



1429 Broad Street
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OVERVIEW

New Perspectives Consulting Group strengthens dynamic, social change-oriented organizations so that they accomplish their most powerful work. We provide support through:

- ❖ **Assessment and Evaluation:** We assess community needs and assets and evaluate program impact to build programs and leverage support.
- ❖ **Strategic Planning:** We create dynamic strategic plans that maximize organizational opportunities and overcome historic sticking points to lead organizations into the future.
- ❖ **Transition Planning:** We design organizational growth strategies around leadership changes, rapid growth, stalled programs or teams, and other issues so that transitions become opportunities for bold transformation.
- ❖ **Board and Staff Development:** We facilitate board and staff development retreats to increase common vision, organizational capacity, and momentum so that all parties are continually advancing the organization's aims.
- ❖ **Program Planning:** We develop program plans rooted in organizational strengths and programmatic realities in order to promote program success.
- ❖ **Training:** We design and conduct train-the-trainer and other training programs so that participants enhance their capacities and are inspired to take action.
- ❖ **Materials Development:** We create educational materials that engage the learning styles of the intended audience and that promote take-away of key messages and skills.

Organizations contract with New Perspectives to complete entire projects from start to finish or to carry out individual components of larger projects. And we often engage organizations in participatory ways.



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GUIDING APPROACHES

At New Perspectives, we have honed a complementary set of approaches based on our values and on our long history of success. Here are some highlights.

WHAT WE DO

- ❖ We build connections, respect, and a sense of collective assets and opportunities among people and organizations.
- ❖ We collect information our clients need in order to strengthen their programs and organizations.
- ❖ We facilitate “safe” dialogue opportunities where underlying challenges and strengths are surfaced and then creatively and strategically explored.
- ❖ We support clients in developing new skills and perspectives and value this for ourselves, as well.

HOW WE WORK

- ❖ We work to recognize our own and others’ contributions to power dynamics and cultural differences in order to create honest, vibrant spaces for collective work.
- ❖ We work in partnership, offering ideas, skills, and resources that complement rather than ignore or eclipse the gifts of those with whom we work.
- ❖ We work in a participatory way so that when we finish our joint work, clients are stronger, as are we.

WHAT INSPIRES OUR WORK

- ❖ We believe people working together can develop the answers to lead their organizations successfully and to make change.
- ❖ We believe the plans, products, and processes that emerge from our work with clients need to reflect their values, culture, and circumstances.
- ❖ We encourage our clients and ourselves to learn and to lead with both our hearts and our minds and to be inspired by our greater aims.



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PARTICIPATORY PROCESSES

To us, working in a participatory way means that we actively engage a team of stakeholders selected by the organization as our partner in designing and carrying out a project. We have many years of experience demonstrating that, where appropriate, participatory approaches contribute to:

- ❖ Products and processes that better reflect organizational aims
- ❖ Greater leveraging of team member experience and skills to strengthen the project
- ❖ Teams with deeper investment in the project's results and the use of these results
- ❖ Teams with enhanced skills, experience, and confidence to conduct similar projects in the future

New Perspectives facilitates the process and provides training, coaching, and coordination as needed for people with various backgrounds, organizational roles, and skill sets to be actively engaged in the work. We focus on accessible language, people's assets, and power dynamics, as well as listening, shared decision-making, and down-to-earth planning.

Some projects lend themselves to a participatory approach more than others. For example, many evaluation and assessment projects benefit from this approach. But in all cases, organizational priorities, desired outcomes, timelines, staff availability, funding, and the like will suggest an appropriate approach.

Regardless of whether a project is participatory, New Perspectives is committed to providing clients with information and opportunities for input and capacity-building that ensure that the work advances their organizations in critical ways.



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ASSESSMENT & EVALUATION SERVICES

Clients looking for these services say:

- ❖ *“We can’t move forward until we measure the results of our programs and learn how well they are working.”*
- ❖ *“We need data to demonstrate our community’s needs.”*
- ❖ *“We would most benefit from an evaluation that embraces the full range of language, literacy, and ethnic diversity of our organization.”*
- ❖ *“We need to learn more about how to do a strong evaluation.”*

In response:

1. New Perspectives delivers evaluation findings about the effectiveness and limitations of programs. Clients benefit via:

- ❖ Evidence with which to make decisions about program expansion or redirection
- ❖ Locally-grown information with which to build community collaboration
- ❖ Program impact data to use in fundraising and advocacy efforts
- ❖ Feedback to give staff, board, and volunteers

2. New Perspectives provides assessment data about the conditions, experiences, skills, and vision of the people whose lives a program aims to impact. Clients benefit via:

- ❖ Targeted findings to guide organizational and program planning decisions
- ❖ Briefing material for board and staff about the changing environment in which the program operates
- ❖ Findings to demonstrate to funders the need for programs

3. New Perspectives designs and implements culturally appropriate assessments and evaluations. Clients benefit via:

- ❖ Data collection tools in multiple languages
- ❖ Survey and interview questions that approach respondents in culturally sensitive ways
- ❖ Non-traditional data collection methods to encourage participation
- ❖ Interviewers and surveyors who foster comfort among respondents
- ❖ User-friendly reporting tailored to key audiences

4. New Perspectives trains and coaches people in carrying out assessments and evaluations. Clients who create internal teams to help conduct assessments and evaluations benefit via:

- ❖ Greater understanding of findings and commitment to using them thanks to team participation in generating the findings
- ❖ Increased appreciation of the value of data for decision making
- ❖ Enhanced organization learning
- ❖ Expanded capacity to conduct future evaluations

We provide the full range of assessment and evaluation services. And we work on complete projects, as highlighted below, or on a specific component, such as conducting focus groups.

- ❖ Design/planning
- ❖ Instrument development (surveys, interview or focus group guides, etc.)
- ❖ Data collection (mail, on-line, and phone surveying; phone or in-person individual and focus group interviewing, etc.)
- ❖ Data entry
- ❖ Data analysis (quantitative and qualitative)
- ❖ Reporting
- ❖ Findings dissemination strategizing
- ❖ Use of results for program and organizational planning
- ❖ Training and coaching of a team in any of the above

New Perspectives welcomes opportunities to work with clients in a participatory way by providing training and coaching and by working side-by-side with an internal team to complete a project.

We also conduct evaluations and assessments as exclusively “external” evaluators by completing initial design work in conjunction with a client and then carrying out the project independently.

SUCCESS STORIES

Evaluation Data Leverages Change

After receiving feedback from a funder that its health and safety program needed a stronger evaluation, a labor union contacted New Perspectives for help. In response New Perspectives trained a diverse team of workers and union staff – most of whom had no evaluation experience – to work side-by-side with New Perspectives staff. The team then carried out a series of evaluation projects involving surveying and interviewing employees; analyzing quantitative and qualitative data; and developing various reports, articles, and presentations.

The resulting program improvement led the funder to indicate an interest in supporting additional projects. In addition, members of Congress used the team's research findings to advocate for legislative action on worker health and safety. As a further benefit, team members have gone on to conduct evaluation projects on their own using their new skills and confidence. And evaluation has become institutionalized within the program.

Assessing Multiculturalism: A Call to Action

A local nonprofit contracted with New Perspectives to conduct an organizational diversity assessment. New Perspectives collected data on wages and other employment factors, conducted interviews and focus groups, analyzed this and other existing data, wrote a final report, and presented the findings to the board of directors and staff.

As a result, the organization developed organizational policies and culture changes supporting multiculturalism and contributing to higher employee satisfaction. In addition, now that the organization had its own house in better order, staff developed greater confidence and experience to draw on in launching an external initiative on multiculturalism.



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PLANNING & FACILITATION SERVICES

Clients looking for these services say:

- ❖ *“We need a strategic plan to take advantage of our current opportunities.”*
- ❖ *“We are about to take on a major shift in our services and want an efficient and effective transition.”*
- ❖ *“Our board needs a retreat to help it meet its potential.”*
- ❖ *“We are really stuck trying to deal with this crisis. Help!”*

In response:

1. **New Perspectives creates strategic plans that maximize organizational opportunities.** Clients benefit via:
 - ❖ Doable three- to five-year plans that specify resources, roles, timelines, and checkpoints during implementation
 - ❖ Innovative organizational initiatives or shifts in focus
 - ❖ Improved internal structures that enhance organizational functioning
 - ❖ Stakeholders who are committed to implementing the plan because they participated in its development

2. **New Perspectives develops new program plans or initiatives that fill a critical niche.** Clients benefit via:
 - ❖ Data on the target issue or population to guide program development
 - ❖ Analyses of best practices from other programs to avoid pitfalls and reinventing the wheel
 - ❖ Action plans for launching the program

- ❖ Mile markers for progress during program development and refinement

- ❖ Team buy-in

3. New Perspectives facilitates powerful retreats that prepare team members to advance the organization. Clients benefit via:

- ❖ Shared vision about where the organization is and where it is heading

- ❖ Joint sense of ownership of the work that will build the organization

- ❖ Clarity around the different roles of various team members and others

- ❖ Team members with enhanced skills and confidence ready to take on the work

- ❖ Enthusiasm for and recommitment to the organization's aspirations

4. New Perspectives delivers effective interventions to overcome major roadblocks and to unleash renewed momentum. Clients benefit via:

- ❖ Diagnoses of the contributing causes and effects of the problem

- ❖ Examples of how other organizations and the organization itself have addressed similar situations successfully

- ❖ Inventories of organizational assets to call on

- ❖ Specific, realistic plans for moving forward successfully

- ❖ Checkpoints to determine that the problem is being solved

New Perspectives also provides curricula and training about facilitation, strategic planning, and other areas of organization development for clients that wish to build their capacities to complete similar work internally.

SUCCESS STORIES

Organizational Crossroads Inspires Consensus-Building

Facing a lack of consensus among its diverse constituents and anticipating a major resource cut, a state government agency called New Perspectives for help. New Perspectives responded by completing an initial assessment, establishing planning objectives, designing and facilitating a series of strategic planning meetings, creating a report featuring strategic directions and a five-year implementation plan, and providing coaching and leadership support for the agency director.

As a result of this work, the agency developed a common vision among its government, university, nonprofit, and community constituents. This common vision led constituents to advocate for agency support. In addition, the strategic plan provided a blueprint that the agency used to garner additional resources.

Crafting a Strategic Initiative

A foundation contacted New Perspectives seeking help in determining a strategic direction for a new funding initiative. New Perspectives helped staff, board, and community advisors to interpret and use issue-related data; facilitated consensus-building around a tighter issue focus; and created logic models to refine initiative aims and activities.

Foundation staff took these recommendations to the board, which approved and funded the initiative. This well-crafted initiative later moved successfully from planning phase to implementation phase.



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TRAINING & EDUCATIONAL MATERIALS SERVICES

Clients looking for these services say:

- ❖ *“We need to improve our trainings.”*
- ❖ *“We could use help developing a train-the-trainer program.”*
- ❖ *“We like our materials, but our participants don’t!”*
- ❖ *“Making our materials friendly to non-native English speakers is a high priority.”*

In response:

1. **New Perspectives creates innovative trainings that reflect client aims and participant learning styles.** Clients benefit via:
 - ❖ Customized, hands-on, popular education-inspired curricula and materials
 - ❖ Curricula models applied from other successful programs
 - ❖ Content drawn from formal research and other sources
 - ❖ Comprehensive training evaluation

2. **New Perspectives conducts training that meets participants where they are and that builds their capacities.** Clients benefit via:
 - ❖ Teams of participants armed with the knowledge, skills, and confidence they need to apply the training in the real world
 - ❖ Trainers (via train-the-trainer workshops) who not only understand the content of the training but who know how to facilitate learning
 - ❖ Participants who are excited to be learning through interactive, learner-directed methods
 - ❖ Pre-training participant learning assessments

3. New Perspectives transforms complex concepts or text into engaging, accessible educational materials for laypeople. AND

4. New Perspectives develops educational materials for people with limited literacy skills or for users of languages other than English. Clients benefit via:

- ❖ Learning experiences that invest audiences in key take-away content
- ❖ Materials that reflect the messaging and values of the organization
- ❖ Integration of content from multiple sources, often including formal research sources
- ❖ Text language and style tailored to primary audiences' cultural and communication styles
- ❖ Audience research, including pilot testing of materials

Training Topic Examples

New Perspectives develops and delivers trainings on a host of topics. Some examples include:

- ❖ Evaluation 101: The Basic Why's and How's
- ❖ Going Deep and Going Broad: Making Sense of Quantitative and Qualitative Data
- ❖ Living Your Participatory Values: How-To's and How-Not-To's
- ❖ The Nuts and Bolts of Developing a Participatory Decision-Making Process
- ❖ Model Search: Developing a Useful Conceptual Model
- ❖ Setting Strategic Directions: A Primer
- ❖ The Art and Science of Project Planning
- ❖ The Ongoing Practice of Anti-Oppression and Multiculturalism
- ❖ Leadership Development: 360-Degree Nurturing

Materials Format and Topic Examples

New Perspectives develops educational print materials in a variety of formats and on a wide range of topics, as highlighted below.

FORMAT	TOPIC
Curriculum and trainer notes	Evaluation how-to
Report	Health and limited literacy
Working paper	Participatory evaluation lessons learned
Peer-reviewed journal article	<u>Occupational health policy change</u>
Briefing paper	Strategic directions in women's/girls' issues
Guidebook	Support for caregivers of people with cancer
Fact sheet	Workers' compensation legal issues

SUCCESS STORIES

Becoming Evaluators: Training toward Transformation

A group of unions sought to develop teams of workers and staff who would carry out program evaluations. However, most teams had only a few members who had any previous formal evaluation experience.

New Perspectives assessed participants' assets and needs, coordinated a planning team, designed adult and empowerment education-based learning experiences, delivered the training, and facilitated evaluation of the series of annual workshops.

These clients saw their teams' knowledge, skills, and confidence blossom. In turn, the teams successfully carried out multiple program evaluations on their own. Over time, the sophistication of these evaluations (and of the trainings themselves) increased to match the growing expertise of the teams. And the teams used their evaluation results to revise their programs' curricula and strengthen their programs overall.

From Research-y to Readable: Writing for the Public

Surrounded by hundreds and hundreds of pages of academic research on a health topic, a federal agency contacted New Perspectives about translating these findings into information for the U.S. public.

New Perspectives synthesized the data, developed key themes, created the text, and worked with academic review teams and staff to complete a series of publications. As a result, the agency now has an engaging, easy-to-read, research- and health behavior theory-based set of publications that speaks comfortably to a diverse national audience.



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TYPES OF CLIENTS

learning-oriented
multicultural
participatory
member-focused

innovative
change-driven
justice-oriented
transformational

These are the types of words that describe our clients. Our clients run programs that address access to health care or housing, a living wage, environmental justice, worker safety, civil rights, and other issues of vital importance to people and causes that are often marginalized.

In a nutshell, New Perspectives supports people and organizations that are committed to personal, social, and economic transformation; justice; quality-of-life improvement; and learning. And we believe organizations (including consulting firms) are stronger when they model inside their organizations the values for which they advocate outside their organizations.

We work with many different types of organizations including:

- ❖ nonprofits
- ❖ coalitions and partnerships
- ❖ community groups
- ❖ labor organizations
- ❖ foundations
- ❖ government agencies
- ❖ universities
- ❖ and others

And we have had the pleasure of completing projects on a broad range of issues including:

- ❖ domestic violence prevention
- ❖ housing services for people living with HIV
- ❖ worker health and safety
- ❖ social services reform
- ❖ public education reform
- ❖ women's leadership
- ❖ environmental justice
- ❖ youth mentoring
- ❖ lesbian/gay/bisexual/transgender youth leadership
- ❖ non-custodial fathers' rights
- ❖ adult literacy

- ❖ access to information for people with English as a second language
- ❖ organizational mergers
- ❖ multicultural organizational culture
- ❖ cancer resources



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Selected Clients

Non-profit and Community Organizations

- AIDS Community Residence Association, Inc. (ACRA) Durham, NC
- Blueprint NC Raleigh, NC
- Center for Community Action / Z. Smith Reynolds Foundation Lumberton, NC
- Center for Responsible Lending Durham, NC
- Children's Law Center Washington, DC
- Columbus County Dream Center* Whiteville, NC
- Duke-Durham Partners for Youth Durham, NC
- El Pueblo, Inc. Raleigh, NC
- Family Health International Research Triangle Park, NC
- Farmworker Unit, Legal Aid of NC Raleigh, NC
- Friends of the Green Swamp Lake Waccamaw, NC
- Isles* Trenton, NJ
- Literacy South Durham, NC
- NC Association of Community Development Corporations* Raleigh, NC
- NC Center for Nonprofits Raleigh, NC
- NC Conservation Network Raleigh, NC
- NC Environmental Justice Network Tillery, NC
- NC Gay Advocacy Legal Alliance Durham, NC
- NC Lambda Youth Network Durham, NC
- NC Partnership for Accelerated Schools Raleigh, NC
- NC Society of Hispanic Professionals Raleigh, NC
- Neighborhood Housing Services of New Orleans* New Orleans, LA
- NeighborWorks America/Success Measures Washington, DC
- NeighborWorks Columbus* Columbus, GA
- North East Community Action Corporation* Bowling Green, MO
- Prevent Child Abuse North Carolina Raleigh, NC
- Southern Bancorp* Helena, AR
- Student Coalition for Action in Literacy Education (SCALE) Carrboro, NC
- Traction Durham, NC
- Urban Edge* Boston, MA

- Urban Rural Mission/World Council of Churches Durham, NC
- Wake County YWCA Raleigh, NC

Labor Unions

- 1199SEIU Training and Employment Funds New York, NY
- American Federation of State, County and Municipal Employees (AFSCME) Washington, DC
- Public Employee Federation of New York Albany, NY
- Service Employees International Union (SEIU) Washington, DC
- United Automobile, Aerospace and Agricultural Implement Workers of America International Union (UAW) Detroit, MI
- United Food and Commercial Workers International Union (UFCW) Washington, DC
- United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union (USW) Pittsburgh, PA

Philanthropic Organizations

- Community Foundation of Greater Greensboro Greensboro, NC
- Foundation for the Mid South* Jackson, MS
- NC Gives Raleigh, NC
- Warner Foundation Durham, NC
- Z. Smith Reynolds Foundation Winston-Salem, NC

Government Agencies and Universities

- Duke University Certificate Program in Nonprofit Management Durham, NC
- Durham Department of Social Services Durham, NC
- Family Planning Male Training Center Greensboro, NC
- National Cancer Institute/ORC Macro Bethesda, MD
- National Institute of Environmental Health Sciences (NIEHS) Research Triangle Park, NC
- NC Council for Women and Domestic Violence Commission Raleigh, NC
- NC Department of Public Instruction Raleigh, NC
- Office of Population Affairs Washington, DC
- University of California at Los Angeles (UCLA), Labor Occupational Safety and Health Program (LOSH) Los Angeles, CA

Consulting Firms

- alt.Consulting* Memphis, TN
- Cicatelli Associates Inc. New York, NY
- JSI Research & Training Institute, Inc. Boston, MA

* Indicates a sub-contract through NeighborWorks America/Success Measures



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STAFF

Tobi Mae Lippin, an evaluator, adult educator, and activist, founded and directs New Perspectives Consulting Group, Inc. Her experience includes research and evaluation, organization building, facilitation, and training development and delivery – all with a participatory orientation. Tobi's energetic, down-to-earth communication and facilitation style contribute to her effectiveness as an organization builder. She is adept at translating complex concepts into understandable language for a mix of audiences and clients. She has worked extensively with advocacy-focused and service-focused nonprofit boards and staffs, labor unions, and government agencies.

Prior to founding New Perspectives, Tobi used adult and popular education, advocacy, public policy, and community organizing strategies in her work at social change-oriented nonprofit organizations. She directed the North Carolina Occupational Safety and Health Project and the American Friends Service Committee's Women in the Work Force project. Tobi also worked as a community organizer, grant writer, and trainer. She received her master of education (adult education and training and development) from North Carolina State University.

Kristin Bradley-Bull is a senior associate at New Perspectives. Her consulting specialties include assessment and evaluation, strategic and program planning, training, and educational materials development. To those ends, Kristin offers her clients deep listening, a sense of humor, and new pathways to their aims. Over the years, she has consulted with a host of organizations including nonprofits, collectives, labor unions, foundations, government agencies, and multilateral institutions.

Along with consulting, Kristin co-founded a youth training and leadership organization, the Young Women's Project. She was also on the public health education faculty at the University of North Carolina at Greensboro, where she designed and taught courses in community assessment, program planning, program evaluation, and quantitative data interpretation. In addition, Kristin worked with an international development technical assistance agency. She has a master of public health degree (health behavior/health education) from the University of North Carolina at Chapel Hill.

Additional Support: New Perspectives values being a lean, efficient organization. When needed – and based on the scope of work and the preferences of the client – we bring aboard consultants who have complementary values and approaches to assist with specific aspects of a project.