators have been encouraged to measure their performance. As an administrator from one of the United Way member agencies described, “We need to be able to tell our funders the impact our program is having on our clients.” One of the

United Way member agencies “uses a checklist” with their program workers to see what is being completed and what is not along with “open-ended questions.” Another United Way member agency stated “the importance of collecting quantitative and qualitative data,” and are “using intake forms and periodic evaluations” for some of their programs. The third United Way member agency stated they are using “surveys” with all their clients and volunteers served throughout the year and at special events.

Finding #2: Nonprofit organizations are at different phases in developing, implementing, and monitoring their performance measurement system.

The four administrators from the domestic violence agencies stressed a desire to collect better data and to be able to show the outcomes of their programs. However, all the agencies are currently “in a transitional phase.” One of the four domestic violence administrators stated that “purchasing a new database program” was a way to help their agency to measure their performance. Another domestic violence program has “stalled out” due to “lots of work getting in the way” of performance measurement. This agency has performance measurement “in their strategic plan” but is working on “making it a priority.” A third domestic violence organization “does not measure performance.” This agency is “in the process of facilitation meetings” with a focus on “developing performance measurement.”

The three United Way of Broome County member agencies are further along in the development and implementation of a performance measure system. These agencies are monitoring their existing performance measurement systems and making changes as they see fit. An interviewee from the United Way member agencies which uses intake forms and periodic evaluations stated “using self-reporting is a weakness” of their performance measurement. This agency hopes to improve their way of collecting the data to measure their existing outcomes. A

second United Way member agency recently made “changes to our survey” to make the survey more developmentally appropriate for their clients who are completing them. Since developing and implementing their outcome measure, this agency is continuing to make changes to their measurement tool to “collect the data we want to have.” The final United Way member agency interviewed is trying to make their measurement tool “more user friendly” and convenient for many of their volunteers to complete it.

The United Way member agencies are continuing to monitor their current performance measurement systems. One administrator stated, “just because we proved ourselves last time, does not mean we can stop now.” These member agencies are making an effort to continue to monitor, assess, and make appropriate changes as their programs and funding change.

Finding #3: Funders are playing a key role in the development and implementation of performance measurement outcomes for nonprofit organizations.

Six of the seven interviewees mentioned funders as a reason why their agencies had began to measure performance. One administrator stated, “funders are demanding it [performance measurement] so we need to do it [performance measurement].” The nonprofit organizations, both domestic violence agencies and United Way member agencies, fear losing their funding if they are not trying to measure their impact. For example, one administrator stated, “as an agency, we need to attempt to measure performance so we do not lose our funding.”

As discussed in the previous finding, the four domestic violence organizations are in the process of developing and implementing their performance measurement systems. As an example of how funders have been involved in these processes, the domestic violence agency that is working on holding facilitation meetings to discuss the goals of the programs and how to

measure their impact is “working directly with our funders.” This administrator shared that “though the process may take a long time, it is important for our agency to work directly with our funders so we implement strong and appropriate measureable outcomes.”

All of the United Way member agencies indicated that prior to developing and implementing their performance measurement systems, they felt pressure from funders to do these tasks. Moreover, one of the United Way member agencies shared that they need to continue to provide “justification for funders” even though they have a performance measurement system in place. A second United Way member agency that originally felt pressure for performance measurement from funders now uses performance measurement as “a way to market the organization” to the community and potential clients.

Finding #4: The overall goal of the Men Overcoming Violence Program is unclear to its current members.

In an anonymous survey, the men currently attending the Men Overcoming Violence Program were asked about the overall goal of the Men Overcoming Violence Program. According to Gondolf (2002), male batterer programs need to decide “should the outcome be reassaults, abuse in general, sexist attitudes, or all of these?” (p.36). Using the same criteria, four of the nine men (44%) who completed the survey thought the overall goal of their male batterer program was to reduce reassaults, abuse in general, and sexist attitudes. The responses of the remaining five men were mixed with these men either believing that the goal of the program was to reduce abuse in general (22%), reduce reassaults and abuse in general (22%), or reduce abuse in general and sexist attitudes (11%), as illustrated below in Table 1.

Table 1: The overall goal of the Men Overcoming Violence Program

	Frequency	Percent
Reduce Abuse in General	2	22.2%
Reduce Reassaults and Abuse in General	2	22.2%
Reduce Abuse in General and Sexist Attitudes	1	11.1%
Reduce Abuse in General, Reassaults and Sexist Attitudes	4	44.4%
Total	9	100%

The men appear to understand that reducing abuse in general is one of the overall goals of the Men Overcoming Violence Program; all nine men chose a response with that option. The Family and Children's Society may want to assess whether reducing reassaults and reducing sexist attitudes are also goals of the program since the men's opinions were mixed on this point.

While there was a lack of consensus regarding the overall goal of the Men Overcoming Violence Program, the current clients did agree on most of the subgoals for the program. All nine men selected strongly agree or agree on eight of the subgoals for the program. These subgoals include the men: using less controlling behaviors, communicating better with their partners, accepting responsibilities for actions, understanding the direct impacts of domestic violence, understanding the indirect impacts of domestic violence, being better partners, learning ways to cope with anger, and learning how to be in healthy relationships. However, the clients attending the Men Overcoming Violence Program did not agree on the importance of increasing empathy as a subgoal. Six men chose strongly agree and agree. One man chose neutral and two men did not answer the question, as illustrated below in Table 2.

Table 2: One goal of the Men Overcoming Violence Program is to increase empathy.

	Frequency	Percentage
Strongly Agree/Agree	6	66.7%
Neutral	1	11.1%
No Answer	2	22.2%
Total	9	100%

Having two men refrain from answering this question may mean the men were unsure. It is also possible that the men might have disagreed with this goal and were uncomfortable marking the strongly disagree or disagree box. This subgoal appears to be important to just some of the clients.

Recommendations

This study identified phases and strategies of performance measurement and potential goals for the Men Overcoming Violence Program. Based upon these findings, I advise the Family and Children's Society to focus on four main recommendations. These recommendations include to: 1) determine the specific goals for the Men Overcoming Violence Program; 2) determine the best strategies the Men Overcoming Violence Program can use to measure performance; 3) work with other organizations to develop a performance measure system; and 4) use the data collected to market the agency once the performance measurement system is developed and implemented.

Recommendation #1: Determine the specific goals for the Men Overcoming Violence Program.

The above findings illustrate the importance of clearly articulating the specific goals of the Men Overcoming Violence Program. Though there was no consensus on the overall goal of the Men Overcoming Violence Program, the current members did agree that reducing abuse in general is a goal of the program. In addition, the men did agree on eight of the nine subgoals included in the survey.

I recommend the executive director, clinical director, the domestic violence program manager, the group facilitators, and clients from the group brainstorm, discuss, and articulate the mission of the group. These individuals can share different perspectives on the mission of the program as well as identify achievable objectives. Once the overall goal of the Men Overcoming Violence Program has been articulated, I recommend that the survey used for this study be utilized as a starting point for discussion on the specific and measureable goals and objectives of the group.

Recommendation #2: Determine the best strategies for the Men Overcoming Violence Program to measure performance.

The administrators from the domestic violence organizations and the member agencies of the United Way of Broome County are using different strategies to measure their performance. The Family and Children's Society needs to select strategies that they believe are most appropriate for measuring the outcomes for the Men Overcoming Violence Program. Surveys, intake forms, periodic evaluations, and checklists with open-ended questions were all strategies being used by the United Way member agencies that participated in the interviews. These tools may be helpful for the Men Overcoming Violence Program too. However, it is essential the

overall goal and the specific outcomes are determined for the group before the strategies are selected.

The type of outcome that is selected may influence which data collection tool is most appropriate to use. For example, surveys can collect a large amount of data in a short amount of time. This may be a helpful tool when collecting data from all the men at the same time. A tool similar to the survey used in this study could be developed and implemented for the group that is completed at the beginning and the end of the group. By having two different ratings by the men, the facilitators would be able to measure whether thoughts, behaviors, and beliefs have changed.

Recommendation #3: Work with other organizations to develop a performance measure system.

The majority of the nonprofit organizations interviewed stated that funders were a reason a performance measurement system was developed and implemented at their agency. One of the domestic violence organizations is working directly with its funders to develop specific and measurable outcomes as well as to decide on the appropriate implementation process. I recommend that the Family and Children's Society also works with their funders while developing and implementing a performance measurement system. Specifically, the Family and Children's Society may want to begin with the United Way since they are a member agency of the United Way of Broome County. Additionally, it may be beneficial to speak with other United Way of Broome County member agencies that are at different phases of the development and implementation process. Lastly, it is recommended that the Family and Children's Society builds relationships with other agencies with domestic violence programs who are also working on developing and implementing a performance measurement system.

Recommendation #4: Use performance data to market the agency once the performance measurement system is developed and implemented.

Developing a performance measurement system will not just help the Family and Children's Society evaluate the Men Overcoming Violence Program. One United Way member agency now uses the data collected from their performance measurement system as "a way to market the organization" to the community and potential clients. Based on this finding, I recommend informing funders about the performance measurement system for the Men Overcoming Violence Program as well as including data collected in future applications for funding. In addition, the outcomes from the performance measurement system may help with marketing the Men Overcoming Violence Program to judges, parole officers, and probation officers who are the largest referral sources for the program. Once the data is collected, I recommend the Family and Children's Society share their data with their referral sources to keep them informed of the program as well as what impact the program is having on Broome County. In summary, a performance measurement system can assist in marketing the Men Overcoming Violence Program to funders, referral sources, and the community at large.

Conclusion

The Men Overcoming Violence Program at the Family and Children's Society is essential to Broome County since it is the only male batterer program in the county. The Family and Children's Society can improve the program and help their agency by developing a performance measurement system. The information provided in this study will hopefully assist the Family and Children's Society develop and implement a performance measurement system that assesses the impact of the Men Overcoming Violence Program as well as the true value of the program.

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Appendix A

Human Subjects Protocol Approval

Date: February 27, 2012

To: Katherine LaRousse, DPA

From: Anne M. Casella, CIP Administrator
Human Subjects Research Review Committee

Subject: Human Subjects Research Approval

Protocol Number: 1883-12

Protocol title: *Developing Performance Measurement for the Family and Children's Society's Men Overcoming Violence Program*

Your project identified above was reviewed by the HSRRC and has received an expedited approval pursuant to the Department of Health and Human Services (DHHS) regulations, 45 CFR 46.110(7) 46.305,306. The Informed Consent document has been approved – for a period of one year – with the following Waivers: 46.116 (4) Waiver alternate treatment, 46.116 (6) Waiver of requiring whether medical treatments are available if injury occurs

An expedited status requires that you will be required to submit a Continuing Review application annually as outlined by Federal Guidelines: *46.109 (e) An IRB shall conduct continuing review of research covered by this policy at intervals appropriate to the degree of risk, but not less than once per year, and shall have authority to observe or have a third party observe the consent process and the research.*

If your project undergoes any changes these changes must be reported to our office prior to implementation, using the form listed

below: http://humansubjects.binghamton.edu/2009_Forms/012_Modification%20Form.rtf

Principal Investigators or any individual involved in the research must report any problems involving the conduct of the study or subject participation. Any problems involving the recruitment and consent processes or any deviations from the approved protocol should be reported in writing within five (5) business days as outlined in Binghamton University –Human Subjects Research Review Office - Policy and procedures IX.F.1 Unanticipated problems/adverse event/complaints. We also require that the following form be submitted. <http://humansubjects.binghamton.edu/Forms/Forms/Adverse%20Event%20Form.rtf>

University policy requires you to maintain as a part of your records, any documents pertaining to the use of human subjects in your research. This includes any information or materials conveyed to, and received from, the subjects, as well as any executed consent forms, data and analysis

results. These records must be maintained for at least six years after project completion or termination. If this is a funded project, you should be aware that these records are subject to inspection and review by authorized representative of the University, State and Federal governments.

Please notify this office when your project is complete by completing and forwarding to our office the following

form:<http://humansubjects.binghamton.edu/Forms/Forms/Protocol%20Closure%20Form.rtf>

Upon notification we will close the above referenced file. Any reactivation of the project will require a new application.

This documentation is being provided to you via email. A hard copy will not be mailed unless you request us to do so.

Thank you for your cooperation, I wish you success in your research, and please do not hesitate to contact our office if you have any questions or require further assistance.

Cc: file

Kristina Lambricht

Diane Bulizak, Secretary

Human Subjects Research Review Office

Biotechnology Building, Room 2205

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Appendix B

The Men Overcoming Violence Survey

Thank you for taking your time to fill out this survey. **This is an anonymous survey so please do not write your name on it.** You are being asked to complete this survey because you are currently a member of the Men Overcoming Violence Program. The questions will be about your perceptions of the Men Overcoming Violence Program. If at any time you are uncomfortable with the questions, **you can discontinue the survey.** Completing this survey signifies your consent for the information to be provided for a research project.

Please circle the answer you select.

1. I come to the Men Overcoming Violence Program:
 1. Voluntarily
 2. I am Mandated by the Criminal Justice System (Judge, Parole, Probation)
2. I have attended the group:
 1. Less than 6 months
 2. More than 6 months
3. How are you paying for the Men Overcoming Violence Program?
 1. Health Insurance
 2. Private Pay
 3. Other _____
4. The overall goal of the Men Overcoming Violence Program is:
 1. Reduce Reassaults
 2. Reduce Abuse in General
 3. Reduce Sexist Attitudes
 4. 1 and 2
 5. 1 and 3
 6. 2 and 3
 7. All of the above
 8. None of the above

Please turn over for additional questions →

Questions 5- 16. Please read the statement and choose which choice represents your thoughts.

A goal of the Men Overcoming Violence Program is:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5. To reduce the number of reassaults.					
6. To reduce abuse in general.					
7. To reduce sexist attitudes.					
8. To increase empathy.					
9. To use less controlling behaviors.					
10. To communicate better with his partner.					
11. To accept responsibility for actions.					
12. To understand the direct impacts of domestic violence.					
13. To understand the indirect impacts of domestic violence.					
14. To be a better partner.					
15. To learn ways to cope with anger.					
16. To learn how to be in a healthy relationship.					

Please answer the question on the space provided.

17. Name the biggest strength of the Men Overcoming Violence Program.

18. Name the biggest weakness of the Men Overcoming Violence Program.

19. How would you measure whether someone has successfully completed the Men Overcoming Violence Program?

20. Is there anything else you would like to share?

Thank you for your time!

Appendix C

Men Overcoming Violence Program Survey Themes

Theme	Frequency	Percentage
Men think their partners should provide feedback about the progress	2	22.2%
The curriculum and tools used are helping the men learn	3	33.3%
Men share mixed reviews about the length of the group	5	55.6%
Men stated they are more self-aware since beginning the group	2	22.2%

Appendix D

Interview Questions for Administrators from the United Way of Broome County Member Agencies

Hello. My name is Katherine LaRousse. I am a graduate student at Binghamton University who is working on her Capstone Project for her MPA Degree. I am conducting research on developing performance measurement for a domestic violence program. I will be using telephone interviews to speak with administrators at nonprofit organizations that have domestic violence programs.

You are being contacted because your agency is a member agency of the United Way of Broome County.

Your decision whether or not to participate will not prejudice your future relations with the Binghamton University and the Family and Children's Society. If you decide to participate, you are not obligated to answer all questions, and may stop at any time.

If you agree, I would like to ask you some questions about developing performance measurement outcomes. The survey should take about 30 minutes. Your responses are confidential and will be gathered with other individuals who are interviewed.

If you have any additional questions later, Dr. Kristina Lambright will be happy to answer them. She can be contacted by calling (607) 777-9186 or by emailing klambrig@binghamton.edu. If at any time you have questions concerning your rights as a research subject you may call Binghamton University's Human Subject's Research Review Committee at (607) 777-3818.

Do you have any questions about my research project? May I proceed with the first question?

1. Please describe your program(s).
2. Why did your agency decide to implement performance measurement?
3. Describe your performance measurement system.
4. What measures do you use to assess the performance of your programs?
5. What challenges did you face while developing your performance measurement system?
6. Who was involved in your development of performance measurement?
7. What impact, if any, has performance measurement had on your funding?
8. What are the strengths of your measurement outcomes?
9. What are the weaknesses of your measurement outcomes?
10. What advice would you give to other professionals trying to implement a performance measurement system?
11. Is there anything else I should know about implementing a performance measurement system?

Appendix E

Interview Protocol for Administrators from Domestic Violence Organizations

Hello. My name is Katherine LaRousse. I am a graduate student at Binghamton University who is working on her Capstone Project for her MPA Degree. I am conducting research on developing performance measurement for a domestic violence program. I will be using telephone interviews to speak with administrators at nonprofit organizations that have domestic violence programs.

You are being contacted because your agency was found as a member of the New York State Coalition Against Domestic Violence or Men Overcoming Violence www.google.com search for offering domestic violence programs at your agency.

Your decision whether or not to participate will not prejudice your future relations with the Binghamton University and the Family and Children's Society. If you decide to participate, you are not obligated to answer all questions, and may stop at any time.

If you agree, I would like to ask you some questions about developing performance measurement outcomes. The survey should take about 30-45 minutes. Your responses are confidential and will be gathered with other individuals who are interviewed.

If you have any additional questions later, Dr. Kristina Lambricht will be happy to answer them. She can be contacted by calling (607) 777-9186 or by emailing klambrig@binghamton.edu. If at any time you have questions concerning your rights as a research subject you may call Binghamton University's Human Subject's Research Review Committee at (607) 777-3818.

Do you have any questions about my research project? May I proceed with the first question?

1. Please describe your domestic violence program(s).
2. Why did your agency decide to implement performance measurement?
3. Describe your performance measurement system.
4. What measures do you use to assess the performance of your programs?
5. What challenges did you face while developing your performance measurement system?
6. Who was involved in your development of performance measurement?
7. What impact, if any, has performance measurement had on your funding?
8. What are the strengths of your measurement outcomes?
9. What are the weaknesses of your measurement outcomes?
10. What advice would you give to other professionals trying to implement a performance measurement system?
11. Is there anything else I should know about implementing a performance measurement system?