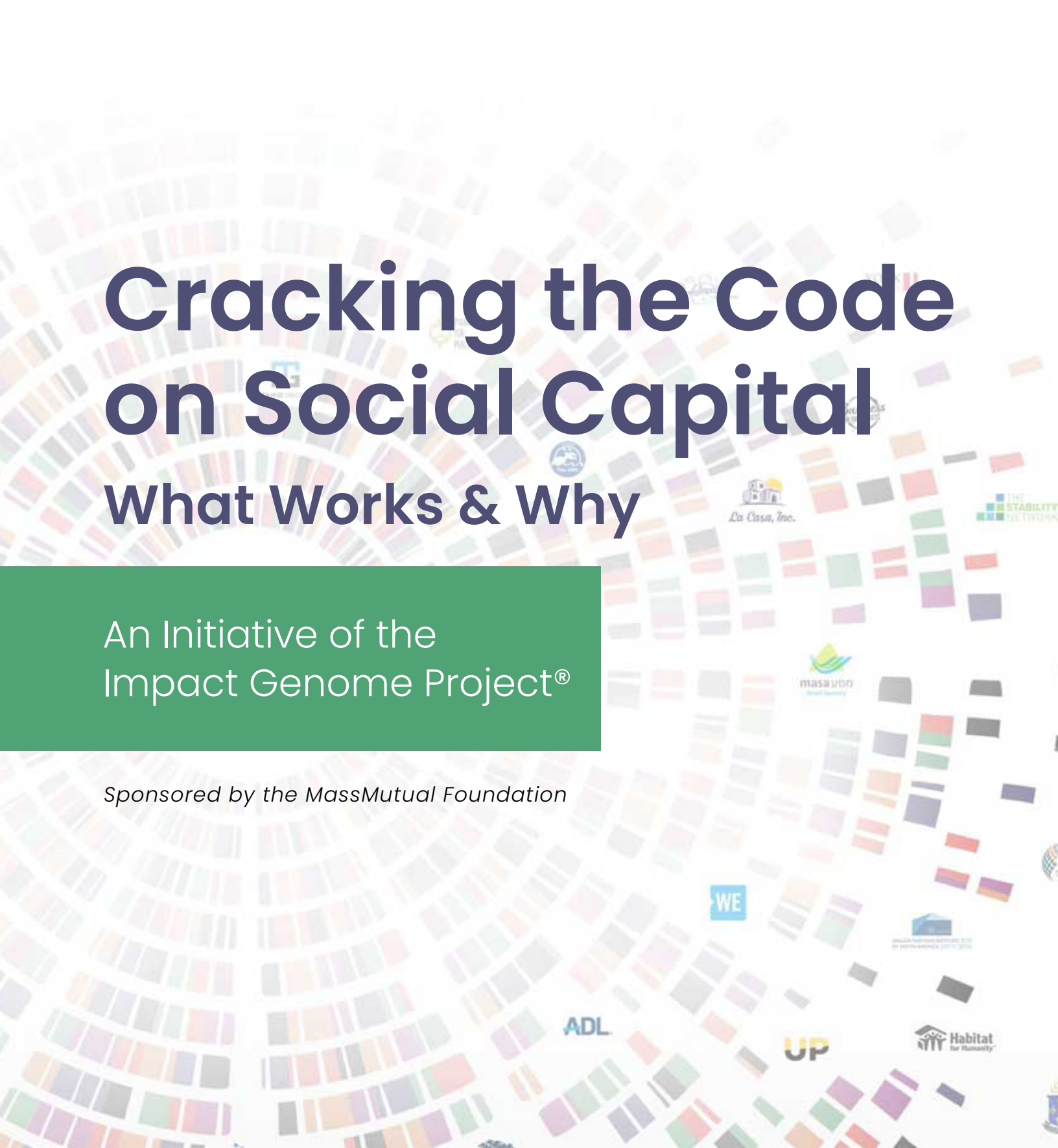
Cracking the Code on Social Capital

What Works & Why

An Initiative of the
Impact Genome Project®

Sponsored by the MassMutual Foundation



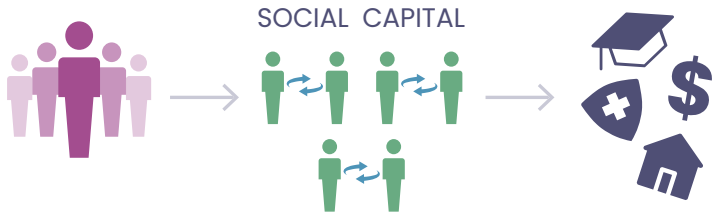
June 2021

MassMutual Foundation

IMPACT GENOME PROJECT®

The **Social Capital Genome™** Executive Summary

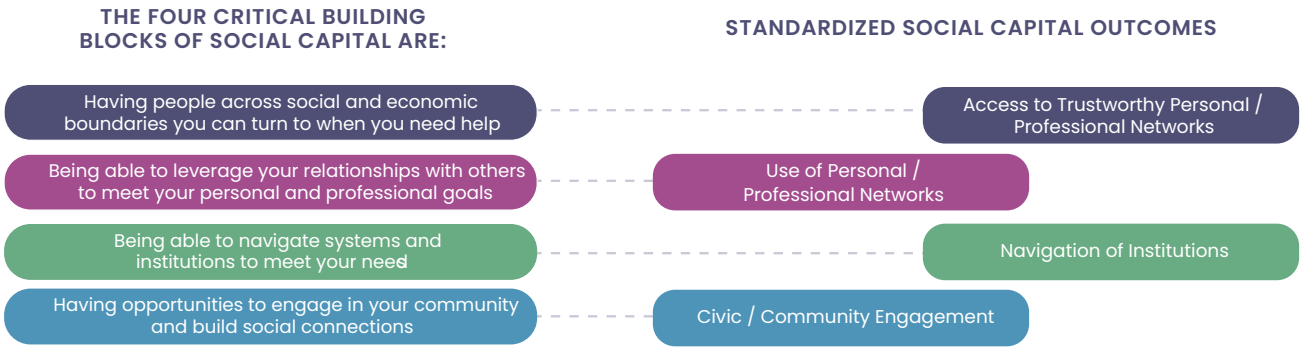
Social Capital is critical for the economic empowerment and social mobility of historically marginalized populations and communities. Having Social Capital contributes to improvements in other outcomes, such as financial health, educational attainment, and physical and emotional well-being. The complexity of human relationships has made it difficult to define and measure, so it is rarely examined as the primary goal (outcome) of nonprofit programs. By focusing on Social Capital as one of the key goals, we can better understand how to successfully build and maintain this critical resource.



Social Capital describes the extent to which people are connected to each other and their communities, and the resources they get from these relationships that help them meet their needs, achieve their goals, and navigate systems and institutions in our society.

The Social Capital Genome™, an initiative of the Impact Genome Project® and sponsored by the MassMutual Foundation, creates a common language for funders, practitioners, researchers, and policy makers to better understand what works and make improvements for our children, families, and communities. It is a comprehensive Social Capital ontology consisting of:

- 4 standardized outcomes,
- 102 program activities ("genes")
- 200+ beneficiary characteristics, and
- 200+ contextual elements.



KEY TAKEAWAYS

Through the analysis of 113 research sources, impact reporting from 54 nonprofits, and over 2,000 individual responses from NORC's AmeriSpeak® Panel, this project yielded critical takeaways for the field.

1. Millions of Americans have only a small trusted network to turn to for support. Over 40 million people have only one or no one they trust when they need help (emergency childcare, ride to airport, connection to job opportunity, etc.). Networks have also shrunk for many since the start of the COVID-19 pandemic.

2. Social Capital cuts across all areas of Social Impact. This work is not focused in one field. Programs work across all 12 of the Impact Genome's social impact areas to build and maintain Social Capital.

3. Social Capital comes in different flavors. Social Capital can mean connecting people to each other, helping people activate their networks to meet their end goals, helping people develop the knowledge and confidence to navigate complex systems of essential services, and engaging people in their community.

4. 'What works' for Social Capital depends on the outcome. Different program strategies are more effective for some outcomes than others.

5. Some outcomes are more expensive than others. It is critical to understand which outcomes require more resources so we can adequately fund the results we want to see.

6. We can now standardize the way we measure Social Capital. Now that we have clearly defined Social Capital outcomes, we can improve the way the field measures and reports their impact.

The Impact Genome Project® is a universal data standard for measuring and analyzing social outcomes. Our research is publicly-funded, peer-reviewed and evidence-based. By standardizing data, we can compare programs, unpack evidence and better predict what works to solve complex social problems.

The MassMutual Foundation, Inc. is a dedicated corporate foundation established by Massachusetts Mutual Life Insurance Company (MassMutual). The MassMutual Foundation activates connections and untapped opportunities within communities, so that all families can build their financial capability and thrive. In support of this mission, the Foundation develops partnerships and provides grants in support of our signature programs. The Foundation also supports anchor institutions in the communities where MassMutual operates.

About the Impact Genome® Project

The Impact Genome® (IGP) is a platform that standardizes the way social programs measure, evaluate, and report. The Impact Genome is based on the theory that, despite the seemingly infinite differences among social programs, most share similar DNA, or identifiable program design features. In the IGP, these program activities are called 'genes.' Program activities can be standardized, classified, quantified, and analyzed.

By creating standardized and comparable data, the IGP can now answer questions like:

- Why do some programs work better than others?
- What can we learn from the full evidence base? and
- How can you compare two different programs?

The goal of the Impact Genome is to help solve social problems more efficiently. The power behind the IGP is standardization—standards make comparison possible. And comparisons enable benchmarking and innovation.

Together, this can have a powerful effect on public policy and philanthropy: it can level the playing field, unlock the evidence base, democratize the tools of evaluation, rationalize resource allocation, and ultimately, lead to more effective and efficient solutions to social problems.

THE GOALS OF THE IMPACT GENOME PROJECT ARE TO:

- Make Evidence Actionable: Discover the closest matching evidence for your program or policy;
- Benchmark Social Programs: Compare the 'cost-per-outcome' of different programs;
- Analyze Portfolio Impact: Aggregate results across a diverse portfolio of investments;
- Forecast ROI: Estimate the impact of a social program before you fund it; and
- Innovate Program Design: Use evidence to design more effective social programs.

1
We Create Impact Ontologies™

A more precise way to classify social impact

2
We Analyze What Impact People Need

Like a 'social impact DNA' needs analysis

3
We Help Decisionmakers Design & Fund What Works

Using precision data to match interventions to needs

About the Social Capital Genome™

The Social Capital Genome™ is sponsored by the MassMutual Foundation as part of their commitment to supporting financially healthy communities. Through the Live Mutual Project, the MassMutual Foundation brings together community resources and partners to create vibrant and empowered neighborhoods. With a goal of expanding community connections and activating untapped opportunities, the Live Mutual Project acknowledges that strong networks are critical to financial well-being, but how do we understand the depth and strength of those relationships? Social Capital is a concept dating back decades, yet it remains ill-defined. Measurement also varies by social impact area (education, financial health, etc.) and by program, making it a challenge to compare and understand what works. The Social Capital Genome™ aims to change that.

Social Capital is critical to equity as it is a key lever in social and economic mobility. Yet the complexity of human relationships has made it hard to define and measure.

Social Capital describes the extent to which people are connected to each other and their communities, and the resources they get from these relationships that help them meet their needs, achieve their goals, and navigate systems and institutions in our society.

The Social Capital Genome™ contains four standardized taxonomies, constructed through an in-depth examination of the evidence and vetted by expert advisors:

- **Outcomes:** How programs seek to change people's lives (universal program goals)
- **Program Activities:** What programs do (universal program strategies)
- **Beneficiaries:** Who programs serve (universal characteristics of program participants, including demographics)
- **Context:** What may influence how programs operate (environmental conditions/variables)

Identifying and standardizing language to capture the major Social Capital outcomes for individuals (seen below), lays the foundation for this work.

OUTCOME	DESCRIPTION
Access to Trustworthy Personal / Professional Networks	Gaining access to additional trusted people that an individual can call on to provide support, resources, knowledge, connections, or influence.
Use of Personal / Professional Networks	The demonstration of leveraging relationships with trustworthy people to obtain support, resources, knowledge, connections or influence.
Navigation of Institutions	The demonstration of increased ability or confidence to navigate an institution or system, facilitated by relationships or networks.
Civic / Community Engagement	The demonstration of increased community or civic involvement (e.g., community service, extracurricular organizations, actions for civil issues)

How to use the Social Capital Genome™:

Establishing standardized Social Capital outcomes can help nonprofits better measure their progress. And using the program activities, beneficiary, and context frameworks allows us to dive deeper into the 'black box' of programs to better understand the mechanisms by which Social Capital may be built, including who is being served, where, and how. Through population level survey data, analysis of the research literature, and reporting of nonprofit programs, we can answer the following questions:

- What is the state of Social Capital in America?
- What is the landscape of programs focusing on Social Capital?
- What is the average cost to produce a desired result for Social Capital (Price of Impact Index™)?
- How are programs measuring their impact?
- Which program activities are most promising to demonstrate results?

The taxonomies were built from nearly 140 program evaluations (published research and reported program data) and vetted by an advisory committee.

Size of the Challenge

Social Capital is known to have a direct relationship to economic mobility, yet there are major differences in the size of trusted networks based on race, income, and education level. Millions of Americans lack the personal and professional connections that could help them get ahead—let alone recover from the COVID-19 pandemic.

The Impact Genome worked with The Associated Press-NORC Center for Public Affairs Research to better understand the levels of Social Capital in America. **What do Americans' trusted personal and professional networks look like? Have they been able to get the essential services they need? Have they been engaged in their communities? How has this all changed in the wake of the pandemic?**

FINDINGS

Trusted personal and professional support networks are small:

Personal Networks: 18% - or 46 million adults – have just one or no trustworthy person they can approach for personal emergencies, like help when they are sick or someone to watch a child.

- This is true for 14% of white adults—this number jumps to 25% among Hispanic adults and 30% among Black adults.
- People with incomes below the Federal Poverty Level (FPL) are 2.5x more likely to have no one to turn to for help compared to those above the FPL.
- People who have a college degree are more likely to have a larger trusted personal support network.
- White adults (54%) are more likely to have racially homogenous networks compared to Black (43%) and Hispanic adults (39%).

Professional Networks: 20% - or 49 million adults – have no one they trust to help them write a resume, navigate a professional challenge, or get connected to a job opportunity.

- Hispanic adults (35%) and Black adults (38%) are more likely to have one person or no one to help compared to white adults (26%).
- White adults are less likely to report racial diversity in their trusted professional networks.

Just over half of Americans are civically engaged:

Civic / Community Engagement: Only 54% of Americans volunteered, donated money, or engaged in civic groups in some way over the last year.

- Women were more likely than men (59% vs. 49%) to be civically engaged.
- 42% of Americans said they became less involved with any formal civic institution because of the pandemic

There are still major barriers to accessing critical services and supports:

Navigation of Institutions: The majority of people who needed essential services were able to access them.

- However, 25% of Black adults could not access needed services compared to just 10% of white adults.
- 62% of people cited barriers of not knowing if they were eligible for services or where to go for support, 17% cited that there was no one to help them, and 11% cited that they did not trust that type of institution.

IMPACT OF THE COVID-19 PANDEMIC

Social Capital is a critical lever in social and economic mobility, particularly during an economic recovery post-pandemic. Yet in the last year, Social Capital has declined for millions of Americans.

PERSONAL TRUSTED NETWORKS

41 million Americans, 16%, have fewer people they can trust for personal support since the start of the pandemic.

PROFESSIONAL TRUSTED NETWORKS

39 million Americans, 15%, have fewer people they can trust for support with their career since the start of the pandemic.

NAVIGATING SYSTEMS AND SUPPORTS

38 million Americans, 15%, needed support but couldn't interact with institutions that would help. Of those people, 17% needed someone to help them.

CIVIC ENGAGEMENT

86 million Americans, 34%, did not participate or engage in any civic activities in the last year.

SURVEY METHODOLOGY

This study, funded by Impact Genome with support from the MassMutual Foundation, was conducted by The Associated Press-NORC Center for Public Affairs Research. Data were collected using AmeriSpeak®, NORC's probability-based panel designed to be representative of the U.S. household population. During the initial recruitment phase of the panel, randomly selected U.S. households were sampled with a known, non-zero probability of selection from the NORC National Sample Frame and then contacted by U.S. mail, email, telephone, and field interviewers (face to face). The panel provides sample coverage of approximately 97% of the U.S. household population. Those excluded from the sample include people with P.O. Box only addresses, some addresses not listed in the USPS Delivery Sequence File, and some newly constructed dwellings. Staff from NORC at the University of Chicago, The Associated Press, and Impact Genome collaborated on all aspects of the study.

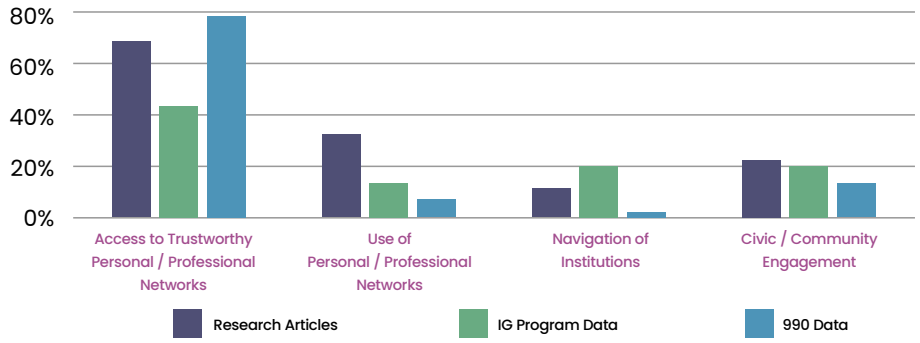
Interviews for this survey were conducted between March 25 and April 15, 2021, with adults age 18 and older representing the 50 states and the District of Columbia. Panel members were randomly drawn from AmeriSpeak®, and 2,314 completed the survey—2,115 via the web and 199 via telephone. Interviews were conducted in both English and Spanish, depending on respondent preference.

The **Social Capital Genome™** By the Numbers

The Social Capital Genome™, an initiative of the Impact Genome Project® and sponsored by the MassMutual Foundation, is driven by **3 data sources:**

1. **Research Articles** The Impact Genome captured key information from **113 studies** of programs targeting Social Capital outcomes which reported 158 measurements of Social Capital outcomes.
2. **Impact Genome Program Data** **54 programs** reported against the standardized Social Capital outcomes through the Impact Genome Platform.
3. **990 Data** **229 programs** that focus on Social Capital as a primary outcome were identified from a random sample of 2,500 nonprofit programs' IRS 990 tax

PERCENTAGE OF PROGRAMS BY OUTCOME



PRICE OF IMPACT INDEX™ (POI)

SOCIAL CAPITAL OUTCOME	PRICE
Access to Trustworthy Personal / Professional Networks	$2,364
Use of Personal / Professional Networks	$4,660
Navigation of Institutions	$823
Civic / Community Engagement	$2,321

4 STANDARDIZED OUTCOMES:

- **Access to Trustworthy Personal / Professional Networks**
- **Use of Personal / Professional Networks**
- **Navigation of Institutions**
- **Civic / Community Engagement**

102 PROGRAM ACTIVITIES, OR 'GENES' ORGANIZED INTO 12 CATEGORIES

1. Building and Sustaining Relationships
2. Building Communities of Support
3. Community Voice and Participant Voice
4. Community Service and Civic Engagemvent
5. Personal Growth and Development
6. Providing Services and Resources to Participants
7. Content / Topic Areas
8. Instructional Strategies
9. Organization-Level Components
10. Facilitator Training
11. Intervention Delivery
12. Characteristics of the Intervention

Across the three data sources that make up the Impact Genome evidence base, "Access to Personal / Professional Networks" was by far the most commonly-reported Social Capital outcome. When it comes to emerging benchmarks for cost-per-outcome (based on 54 programs reporting into the Impact Genome), "Navigation of Institutions" is the least expensive outcome, whereas achieving the outcome "Use of Personal / Professional Networks" is much more expensive and requires more resources per participant.

This information about Social Capital programs – where they work, with what strategies, and at what cost - paired with the knowledge that Social Capital is declining for millions of Americans, enables us to better match funding with what people need and the programs who are actively working towards building different dimensions of Social Capital.

The Impact Genome Project® is a universal data standard for measuring and analyzing social outcomes. Our research is publicly-funded, peer-reviewed and evidence-based. By standardizing data, we can compare programs, unpack evidence and better predict what works to solve complex social problems.

The MassMutual Foundation, Inc. is a dedicated corporate foundation established by Massachusetts Mutual Life Insurance Company (MassMutual). The MassMutual Foundation activates connections and untapped opportunities within communities, so that all families can build their financial capability and thrive. In support of this mission, the Foundation develops partnerships and provides grants in support of our signature programs. The Foundation also supports anchor institutions in the communities where MassMutual operates.

Price of Impact Index™

What is the average cost to produce a desired result for Social Capital according to the Price of Impact Index™ (POI)?

The Price of Impact Index™ (POI) tracks the average cost to move the needle on major social issues, like education, arts, health, hunger, economic development, and more. The POI uses "cost-per-outcome" as a benchmark, which is the cost to produce a desired result for a single individual. Updated monthly, the POI is calculated based on self-reported data from nonprofits and social programs.

	PRICE	RANGE
Access to Trustworthy Personal / Professional Networks	$2,364	$1,908 - $2,820
Use of Personal / Professional Networks	$4,660	$3,439 - $5,880
Navigation of Institutions	$823	$668 - $978
Civic / Community Engagement	$2,321	$1,758 - $2,884

Government policymakers, corporate social responsibility (CSR) executives, philanthropists, individual donors, researchers and nonprofits use the POI to size their investments, evaluate return on grants, compare charities and benchmark performance.

The Social Capital Genome™ sets a new standard for program reporting. These emerging cost-per-outcome benchmarks provide initial insights for the field and will change over time as more programs report on these Social Capital outcomes. With these emerging benchmarks, "Navigation of Institutions" has the lowest price, with an average of $823 to produce the desired result for a single participant. However, to date most of these programs have focused their measurement on the number of people connected to other services (less time and resources), rather than measuring if those same participants feel more confident navigating those services in the future because of the support received. Thus, we anticipate this POI to increase as measurement improves and is more closely aligned to the outcome.

"Use of Personal / Professional Networks" is much more costly, requiring, on average, over $4,500 per participant. This is an incredibly resource-intense outcome, as indicated by the higher price per contact hour (requiring an average of $194 for every hour to produce the desired results for a single participant). It takes far more resources to activate a network to help reach ones goals than to help form that initial connection to people or places.

While "Access to Trustworthy Personal / Professional Networks" and "Civic / Community Engagement" have a similar POI, it requires more money per participant in a year to realize the outcome of "Civic / Community Engagement." This is not surprising, as many programs who focus on introducing people to others can reach relatively large numbers of people in a short period of time.

POI PER CONTACT HOUR

	CONTACT HOURS (PER YEAR PER PARTICIPANT)	PRICE PER CONTACT HOUR	RANGE
Access to Trustworthy Personal / Professional Networks	130	$17	$10 - $24
Use of Personal / Professional Networks	53	$194	$132 - $256
Navigation of Institutions	53	$51	$36 - $66
Civic / Community Engagement	124	$122	$93 - $150

FUNDER TAKEAWAY:

Not all Social Capital outcomes are created equal. The majority of programs working to build individual-level Social Capital focus on "Access to Trustworthy Personal / Professional Networks" – it requires less money, can be done at scale, and is easier to measure. And while it's important to fund programs that connect participants to broader and more diverse networks, it's also critical we help individuals activate those networks to meet their needs and goals. Similarly, it's essential that we help people build relationships that enable them to better navigate systems, not just connect them to those programs and services. Building people's connections to their community also helps enable the other Social Capital outcomes – people get to know their neighbor, have more people they can call on for help, and are more knowledgeable about the supports available to them. Consider funding the full spectrum of Social Capital outcomes.

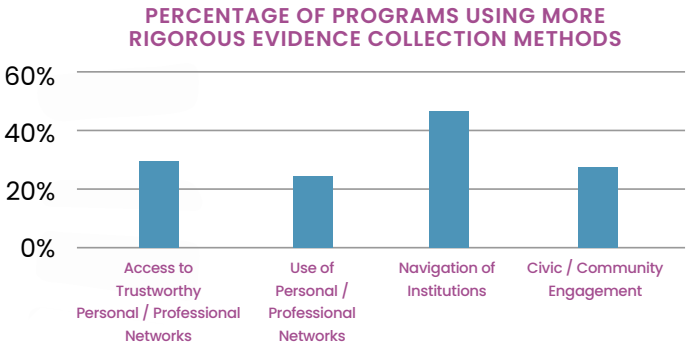
Learn more about the Price of Impact Index here: https://impactgenome.org/benchmarks-faq/

Evidence of Impact and Efficacy

How are programs measuring their impact?

Social Capital is challenging to measure because it has traditionally been ill-defined and treated as an activity on the way to other, more common and more easily measured outcomes (educational attainment, financial health, housing status, etc.).

Thus, it is not surprising that, overall, **59% of Social Capital programs have limited evidence quality** when reporting against the standardized Social Capital outcomes. This means that their evidence for impact is methodologically limited in its ability to capture the extent to which individuals are meeting an outcome. There are very few standard, commonly accepted ways to measure Social Capital for individuals; when programs reported against these new standardized Social Capital outcomes, they reported using measures and instruments that were not relevant to, or were misaligned with, the outcomes. We expect that to improve over time as more programs have the standardized language of Social Capital concepts and can strengthen their evaluation plans.



How effective are programs in achieving their intended outcomes?

Overall, efficacy rates reported by Social Capital programs are high. While this is promising, the data must be carefully examined in conjunction with programs' evidence quality. For example, Program A reports 100% efficacy on "Navigation of Institutions" because they had 100% participation in their program (i.e., they are measuring output data - or the number of participants who attended - rather than a change in those participants' status, knowledge, or behavior). Program B reports 80% efficacy on that same outcome but uses a more rigorous evidence collection method: a pre/post survey of participants that measures participants' confidence in their ability to interact with medical professionals. The evidence for Program B's impact is stronger and more trustworthy, even though the efficacy rate is lower. As measurement of the Social Capital outcomes improve, we expect to see efficacy rates decrease—at least in the short term.

In addition to making sure that what programs measure matches the Social Capital concepts laid out in the outcomes, evidence quality is also driven by the evaluation model, or what kind of measurement tools they use. **Only 32% of Social Capital programs are currently using more rigorous methods of evidence collection;** point-in-time measure, pre/post-test or cross-sectional, or randomized control trial or quasi-experimental. As expected, many used less rigorous evaluation types - it is much easier to collect anecdotal and/or output data in an area that has not been well-defined to date.

	EFFICACY	RANGE
Access to Trustworthy Personal / Professional Networks	95%	90% - 100%
Use of Personal / Professional Networks	79%	68% - 89%
Navigation of Institutions	96%	89% - 100%
Civic / Community Engagement	81%	75% - 87%

FUNDER TAKEAWAY:

Precise measurement is important for achieving the longer-term impacts that funders and nonprofits alike aim to see. Evaluation is both time and resource intense, so you should fund the capacity of nonprofits to better measure and evaluate. Now that we have standardized outcomes for Social Capital, it's critical that programs have the resources to adjust their measurement methods to better fit these concepts. With limited relevant/standardized measures in Social Capital, this includes opportunities to work with experts and peers to develop appropriate evaluation plans.

Program Activities

The Impact Genome® identified two types of program activities that show strong associations with success in achieving Social Capital outcomes: 'high performing' and 'emerging' activities. These 'high performing' and 'emerging' activities are specific to each Social Capital outcome.

'High performing' activities are program strategies found to have strong relationships with the achievement of an outcome, with a high number of data points across sources in the research literature. While our analyses cannot show that these activities caused the outcomes, high performing activities are those most closely correlated to the successful achievement of an outcome across many programs and interventions.

'Emerging' activities similarly showed strong relationships with a Social Capital outcome but are based on programs reporting into the Impact Genome platform on their critical strategies and therefore have fewer data points to draw from. These activities are 'ones to watch'—they may be emerging or innovative strategies, or ones that are not documented well in the research base.

Context Matters: This section speaks broadly about program activities, yet certain strategies may be more effective than others for certain participants in specific context.

For example, the specific needs of rural beneficiaries may necessitate different strategies than those in an urban setting. As more programs report on Social Capital outcomes and activities, we will gain increased understandings of what works for whom, and in what contexts.

PROGRAM ACTIVITIES FOR:

Access to Trustworthy Personal / Professional Networks

In helping participants form new connections and relationships, having well trained program staff, and staff to whom participants can relate, may be important components of successful programs. Additionally, building strong relationships between participants and program facilitators - through home visits or phone/virtual means, and over time - and between participants themselves may also contribute towards achievement of this outcome.

HIGH PERFORMING

ACTIVITY	DESCRIPTION
Engage Facilitators or Mentors who Share an Identity with Participants	The program intentionally includes someone (e.g., mentor, coach, case manager, counselor, advisor) who shares identity characteristics with the intervention participants (e.g., engage mentors who match the mentee in terms of age, race/ethnicity, experience, or community of residence, etc.). This includes engaging near peers to be role models/mentors.
Focus on Personal Health	The program focuses on personal health, generally or through specific topics (e.g., disease treatment, self-care, diabetes management, stigma, etc.).
Focus on Personal Relationships and Family	The program focuses on romantic relationships and relationships amongst family members (e.g., family stability, relationship education, etc.).
Focus on the Intervention in Facilitator Training	The program includes explicit trainings activities for facilitators to increase their understanding of the program or curriculum itself.
Home Visits	The program includes facilitator visits to participants' residences.
Pre-intervention Facilitator Training	The program includes a training for facilitators prior to or at the start of the intervention.

EMERGING

ACTIVITY	DESCRIPTION
Activities to Build Positive Relationships Between Participants and Facilitators Over Time	The program includes activities during which participants and the same facilitator(s) meet regularly over time, which encourages them building a relationship (e.g., college advising, ongoing counseling, etc.).
Ongoing Interactions Between Participants	The program includes ongoing opportunities for participants to interact with each other (e.g., daily interactions, regular contribution to online message boards, committee meetings that meet regularly).
Phone / Virtual Communication	The program leverages phone or video calls for facilitators and participants to stay in touch (e.g., video calls/chats, follow up therapy calls after group sessions, mentor calling a mentee, case manager checking in on a family, etc.).
Building Connections Outside of One's Existing Network	The program includes explicit trainings activities for facilitators to increase their understanding of the intervention or curriculum itself.
Engage Mentors / Role Models	The program engages volunteers or others to work with program participants in order to serve as role models, share experiences, and provide support. While this typically occurs in youth-focused programs, adult programs could also use mentoring to support participants..
Sharing Experiences	The program provides opportunities for participants to share their own experiences with one another (e.g., sharing their personal stories/narratives/lived experiences, discussing conflict in a peer group, discussing challenges their facing, etc.). This can be through oral, written, or other means.

RISE

Save Up

The Save Up program provides financial tools and tips for low-to-moderate income families that allow them to save for their first asset purchase. All program participants open savings accounts and RISE matches every $1 saved with $2. Asset purchases may include homes, automobiles, tuition for additional education, computers, and micro-enterprise development. Financial coaching is provided for a maximum of two years as participants save and prepare to purchase their target asset. The primary goal is for savings to become a habit for those being served.

Save Up leverages two emerging activities to build participants' access to trustworthy networks: "Activities to Build Positive Relationships Between Participants and Facilitators Over Time" and "Phone / Virtual Communication", by having ongoing monthly calls between participant and program facilitators.

While many programs working towards "Access to Personal / Professional Networks" host one-off events, Save Up partners the participants with their staff to support them over time, providing regular educational opportunities and events to get to know other participants and organizations. This sustained contact pushes their cost-per-outcome (price) to higher than the benchmark range. While their efficacy rate is below the benchmark, it is more accurate because they leverage a higher quality evidence collection method (point-in-time participant surveys). Their evidence quality is only moderate because their survey questions do not fit Social Capital concepts well. They will be incorporating additional questions in their next data collection cycle to better understand the breadth and type of new connections participants gain from the Save Up program, so their evidence quality will be more extensive.

PRICE	EFFICACY	EVIDENCE QUALITY
Above Benchmark	Below Benchmark	Moderate

"It's all about networking and being able to connect with individuals who can help you improve your quality of living. It's important to get people to the next level when it comes to their finances and asset development. People are ready to get to the next level, they just need a hand up, not a handout.

What RISE offers is a different level of access and we act as an accountability partner. The citizens we serve often only hold relationships with people in their community and workplace. Through RISE, they meet people they otherwise wouldn't have had the opportunity to meet."

SHELIA TERRELL, PRESIDENT AND CEO, RISE FOUNDATION

PROGRAM ACTIVITIES FOR:

Use of Personal / Professional Networks

Leveraging different ways for facilitators and participants to stay in touch (such as video calls) is an important component for helping people activate their networks. Engaging external partners, having participants set goals, and having opportunities for self-reflection may also play a critical role.

HIGH PERFORMING	
ACTIVITY	**DESCRIPTION**
Phone / Virtual Communication	The program leverages phone or video calls for facilitators and participants to stay in touch (e.g., video calls/chats, follow up therapy calls after group sessions, mentor calling a mentee, case manager checking in on a family, etc.).

EMERGING	
ACTIVITY	**DESCRIPTION**
Engage External Partners	The program explicitly collaborates with local / national businesses, nonprofits, or other organizations to inform or support programming. This could come in the form of technical assistance (i.e., professional development providers), program materials (i.e., curricula) or other.
Goal-setting Activities	The program incorporates activities in which participants identify goals, both educational and personal (e.g., applying to a certain number of jobs, reaching out to specific types of contacts, enrolling in an English language education program, etc.).
Intervention is Accessible Remotely	The program can be delivered without person-to-person contact, either through a website, app, or written materials.
Self-reflection Activities	The program incorporates activities in which participants reflect on their experience in the intervention, their interests, or their learning, including what they learned and how they might apply it in the future.

Home Ownership

Frayser CDC works with the community to provide improved housing and stimulate commercial and economic growth. They provide access to affordable homes for low-to-moderate income home buyers. Their objective is to stabilize household budgets through affordable housing, while building wealth for surrounding homeowners through blight removal and improved home values. They offer HUD certified pre-purchase classes to prepare people for home ownership.

Frayser CDC leverages two emerging activities in its Home Ownership work: "Engage External Partners" by partnering with funders, banks, etc. to bring resources into the community, and "Intervention is Accessible Remotely", as their workshops are now remote. In addition, they leverage the high performing activity of "Phone / Virtual Communication."

Their cost-per-outcome (price) is within range for "Use of Personal / Professional Relationships." To improve evidence quality, they could move from output data to surveys that assess the depth and strength of the participants' networks that they have developed from working with Frayser CDC.

Frayser CDC is launching a new community-based initiative, Frayser Connect, that will serve as a neighborhood resource hub for connecting residents to critical resources. This initiative will work towards the Social Capital outcome of "Civic / Community Engagement".

PRICE	EFFICACY	EVIDENCE QUALITY
Within Benchmark	Below Benchmark	Limited

"We've always known that you don't transform a neighborhood with just housing work...our work is not in a vacuum. We've done our very best to reach out to resident groups and collaborate and engage other stakeholders in the neighborhood to blend and connect our work.

In the home buying class, people learn from each other....housing maintenance, being a good neighbor, etc. Our future work with Frayser Connect is really about trying to build those networks and communities."

STEVE LOCKWOOD, DIRECTOR OF SPECIAL PROJECTS, FRAYSER CDC

PROGRAM ACTIVITIES FOR:

Navigation of Institutions

Empowering someone to feel confident in their ability to get what they need can be supported by having program activities that inspire joy, fun, and wonder and are personalized to their needs, making sure they have a safe space to share and build connections outside of their own networks, and recognizing their accomplishments. Additionally, programs should engage external partners and volunteers to support program implementation, and they make sure and stay in contact with their participants.

HIGH PERFORMING

ACTIVITY
This outcome is currently the most understudied in our sample of Social Capital interventions; only 15 research articles measured this outcome. This may be in part due to the focus historically being on developing trust in institutions, rather than building individual confidence and knowledge to navigate them. This distinction is critical. While individuals within institutions (such as financial, health care, or higher education systems) may be trustworthy, given the structural racism and oppression embedded in these systems, we cannot assume that applies to all institutions, or that trust in those institutions should be the goal. Instead, this outcome represents a shift to programs working to build relationships that empower individuals to understand and advocate for themselves when interacting with institutions. As we continue to amass data on these programs, we will be able to identify high performing program activities, but several show promise in the existing evidence (see the emerging strategies listed below).

EMERGING

ACTIVITY	DESCRIPTION
Activities that Inspire Joy, Fun and Wonder	The program explicitly incorporates program design features aimed at "creating fun" amongst participants.
Creation of a Safe Space	The program, facilitator(s), or participants intentionally create a climate in the intervention setting that feels safe, respectful, welcoming, and supportive (e.g., every participant given the opportunity to share). This promotes sharing and encourages open dialogue.
Building Connections Outside of One's Existing Network	The program intentionally fosters connections between participants and those who are not in their current network or have different identities (e.g., profession, race, gender, culture, etc.). This may include connecting students to different working professionals, connecting a nonprofit leader to group of funders.
Engage External Partners	The program explicitly collaborates with local / national businesses, nonprofits, or other organizations to inform or support programming. This could come in the form of technical assistance (i.e., professional development providers), program materials (i.e., curricula) or other.
Engage with Volunteers / Community to Deliver Program	The program uses volunteers or community members to deliver the program including as mentors, or facilitators. (e.g., volunteer mentors, volunteers in a community service project, etc.).
Phone / Virtual Communication	The program leverages phone or video calls for facilitators and participants to stay in touch (e.g., video calls/chats, follow up therapy calls after group sessions, mentor calling a mentee, case manager checking in on a family, etc.).
Recognition of Participant Accomplishments	The program includes activities and structures for recognizing the accomplishments of youth participants. For instance, participants are encouraged to celebrate each other and/or shared achievements through use of a group cheer or shout outs.
Utilize Individualization / Personalization	The program tailors instruction, activities, and products to the skills, interests, and capacities of individual participants.

WNE SCHOOL of LAW
Center for Social Justice

Consumer Debt Initiative

The Consumer Debt Initiative (CDI) serves self-represented litigants who are defending credit card and personal collection actions filed by debt buyers in the Springfield District Court Small Claims session. Volunteers provide counsel and legal advice, negotiate with opposing counsel, draft settlement agreements, and may appear on behalf of consumers for hearings and trials. Clients may also be connected with financial literacy education materials and local resources addressing consumer debt holistically.

Similar to other programs, the CDI leverages the emerging activity "Phone / Virtual Communication" by giving their clients phone and Zoom-based support, and encouraging their clients to email/call/text with staff as needed. This has become particularly critical during the pandemic, especially as all programming was previously done face-to-face in court.

Their cost-per-outcome (price) is below the Impact Genome benchmark for "Navigation of Institutions" primarily because they leverage volunteers (including lawyers and non-lawyers from MassMutual, the private local bar, and law students from WNEU) to support their clients. Their evidence quality is currently limited because their post-case surveys focus on case results, legal and financial outcomes. Now that they are equipped with the language of this Social Capital outcome, they can add questions to better understand how their clients are empowered to navigate the complex legal system.

PRICE	EFFICACY	EVIDENCE QUALITY
Below Benchmark	Within Benchmark	Limited

"When MassMutual first approached us about this, we didn't use the term Social Capital explicitly in our work, but upon looking into it more, Navigation of Institutions is primarily what we do. Our main goal is to save our clients as much money as possible in these cases so they can have more income to use for basic life expenses and needs. The way that we do that is taking the knowledge we have as lawyers (or trained volunteers) and empowering our clients through conversation...helping them build their own competency and knowledge of the complex legal system so they can self-advocate and make fully informed decisions while asserting their rights."

ARIEL CLEMMER, DIRECTOR, CENTER FOR SOCIAL JUSTICE @ WNEU SCHOOL OF LAW

PROGRAM ACTIVITIES FOR:

Civic / Community Engagement

Program components such as engaging community members in decision-making, focusing on community organizing, focusing on political related activities, and using research-based approaches are shown to help increase civic involvement. Additionally, there are several emerging strategies identified by the program data. At the program design/organization level this includes having culturally responsive approaches, engaging external partners and volunteers, and supporting collective impact. At the program participant level this includes opportunities for community-building, creating a safe space, opportunities to practice interpersonal skills, and sharing of experiences.

HIGH PERFORMING

ACTIVITY	DESCRIPTION
Community Members Engaged in Intervention Related Decision-making	Participants provide input into decisions related to the intervention (i.e., suggestions into program design, implementation, and/or evaluation). Participants may include caregivers or family members of the intervention beneficiary.
Focus on Community Organizing / Community Engagement	The program focuses on community organizing/engagement topics/approaches (e.g., participants learn how to create a community action board).
Participation in Political Education and Activities	Participant takes part in activities related to politics (e.g., campaigning for a political candidate, getting people registered to vote, attending a political rally, etc.).
Research-based Approaches or Curriculum	Program is informed by or uses curriculum that is research-based.

EMERGING

ACTIVITY	DESCRIPTION
Community-Building Activities	The program includes activities that foster and strengthen feelings of connection and belonging between the setting, group, and self, including bonding activities, ways of communicating, teambuilding, etc. This includes activities aimed at building trust and confidence among participants and facilitators or sharing a meal in order to build a sense of community. Distinct from "Utilize Professional Networking Events" in focus on community, not making connections to advance participants' careers / expand their professional networks.
Creation of a Safe Space	The program, facilitator(s), or participants intentionally create a climate in the intervention setting that feels safe, respectful, welcoming, and supportive (e.g., every participant given the opportunity to share). This promotes sharing and encourages open dialogue.
Culturally Responsive / Appropriate Approach	The program uses approaches that connect to participants' cultural backgrounds in a responsive and appropriate way.
Engage External Partners	The program explicitly collaborates with local / national businesses, nonprofits, or other organizations to inform or support programming. This could come in the form of technical assistance (i.e., professional development providers), program materials (i.e., curricula) or other.
Engage with Volunteers / Community to Deliver Program	The program uses volunteers or community members to deliver the program including as mentors, or facilitators. (e.g., volunteer mentors, volunteers in a community service project, etc.).
Practice of Interpersonal Skills	The program includes opportunities for participants to learn through practicing interpersonal skills such as communication, conflict management, leadership, empathy, listening, and teamwork.
Sharing Experiences	The program provides opportunities for participants to share their own experiences with one another (e.g., sharing their personal stories/narratives/lived experiences, discussing conflict in a peer group, discussing challenges their facing, etc.). This can be through oral, written, or other means.
Support Collective Impact	The program includes efforts to connect organizations within a community with the intention of synergistically increasing the impact of all organizations, including task forces and coalitions.

Community Building and Engagement Program

The Community Building and Engagement program focuses on neighborhood revitalization and resident empowerment, and at present works in targeted neighborhoods in Springfield and Holyoke. The goal is to train and empower residents to undertake initiatives and advocacy that improves physical conditions, public safety, and resident health.

Way Finders leverages two emerging activities in their program, including: (1) "Community-Building Activities" – "Communication between program participants (not facilitator led) is critical to our Community Building and Engagement efforts. Participants take on responsibility for facilitating meetings with their peers. Participants are encouraged to recruit others from their community to join new and existing initiatives. Furthermore, we make every effort to make Spanish translation and meetings conducted primarily in Spanish a priority."; and (2) "Creation of a Safe Space" - "Formal conflict resolution training is done during leadership training. Facilitators allow open discussion, have rules of conduct for respect and sharing of differing viewpoints and opinions during group gatherings".

One reason that Way Finders' price (cost-per-outcome) is higher than the benchmark is because they provided stipends to the residents who went through training. Additionally, while Way Finders moved their training virtually in 2020 because of the COVID-19 pandemic, and adjusted their support to provide access and training on how to use online video platforms, there were digital access and literacy gaps. This means that a smaller proportion of the residents initially engaged met the outcome, driving the price per resident up. As they're able to resume in-person training, which is critical to engaging residents in community issues, their cost-per-outcome and efficacy rate will likely get closer to the benchmark range. Way Finders also leverages post-evaluation surveys of resident leaders to assess what action items they have taken away from training – a stronger, and potentially more costly, measurement tool than many other programs working towards increasing "Civic / Community Engagement."

PRICE	EFFICACY	EVIDENCE QUALITY
Above Benchmark	Below Benchmark	Moderate

"We make it a priority to hear directly from residents about their community's needs and engage participants in advocacy and leadership training. We encourage our resident leaders to find their voice and to have their voices heard…they are empowered to make change they want to see in their community."

MEGAN TALBERT, CHIEF DEVELOPMENT OFFICER, WAY FINDERS, INC.

Key Takeaways

The Social Capital Genome™ creates a common language for funders, practitioners, researchers, and policy makers to better understand what works. It is a comprehensive Social Capital ontology consisting of:

- **4 standardized outcomes,**
- **102 program activities ("genes") categorized into 12 conceptual categories,**
- **200+ beneficiary characteristics, and**
- **200+ contextual elements**

Through the analysis of 113 research sources, reporting from 54 nonprofits / social programs and over 2,000 individual responses from NORC's AmeriSpeak® Panel this project yielded critical takeaways for the field:

1. MILLIONS OF AMERICANS ONLY HAVE A SMALL TRUSTED NETWORK TO TURN TO FOR SUPPORT.

18% - or 46 million adults – have just one or no trustworthy person to turn to for personal support (childcare in an emergency, ride to the airport, etc). This number rises to 49% for professional support (help writing a resume, connection to a job opportunity, etc). Many Americans also cite having fewer people they can trust for support since the start of the COVID-19 pandemic. These trusted networks tend to be small (1 or a few people) and racially and economically homogeneous. There is also still a major resource gap among historically marginalized populations, with millions of people below the FPL and people of color in need of essential services but unable to access them. Many Americans also did not engage in civic groups or give back to their community (with time, resources, money) in the last year. These connections to other people, resources, and communities are essential as we navigate an economic recovery.

2. SOCIAL CAPITAL CUTS ACROSS ALL SOCIAL IMPACT AREAS.

Unlike other areas of impact, programs build and maintain Social Capital across all 12 of the Impact Genome's social impact areas (Public Health, Critical Human Needs, Economic Development, Education, etc.). Standardization here is especially critical, as it enables comparisons across disparate programs to better understand what works, for whom, and in what context. This will enable improvements in programming across all areas of social impact.

3. SOCIAL CAPITAL COMES IN DIFFERENT FLAVORS.

We need to recognize Social Capital as its own domain, so that we can clearly articulate key outcomes and improve measurement to better understand impact. While "Access to Personal / Professional Networks" was by far the most commonly-reported Social Capital outcome, we know that lighter-touch networking events alone will not change the financial or economic mobility of people who have been historically marginalized. We need to help people activate their networks, develop the knowledge and confidence to navigate our complex systems, and engage in the civic lives of their communities.

4. 'WHAT WORKS' FOR SOCIAL CAPITAL DEPENDS ON THE OUTCOME.

The strategies to connect someone to the right people can be vastly different from those used to help that person leverage those relationships to meet their goals. Certain program activities are more effective for some outcomes than others. For example, engaging facilitators or mentors who share an identity with program participants is correlated with increasing "Access to Personal / Professional Networks," whereas having community members engaged in intervention related decision-making is correlated with "Civic / Community Engagement." Programs working towards the same standardized Social Capital outcome can now calibrate their strategies to their goals, instead of relying on more general "best practices."

5. SOME OUTCOMES ARE MORE EXPENSIVE THAN OTHERS.

Benchmarks help us see, across programs targeting the same goals, what it takes to achieve outcomes. Understanding the Price of Impact™ (cost-per-outcome benchmark) can help inform funding decisions. For example, "Navigation of Institutions" is the least expensive outcome, costing $823 to achieve the outcome for an individual, whereas achieving the outcome "Use of Personal / Professional Networks" is much more expensive ($4,660). This does not mean we should only fund the least expensive outcomes – it means that different outcomes require different sized investments, and funders should plan accordingly. It's critical to understand which outcomes require more resources so that we can adequately fund the results we want to see.

6. WE CAN NOW STANDARDIZE THE WAY WE MEASURE SOCIAL CAPITAL.

To date there have been only a few standard, commonly accepted ways to capture Social Capital. It's not surprising that nearly 60% of programs have limited evidence quality – it is much easier to collect anecdotal and/or output data in an area that has not been well defined. Standardizing outcomes is the first step to better measurement, and precise measurement is critical to achieving longer-term impacts. The outcome criteria created through this project provide programs with guidance on the Social Capital concepts they can measure to capture progress. With capacity building support, they can adjust their measurement tools to provide better impact data on improving Social Capital for program participants.

Fund Social Capital Outcomes: *Where are there Social Capital interventions where you are funding other outcomes?*

- Assess Your Priorities. Social Capital is integral to education, financial health, public health, housing, and many other spaces. Examine your funding strategy and figure out how Social Capital plays a role in enhancing your existing funding portfolio. Identify where there may be gaps in the region(s) you fund.
- Understand the Landscape. Figure out which of your grantees are already doing this work in the region(s) you fund—this may include other programs or initiatives you aren't funding yet. Leverage your relationships to determine who else is working on Social Capital in the space. Are there additional nonprofits to fund? Are there other funders you could collaborate with to amplify impact?
- Fund Innovation and Collaboration. Where there are regional gaps, leverage your existing funding network to build new programs or enhance existing ones.

Support Capacity Building: *How can you help each of your grantees build their capacity to use Social Capital to enhance impact?*

- Build Awareness. Many programs are already leveraging Social Capital concepts but might not have a name for it. Sharing the standardized outcomes and their criteria will help your grantees better articulate how Social Capital plays a role in their work and how it enables the achievement of outcomes in other areas.
- Make Connections. Embarking on Social Capital work can be intimidating for nonprofits and may feel like the 'unknown' when they're first starting out. There are also programs that are being incredibly innovative in this space. This work doesn't have to be done in a vacuum. Make intentional connections to bridge the gap. Peer learning can lead to and amplify impact.
- Listen. Create safe spaces for your grantees to be vulnerable and share what they're learning. With newly defined language, it may take some time to figure out what works for different organizations and what realistic expectations for impact are over time. These conversations can also uncover major resource gaps when it comes to staff capacity and evaluation support.
- Fund Evaluation. Measuring a program's impact is resource- and time-intense and requires expertise. Providing funding to support evaluation will strengthen confidence that your dollars are making a meaningful impact.

Benchmark Programs: *What does it cost to improve outcomes?*

- Leverage Standardized Reporting. Have your grantees report against standardized outcomes year-over-year so that you can see how your overall impact changes over time. Using the standardized Social Capital outcomes, you can understand how Social Capital plays a role across your funding portfolios.
- Adjust Funding. Not all outcomes have the same price. The Price of Impact Index™ enables you to understand how much it costs to see results. You can move from funding general social issues, to allocating your dollars to the actual achievement of outcomes. This enables you to better align your funding with your priorities.

How Nonprofit Programs Can Use the Social Capital Genome:

1. Understand Your Impact: *What is the price to achieve Social Capital outcomes for your participants and how does this compare to the benchmarks?*

- By reporting against standardized outcomes, you can see how your program compares to others working towards the same goal (outcome). This supports strategic planning as you think about program design and resource allocation. This can spur ideas of how to be more effective with the resources you have, or support the case for why you need more resources.

2. Bolster Evaluation Efforts: *How can you change what and how you measure to have a more accurate picture of impact?*

- As an ill-defined space, it can be intimidating to figure out how to understand the ways in which your participants' Social Capital has changed based on your program. The standardized outcome criteria provide guidance on the important concepts that need to be captured. The assessment of evidence quality can provide tips on how to improve fit to those outcome criteria, how to improve validity of that measurement, and how to choose evaluation tools. Additionally, becoming Impact Verified™ (having the Impact Genome Project verify your evidence data) can reduce barriers to funding by streamlining your impact story, demonstrating evidence of impact, and connecting you to funders who support the outcomes you're aiming to achieve.

3. Support Program Improvement: *How can you adjust program implementation to achieve better results?*

- In addition to understanding how the cost of your program compares to others, you can also examine the program activities that may lead to better Social Capital outcomes for your participants. There are numerous 'high performing' and 'emerging' program activities that you can incorporate to enhance your existing program design. These activities vary based on the outcome you aim to achieve and can provide more direction than general "best practices."

CALL TO ACTION

The Impact Genome Project® is a call to action...to funders, researchers and all organizations interested in solving the world's most intractable social problems. It is inspired by groundbreaking scientific research and the belief that understanding the "genes" of successful social intervention strategies will produce more effective programming that will benefit more people in need.

The Impact Genome Project® is also a call to action to reimagine the way resource allocation in the social sector is determined. Billions of dollars are spent each year by nonprofits, corporations, philanthropists, and governments to address social needs. Yet, these needs persist and hold back far too many people from achieving their goals — for themselves and their families. More precise data and better insights — like that provided by Impact Genome's Price of Impact Index™ — will yield better resource allocation decisions and close the gap between current social need and available financial support.

Finally, The Impact Genome Project® is a call to action to assemble a consortium of leading funders, nonprofits and policy makers to work in concert, use data and standardized measurement, and champion the creation of a more effective and efficient social sector. The Social Capital Genome™ is part of the Impact Genome Project's Sentinel Outcomes Initiative to analyze the state of need, cost to solve and state of the field for six key social determinants of health.

If you're interested in joining the movement, please email Heather King, PhD, Vice President of Evidence and Implementation at the Impact Genome Project, at hking@impactgenome.org

Acknowledgements

The Social Capital Genome™ is sponsored by the MassMutual Foundation. The MassMutual Foundation activates connections and untapped opportunities within communities, so that all families can build their financial capability and thrive. This work could not have been done without Julia Gwynne (Ph.D.), an education consultant who conducts research on educational policy and practice, including early warning indicator systems, high school and college readiness, Common Core State Standards, preschool attendance and charter schools.

Along with the support and guidance of our Advisory Panel:

Jennifer Axelrod, PhD *Chicago Community Trust*

Dr. Jennifer Axelrod is the Senior Director of Learning and Impact at The Chicago Community Trust. Dr. Axelrod has extensive experience partnering with policymakers, researchers, clinicians, school leaders, and community based organizations. Previously, Dr. Axelrod was the Deputy Commissioner of Youth Services at the City of Chicago Department of Family and Support Services (DFSS) where she designed and supervised the implementation of the City's youth services and related funding strategies. She has a Ph.D. in School Psychology from the University of Georgia, a Master's of Education in School Psychology from the University of North Carolina at Chapel Hill, and a B.A. from Williams College.

Kathleen St. Louis Caliento, PhD *The Academy Group*

Dr. Kathleen St. Louis Caliento is the Chief Learning and Design Officer of the Academy Group where she leads program design, data utilization, professional development, DEI, and the career and leadership (internship) program. For the past two decades, she has worked to improve student outcomes and dismantle social injustice in urban education system. A published author, she earned her Doctorate and Master's degrees from Teachers College, Columbia University and graduated with a Bachelor's from Stony Brook University.

Mahnaz Charania, PhD *Christensen Institute*

Mahnaz is a senior research fellow at the Clayton Christensen Institute. Her work focuses on studying disruptive innovations in education that amplify equitable opportunities for students to achieve social and economic mobility. In her current role, she leverages her deep expertise in measurement and evaluation to drive innovations that expand students' social capital.

Mariana Chilton, PhD *Dornsife School of Public Health at Drexel University*

Mariana Chilton, PhD, MPH, is a Professor in the Dornsife School of Public Health at Drexel University. She is the Director of the Center for Hunger-Free Communities and is Co-Principal investigator of Children's HealthWatch, a national research network that investigates the impact of public assistance programs on the health and well-being of young children and their caregivers. Dr. Chilton founded Witnesses to Hunger, a movement to increase women's participation in the national dialogue on hunger and poverty. She is Principal Investigator of the Building Wealth and Heath Network, which is designed to incentivize entrepreneurship and self-sufficiency in the Temporary Assistance for Needy Families program. Dr. Chilton received her PhD from the University of Pennsylvania, Master of Public Health in Epidemiology from the University of Oklahoma, and Bachelor of Arts degree from Harvard University.

Bronwyn Clarke, *Family Independence Initiative*

Bronwyn Clarke is a user experience researcher at the Family Independence Initiative, partnering with families living with low-incomes to build UpTogether, an online platform investing cash directly in communities and highlighting resources shared in relationships. She has also consulted on learning methods with direct service organizations and social innovations centering relationships in service design. Bronwyn received her MPhil from the University of Oxford, and Bachelor's degree from University of Washington Tacoma.

Laura Erickson, *ASPE: U.S. Department of Health & Human Services*

Laura Erickson is a Social Science Analyst in the Office of the Assistant Secretary for Planning and Evaluation at the U.S. Department of Health and Human Services. She conducts qualitative research and policy analysis on domestic violence and human trafficking, and she contributes to cross-cutting work on social capital, economic mobility, and engaging individuals with lived experience in human services policy and practice. Laura's previous educational and work experience focused on criminal justice and early childhood policy. She holds a Master in Public Policy from the George Washington University.

Damon Jones, PhD *University of Chicago Harris School of Public Policy*

Damon Jones, PhD is an associate professor at the University of Chicago Harris School of Public Policy. He conducts research at the intersection of three fields within economics: public finance, household finance, and behavioral economics. His current research topics include household financial vulnerability, income tax policy, social security, retirement savings, worker benefits, and labor markets. Jones received his PhD in Economics from the University of California, Berkeley, and also holds a BA in Public Policy with a minor in African and African-American Studies from Stanford University, which he received in 2003.

Sofi Martinez, *ASPE: U.S. Department of Health & Human Services*

Sofi Martinez is a Social Science Analyst in the U.S. Department of Health and Human Services (HHS), Office of the Assistant Secretary for Planning and Evaluation (ASPE). At ASPE she is responsible for policy analysis and research on social capital, reentry from incarceration, and employment. She was a 2015 Presidential Management Fellow who comes to ASPE from the Centers for Medicare and Medicaid's Division of Quality Measurement. Sofi received her bachelor's degree from Towson University and has a Master's in Public Policy from the University of Maryland, College Park.

Elena Mendez-Escobar, PhD *Boston Medical Center Health System*

Elena Mendez-Escobar, PhD is the Executive Director of Growth and Innovation at the Boston Medical Center Health System. She previously worked as an Associate Partner at McKinsey & Company, a global management consulting firm. Dr. Mendez Escobar received her MBA from Massachusetts Institute of Technology, a PhD in String Theory from The University of Edinburgh, and Master's in Theoretical Physics from the University of Cambridge.

Frederick Riley, *Weave: The Social Fabric Project at the Aspen Institute*

Frederick J. Riley is the Executive Director of Weave: The Social Fabric Project at the Aspen Institute. He previously served as the Chief Advancement Officer for the YMCA of Greater Cincinnati where he provided strategic leadership in financial development, advancing the YMCA mission through annual giving, government and foundation grants, endowment bequests, along with gifts and capital campaigns. Fredrick received an MPA from University of West Georgia, a graduate certificate in Non-Profit Management from Georgia State University, and a BA in Communications from Morris Brown College.

Megan Smith, PhD *Yale School of Medicine and Yale School of Public Health*

Dr. Megan V. Smith is an Associate Professor in the Departments of Psychiatry & the Child Study Center at the Yale School of Medicine and in Social & Behavioral Sciences in the Yale School of Public Health where she conducts research and teaches and mentors students. Dr. Smith's longstanding research interest has been in community-partnered research in the area of maternal and child mental health and racial, ethnic and gender-based disparities in mental health and illness. Dr. Smith is the Founder and Director of the MOMS Partnership, a novel, two generational approach to promote the mental health and economic mobility of overburdened and underserved mothers and is the Principal Investigator of Elevate, a policy Lab at Yale focused on improving the mental health of families as a pathway to economic and social mobility.

Kenny Williams, *Guild Education*

Kenny Williams is the Director of Next Chapter, Guild Education's newest solution to help America's laid-off workers access the training and job opportunities to in-demand careers. He has over ten years of experience in the college access and workforce development fields, working across the for-profit and social sectors. Kenny holds a Bachelor of Economics Degree from Morehouse College.

Outcome Reference

OUTCOME NAME	OUTCOME CRITERIA	OUTCOME DESCRIPTION
Access to Trustworthy Personal / Professional Networks	**Individuals have had increased access to at least one of the following within the last year:** • High-quality relationships (with trust and reciprocity) within a group or community who would provide emotional or material help/support. This may be called bonding social capital (e.g., someone to call to pick you up from the airport, a neighbor to help with childcare) • Relationships with others who are different in some capacity (race/ethnicity, gender, beliefs, profession, age, geographic location etc.), characterized by trust that the other will provide help when it's needed, such as someone who would provide access to resources, connections, skills, or knowledge that are different from what the individual could access on their own. This may be called bridging social capital (e.g., someone who would tell you about a job opening, help answer questions, or connect you to others) • Direct, trusted connections to individuals, groups or institutions who have significantly more access to power (societal or political), characterized by those with authority who would provide access to resources or their influence. This may be called linking social capital (e.g., a public official, a CEO, a school board member, or the owner of a financial institution)	Gaining access to additional trusted people that an individual can call on to provide support, resources, knowledge, connections or influence.
Use of Personal / Professional Networks	**Individuals demonstrated at least one of the following within the last year:** • Leaned on close high-quality relationships (with trust and reciprocity) within a group or community to obtain needed help or resources (advice, opportunities, etc.). This may be called bonding social capital (e.g., relying on neighbors to provide immediate help – food, childcare, housing, emotional support) • Leaned on relationships with others who are different in some capacity (race/ethnicity, gender, beliefs, profession, etc.) to obtain needed help or resources (advice, opportunities, etc.) the individual would otherwise not have access to. This may be called bridging social capital (e.g., first-time entrepreneurs using professional relationships to learn how to start and maintain a successful business) • Leaned on direct, trusted connections who have significantly more access to power (societal or political) to obtain resources or assistance. This may be called linking social capital (e.g., a public official advocating on an individuals' behalf, a CEO providing an opportunity to entry level staff)	The demonstration of leveraging relationships with trustworthy people to obtain support, resources, knowledge, connections or influence.
Navigation of Institutions	**Individuals demonstrated at least one of the following within the last year:** • Increased knowledge of how to navigate an institution or system (e.g., banks, higher education, healthcare), to meet their desired end goal (e.g., receive a resource or avoidance of harm), facilitated by relationships with knowledgeable individuals (e.g., increased knowledge about FASFA process from a mentor to access postsecondary education) • Increased self-efficacy or confidence in one's ability to navigate an institution or system (e.g., banks, higher education, healthcare) to meet a desired end goal (e.g., receive a resource or avoidance of harm), facilitated by relationships with individuals	The demonstration of increased ability or confidence to navigate an institution or system, facilitated by relationships or networks.
Civic / Community Engagement	**Individuals demonstrated at least one of the following within the last year:** • An increased rate of volunteering in community / extracurricular organization(s) • Greater engagement in community life (e.g., joining a neighborhood association, picking up trash in the neighborhood) • Mobilizing as part of a group to take action towards solving a civil issue (e.g., getting a stop sign put up on a busy street, petitioning for streetlights in the park)	The demonstration of increased community or civic involvement (e.g., community service, extracurricular organizations, actions for civil issues)

Methodology

The Impact Genome Project® is a universal data standard for measuring and analyzing social outcomes. Our research is publicly-funded, peer-reviewed and evidence-based. By standardizing data, we can compare programs, unpack evidence and better predict what works to solve complex social problems.

Our methodology is universal across social impact areas. The taxonomy construction process includes the following steps:

1. **Outcome taxonomy development.** Using an initial set of 30–50 articles, we draft an initial outcomes taxonomy that is then vetted and finalized with expert advisors.

2. **Bibliography construction.** Guided by the outcomes, we build an extensive bibliography of peer-reviewed and grey literature sources.

3. **Initial literature source selection.** From this bibliography, we use a stratified random sampling procedure across outcomes to select 30-40 literature sources to build the initial component framework.

4. **Nonprofit program data.** Using an online survey, we capture program data from nonprofits/social programs whose work connects to the outcomes of interest. This data from on-the-ground programs is used alongside research and evaluation literature to construct the component framework, to ensure we are accurately capturing the activities of programs working on these outcomes.

5. **Initial coding and taxonomy development.** A critical feature of our approach is ground up construction of the component taxonomies—that is, by looking at the evidence and programs that exist and building the taxonomies from what we see, rather than by beginning with theoretical perspectives or pre-formed ideas. We carefully apply the elements of the taxonomy each source and program survey response, capture text related to characteristics of the populations intended to benefit from the program (beneficiaries), the factors relevant to the environment and implementation of the program (context), and the specific actions carried out in the program (components) and assign detailed codes ("stated activities"). When coding is complete, we cluster the fine-grained codes based on conceptual similarities (within beneficiary, context, and component code groups). The detailed codes are then conceptually grouped into genes and chromosomes which creates the draft taxonomy that is vetted and finalized by our expert advisors.

6. **Apply taxonomies to articles:** Each article is tagged by program outcomes, program activities, beneficiary characteristics and contextual elements, as well as the direction of outcome effects (desirable or undesirable). The tagging is done by hand and researchers double tag a minimum of 20% of articles to ensure reliability.

7. **Perform Analyses:** In addition to descriptive statistics, analyses are used to determine the relationship between each component ('gene') and each outcome. The program activities that are most closely correlated to the successful achievement of an outcome across many programs and interventions are considered 'high performing' activities. Those that show a strong relationship but have fewer data points to draw from are considered 'emerging' activities.

IMPACT GENOME
PROJECT®

info@impactgenome.com
5113 South Harper Avenue, Suite 2C
Chicago, IL 60615