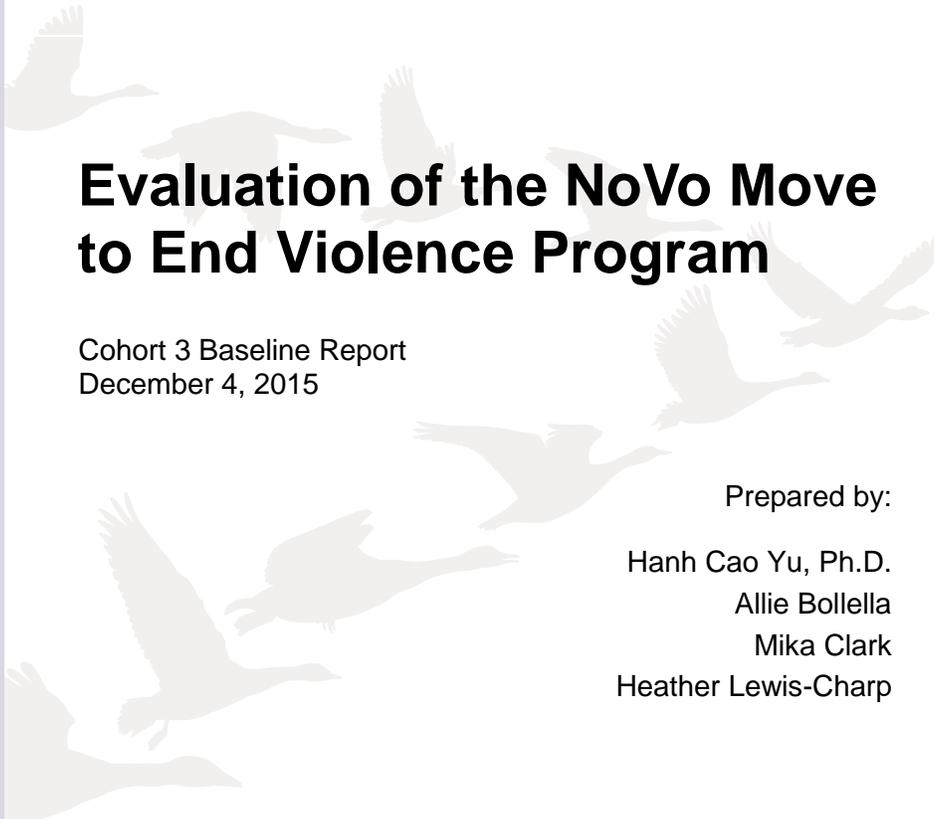




SOCIAL POLICY RESEARCH  
ASSOCIATES

A large, light-colored graphic of a flock of swans in flight, moving from the left side of the page towards the right. The swans are depicted in various stages of their wing strokes, creating a sense of movement across the background.

## Evaluation of the NoVo Move to End Violence Program

Cohort 3 Baseline Report  
December 4, 2015

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## Executive Summary

With the completion of Cycle 2 in 2014, Move to End Violence (MEV), a program of the NoVo Foundation, continued to show adaptability in its design to incorporate what has worked well as well as new elements. This reflects the program's willingness to listen carefully to the leaders of the movement and boldly experiment. Core elements that are hallmarks of the MEV Program are: Forward Stance, self care, strategic thinking, transformative leadership, movement building, an international trip, and organizational development.

Beyond the cohort experience, Cycle 3 marks the program's pivot to become more "outward facing" with a strong emphasis on building critical mass. Key activities within Cycle 3, outlined below, include regional MEV workshops on self care, strategic thinking, and anti-oppression; a social change workshop; a train the trainers element, an alumni fund, and NoVo grants to support movement makers' social change/movement building work.

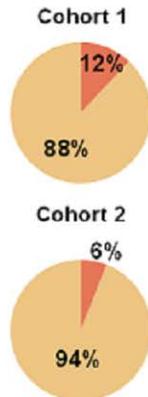
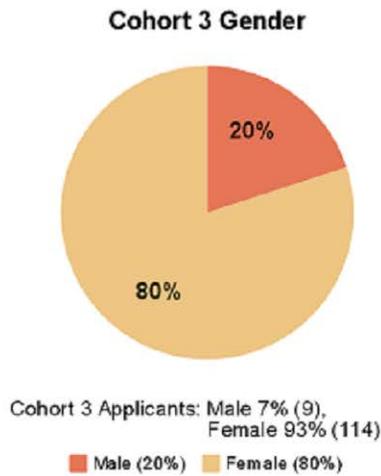
This evaluation report presents the baseline data for Cohort 3. Building on the evaluation data gathered from May through September 2015, we present the findings from our review of Cohort 3's feedback on the MEV Program design, the outcomes achieved to date, and key recommendations. Key data sources and methods include: document review; Convenings 1, Convening 2, and workshop evaluations and faculty reflections; interviews with 20 cohort members; and baseline surveys which capture ratings of outcome impacts and networking among cohort members and the larger movement.

### The Members of Cohort 3

The primary selection criteria for Cohort 3 returned to what had been the primary selection criteria for Cohort 1, the "humble rock stars," with a few new additions. Cohort 3 is seen as the "bridge cohort" with two more cohorts to follow and was selected for its capacity to connect to the Network. The 20 individuals in Cohort 3 are demographically diverse, representing a wide range of organizational sizes and issue areas. Exhibit 1 summarizes the key characteristics of this cohort. Compared to Cohorts 1 and 2, **Cohort 3 members are the most racially diverse. Their organizations tend to be slightly younger with a slightly smaller budget size;** yet the average amount of time Cohort 3 members have spent in the movement is similar to their movement maker peers. Cohort 3's organizations cover a wide range of issues areas. Individual organizations focus on an average of 7 issues areas—slightly lower than Cohort 2's average of 9 issue areas—but both cohorts are similar in that the top three issues areas are sexual violence, domestic violence, and women's and/or girls' empowerment.

It is evident that the intentional efforts of NoVo staff and MEV faculty have yielded a promising new cohort of leaders, comprised of diverse and dynamic individuals who are ready and enthusiastic about engaging in the vision of MEV.

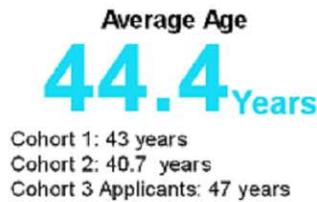
## Exhibit 1: Overview of Cohort 3 Demographics



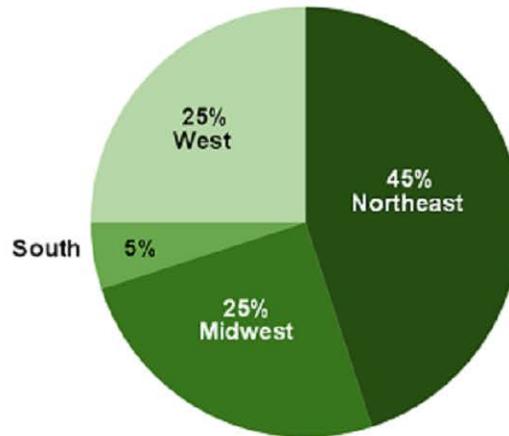
### Average Years in the Movement

# 16.8 Years

Cohort 1: 16.5 years  
Cohort 2: 15.7 years  
Cohort 3 Applicants: 16.4 years



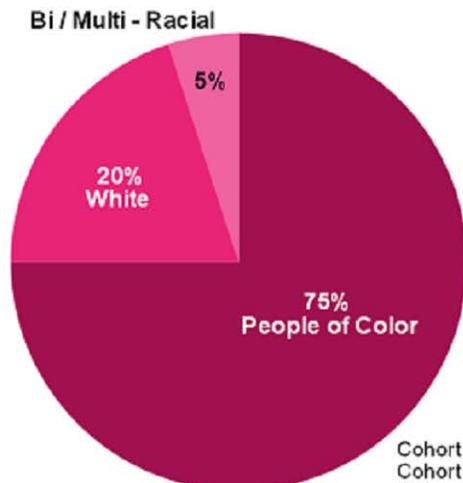
### Cohort 3 Geographic Location



Cohort 1: Northeast 50%, Midwest 13%, South 13%, West 25%  
Cohort 2: Northeast 33%, Midwest 11%, South 17%, West 39%  
Cohort 3 Applicants: Northeast 42%, Midwest 18%, South 13%, West 27%



### Cohort 3 Race Ethnicity



### Average Annual Organizational Budget

# \$1.9 million

Cohort 1: \$2.8 million  
Cohort 2: \$6.6 million  
Cohort 3 Applicants: \$1.9 million

Cohort 1: People of Color 63%, White 25%, Bi / Multi-Racial 6%, Other 6%  
Cohort 2: People of Color 67%, White 28%, Bi / Multi-Racial 6%  
Cohort 3 Applicants: People of Color 46%, White 44%, Bi / Multi-Racial 10%

## Cohort 3 Individual Baseline Characteristics

To set a baseline for capturing change, we drew on different data sources to document outcomes at the beginning of Cohort 3's participation in the program. Benchmarked outcome areas included leadership characteristics, measured by a 360-degree assessment and connections to the movement and each other, measured using a networking survey.

**Leadership Characteristics.** Cohort members were rated highly by their colleagues, averaging scores of “8” or above (out of 10) for all areas of leadership. Specific leadership findings include the following:

- **Cohort members and their colleagues identified similar areas of strength and challenge** with higher ratings for personal attitude towards work and leadership skills than providing constructive feedback and focusing team on mission and shared success and being a proactive communicator. Colleagues also saw cohort members as strong in seeking opportunities to build bridges and regularly thinking about the big picture.
- **Like previous cohorts, Cohort 3 members generally ranked themselves lower than their colleagues.** Overall lower self-assessment scores suggest that many Cohort 3 members are their own harshest critics and have room to gain confidence in their leadership and interpersonal skills to see themselves the way their colleagues do.

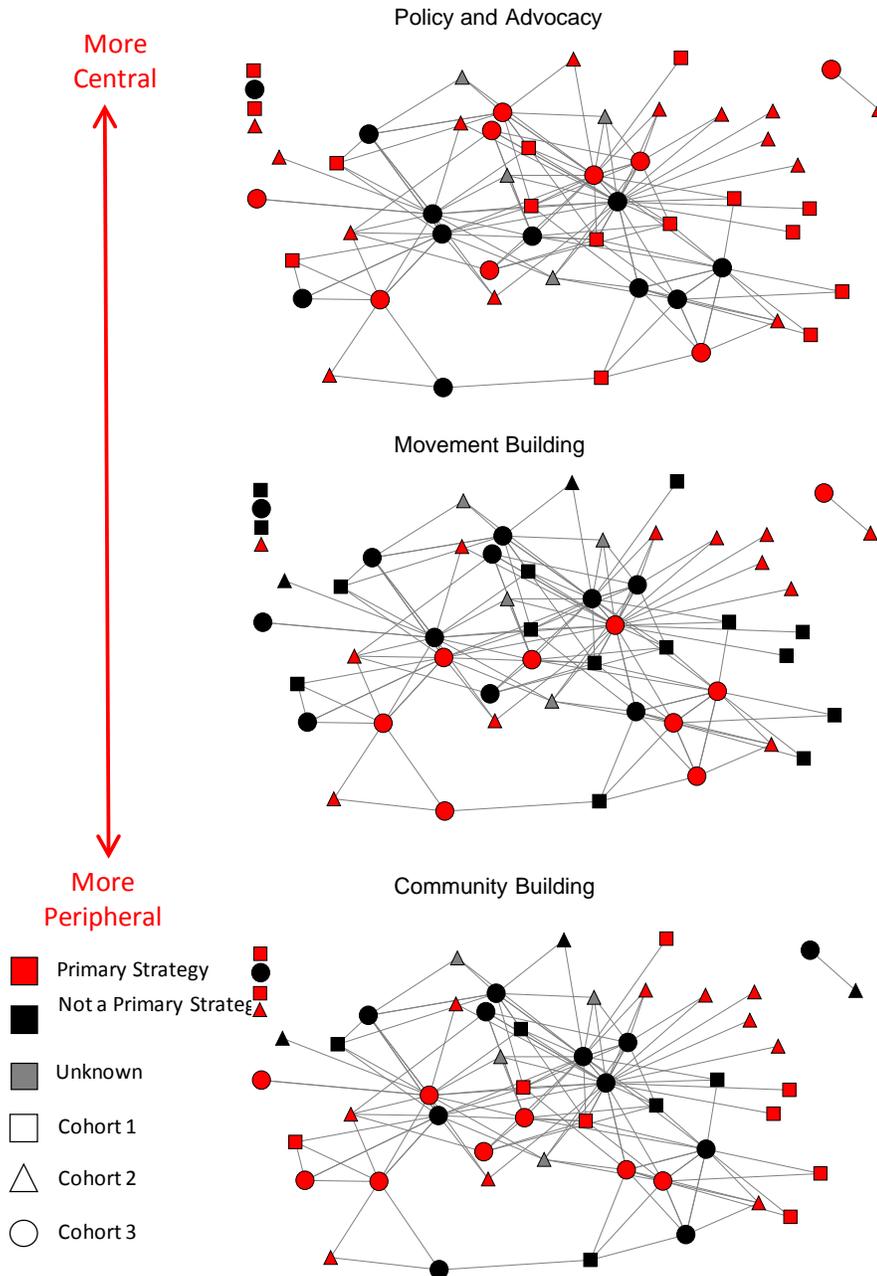
### **Connections to the Movement and Each Other**

The network maps show how Cohort 3 members were well connected to each other and the broader movement *prior* to joining the program.

- **Similarities to the previous cohorts:** The similarities include shared connections with organizations, which bridged Cohort 3 members who are not directly connected to each other at the beginning of the program. We are now also seeing more organizations that are led by people of color or that were not previously mentioned—perhaps gaining centrality due to MEV movement makers' increasing influence. Cohort members on the periphery diversify the network through their connections to related movements or fields.
- **Differences across the cohort networks:** Our Cohort 3 analyses shed light on some additional findings related to the emerging MEV network. First, a defined core of cross-cohort MEV movement makers is forming. Second, movement makers from previous cohorts have played a strong role in connecting MEV to the larger Movement. There also appear to be differences in the level of integration in the network across cohorts. The MEV core is comprised of a large number of connections between Cohorts 1 and 3, while Cohort 2 members appear to be *less* integrated within the core of the network. This may suggest that Cohorts 1 and 3 share more similar characteristics with each other.
- **Connections to other cohort members:** At the beginning of their participation in MEV, Cohort 3's networks were more connected than Cohorts 1 and 2. Prior to the MEV Program, Cohort 3 members were connected mostly through formal collaborations, such as participating in the same coalition or working on advocacy efforts together.

- Connections to other cohort members by strategies:** As shown in Exhibit 2, we found that movement makers who focus on policy advocacy as a strategy tend to be both central and distributed throughout the MEV Network. **Those engaged in community building or movement building as primary strategies tend to be more on the periphery of the movement at baseline.** It is critical to ensure that these movement makers are all central to informing and designing MEV-inspired social change campaigns.

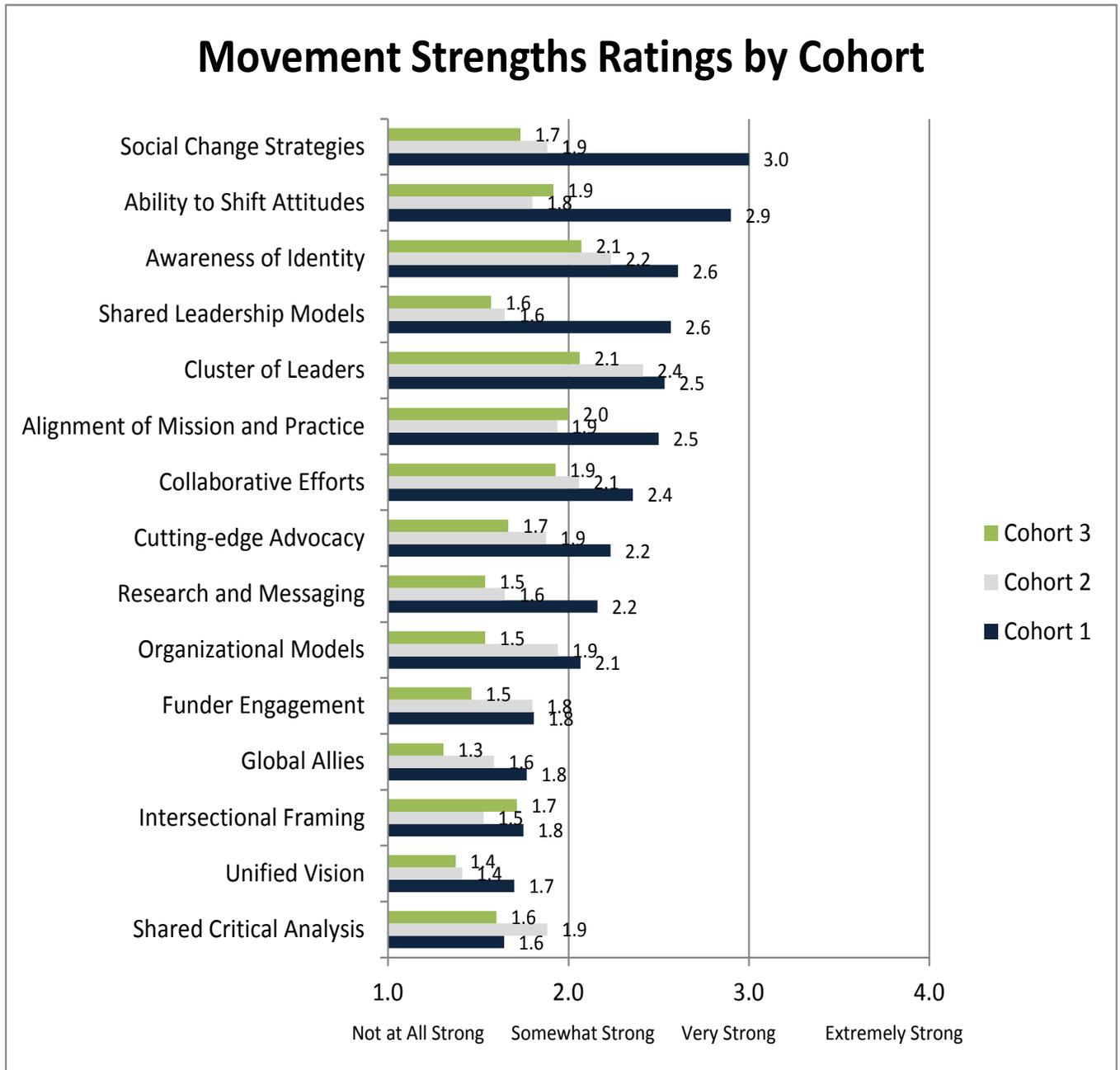
Exhibit 2: Networking by Strategies



## Initiative Level Outcomes

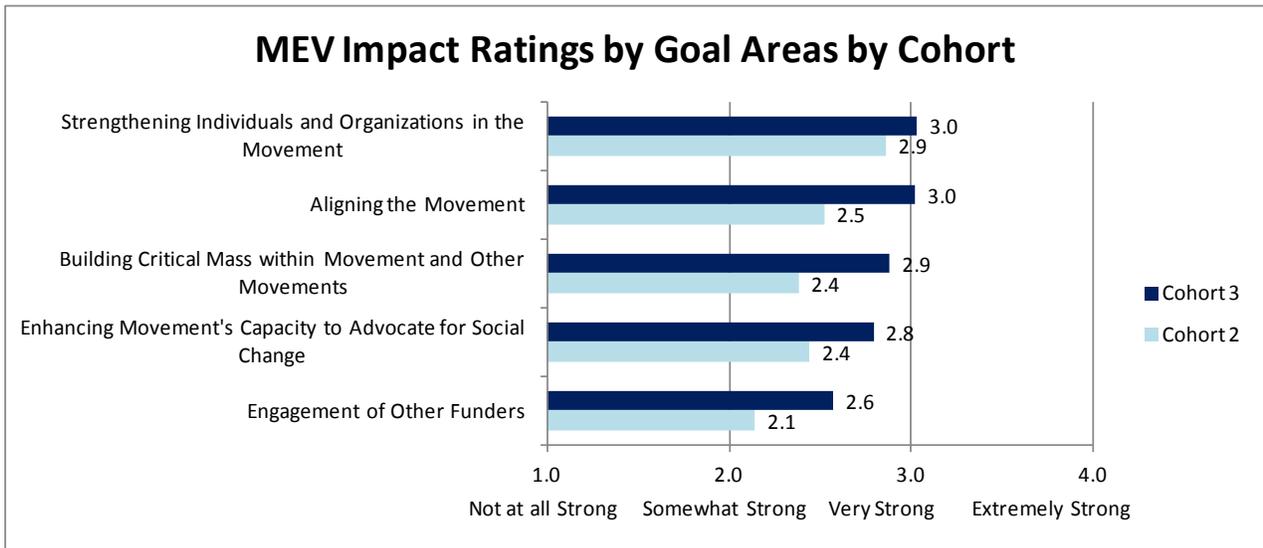
Cohort 3’s ratings of the movement’s strengths and the impact of MEV on initiative-level outcomes tell an interesting story. Similar to Cohort 2, **Cohort 3 gave lower ratings of movement strengths than Cohort 1.** This reveals room to grow.

Exhibit 3:



**A cross-cohort comparative review of the impact of MEV to date reveals very significant and promising findings.** Exhibit 4 shows the baseline ratings for Cohorts 2 and 3.<sup>1</sup> While Cohort 2 and 3 share similarly critical ratings of strengths of the movement, when we look at the **average ratings of MEV’s impact, Cohort 3’s impact ratings were higher than Cohort 2’s ratings.** This suggests that MEV is making noticeable progress in its goals/outcome areas.

**Exhibit 4:**



**Exhibit 3. Findings on MEV Impact by Outcome Goal Areas**

**Aligning the Movement:** Overall, Cohort 3 assessed that MEV has made a “very strong” impact on aligning the movement. Significantly, Cohort 3 thought MEV had the strongest impact on leaders engaged in social change and movement building” (average of 3.3 out of 4.0), which is a *longer-term* outcome. MEV has also had a very strong impact in developing “a cluster of leaders” (3.2); the development of “capacities to build alliances and increase collaborative efforts” (3.1) and “a unified and directional vision for the future of the movement” (3.0).

**Strengthening Individuals and Organizations:** Overall, Cohort 3 members felt MEV has made “good impact” (3.0) on strengthening the individuals and organizations of the movement. Specifically, Cohort 3 rated MEV as having a “good” impact on “awareness of self and social identity” (3.2), “organizational capacity to think strategically and engage in social change strategies” (3.0), “sustainable and healthy leadership and professional practices throughout the movement” (3.0); “a shift towards collaborative, shared leadership models” (3.0); and “adoption of models to best advance organizational missions and organizing work” (3.0). Cohort members stated that MEV has had between “some” and “good impact” on encouraging organizations to adopt “models to best advance organizational missions and organizing work” (2.3). It is noteworthy that among the five highest-rated outcomes in this area, two are *intermediate to long-term outcomes* (sustainable leadership and ecosystem of organizations). This speaks to the impact of MEV that was observed by Cohort 3 before their participation in MEV.

<sup>1</sup> We do not present comparative MEV impact data as we have in previous reports because Cohort 1’s baseline ratings occurred *prior* to the MEV Program’s launch. Now, however, we have data which reflect the work of Cohorts 1 and 2 and the MEV Program.

**Enhancing Movement’s Capacity to Advocate for Social Change:** Cohort 3 assessed the impact in this area as mostly close to “good impact.” The cohort felt that MEV has made a slightly stronger impact on increasing “capacity across cohorts to gauge, target, and shift attitudes and behaviors related to gender-based violence” (3.1) and “knowledge of and capacity to use fundamental and cutting edge advocacy, organizing, and campaign tools and strategies” (2.9), than on supporting “effective research and messaging to inform social change efforts and support projects/campaigns” (2.4).

**Building Critical Mass within the Movement and with Other Movements:** Overall, MEV is perceived as having close to “good impact” (2.9) in this area and good impact (3.1) on “the issue of violence against women and girls (VAWG) being framed in a more holistic, intersectional way” and close to “good” impact on “increased connection & engagement with allies outside of the U.S. & use of a global frame for ending VAWG” (2.9).

**Engagement of Other Funders:** This area has been an ongoing area of concern and lowest rated across cohorts. However, it is interesting to note that at baseline for Cohort 3, there is a 1.1-point difference between Cohort 3 members’ ratings of MEV’s impact versus the strength of the movement (2.6 vs. 1.5). Cohort 3’s relatively positive impact ratings in this area may have in part due to being selected into the MEV Program and being sponsored by a major national funder.

## Progress to Date

Coming away from the first two convenings, **Cohort 3’s feedback suggests that their participation thus far has been conducive to building relationships and trust with the MEV Program, the MEV faculty/staff, and other cohort members—all of which are key ingredients to building a Beloved Community.** Some key themes and findings from key activities to date are as follows:

- **Convening feedback:** Cohort 3’s positive ratings of the convenings are on par with Cohort 1’s ratings of similarly themed gatherings. Cohort 3 gained valuable leadership skills and personal insights from the Rockwood Leadership training. At the same time, Cohort 3’s feedback suggests that adjustments are needed in Rockwood’s model to make the training aligned with the MEV Program’s value of liberation from oppression. Their ratings of the desired convening outcomes suggest that they experienced the convenings in powerful and transformative ways. For example, cohort members agreed that they generally felt grounded in the purpose and expectations of MEV and understood the importance of beloved community. They are already experiencing a deep sense of connection with fellow cohort members who can support them for a lifetime of activism.
- **Feedback on MEV Fundamentals:** Cohort 3 members are providing extremely positive feedback on the key elements of the MEV program. Across the board, cohort members spoke highly of the concepts and practices they are discovering through MEV. They have already or are thinking of ways to apply these ideas and practices at home. Specifically from the interviews, 18 of 20 cohort members provided very positive feedback on Forward Stance including the 60/40 and Tai Ji component. At least five have shared how they have taken these newly learned practices back to their organizations. Twelve provided positive feedback on the Self-Care component, with half of this group (6) sharing how they are striving to practice better self-care in their daily lives. Interestingly, while 15 of 20 provided

positive feedback on the Beloved Community, none of the cohort members has been able to take this practice back to their daily lives.

- **MEV Vision:** Almost all (16 of 20) provided positive feedback on the vision of Cohort 1 and 2. They report how they have shared the vision with their staff. For example, one cohort member shared how their organization has already pivoted to a social change framework, and another provided training and materials to one of her membership organizations that included the vision of MEV. A few cohort members had questions around the vision including: how the vision will play out in the future, how can the vision be made more concrete, and whose voices might be missing in developing the vision to date?
- **Anti-Oppression Work:** An equally high number (17 of 20) provided positive feedback on the Anti-Oppression focus. A few cohort members shared their reflections on ways to proceed with this work, such as defining liberation organically and collaboratively, not losing the gender lens in the liberation/racial justice conversations, and ensuring that the conversation and issues identified are inclusive and relevant enough to Native American communities.
- **Cohort Connections and Cohesiveness:** Building on a strong foundation of relationships, Cohort 3 members have quickly seized the opportunity to collaborate and learn from each other. Many of the exchanges were initiated by the cohort members themselves including frequent interactions through Facebook, meetings over meals, meeting up at conferences, collaborations outside of MEV work such as doing trainings for each other's organizations, and working on conference documents together.

Starting in 2015, the MEV program has an outward focus on supporting movement makers and their allies through regional workshops and network engagement activities. As such, MEV is supporting cohort members, movement makers, and their allies to participate in regional workshops focused on Anti-Oppression, Forward Stance and Transformation, and Strategic Thinking. At the time of this report, we were able to analyze the evaluation data for the three regional Anti-Oppression workshops and the very successful 21-day Self-Care Internet Challenge.

- **Anti-Oppression Workshops:** Overall, the workshops were very successful with an average of 3.7 on a 4-point scale across all items. The highest ratings were for measures focused on shifts in content-related information and knowledge. Respondents were slightly less positive about the workshops' influence on their understanding of how anti-oppression issues influence the movement, their ability to use storytelling, and their connections to potential allies. Participants praised the quality of facilitation and generally viewed the explicit focus on race as important and valuable. The inclusion of cohort alumni influenced the dynamics of the workshop. Participants left the workshops eager to be further connected to MEV resources, tools, and a "community of practice" that could help them apply what they had learned to their work and the movement.
- **Self-Care 21-Day Challenge:** In October, MEV supported a very successful 21-day self-care challenge with more than 4,600 on the e-list. During the challenge, participants received daily emails with key self-care messages. Of the 202 who

responded to the evaluation, nearly 9 out of 10 participants said that they would participate in another self-care challenge and that they would recommend participation to their friends.

## **Recommendations**

Of the few recommendations, some echoed those previously offered by previous cohorts (e.g., on addressing the difficulty of bringing back new learnings and practices and embedding them into their organization). Others included:

- *Be sensitive to activities that are triggering:*
- *Balance between offering structured program/trainings and the flexibility to allow cohort members to go where they need to go.*
- *Continue to have dialogue with cohort members around the development of intersectional analysis:*
- *Pay attention to different learning styles, particularly introverts' need for more space during the convening to process information.*
- *Support more discussions around the expectations and work of Cohort 3*

As we proceed into 2016, a major goal of the evaluation will be to continue reflecting MEV's outward focus to support the movement building work. It is clear that Cycle 3 of the MEV program has launched smoothly with a dynamic group of movement leaders poised to transform themselves, their organizations, and the movement, and a group of MEV movement maker/alumni ready to harness their ideas, energy, and contributions. We look forward to continuing this journey and exploring ways to capture the many facets and impact of MEV as it continues to evolve and make increasingly visible waves and ripples on the movement to end violence against women and girls.

# Table of Contents

## EXECUTIVE SUMMARY

<b>I. INTRODUCTION .....</b>	<b>1</b>
MEV's Design Changes.....	1
About the Evaluation .....	4
Evaluation Questions .....	4
Data Sources .....	7
Overview of the Report.....	8
<b>II. THE MEMBERS OF COHORT 3.....</b>	<b>9</b>
Selection Process.....	9
Cohort Members and Their Organizations .....	11
Participation Goals of Cohort Members .....	15
<b>III. BASELINE OF COHORT 3 INDIVIDUAL- AND ORGANIZATION- LEVEL OUTCOMES .....</b>	<b>18</b>
Leadership Characteristics .....	18
Overall Findings .....	19
Connections to the Movement and Each Other .....	20
Connections to the Movement.....	21
Connections to Other Cohort Members .....	26
Connections to Other Cohort Members by Strategies Used .....	28
<b>IV. BASELINE OF INITIATIVE LEVEL OUTCOMES .....</b>	<b>30</b>
Differences and Similarities Across Cohorts .....	33
Cross-Cohort Perspectives on the Movement Strength .....	34
Cross-Cohort Perspectives on MEV's Impact.....	36
Aligning the Movement .....	37
Strengthening Individuals and Organizations in the Movement.....	40
Enhancing the Movement's Capacity to Advocate for Social Change .....	43
Building Critical Mass within Movement and Other Movements .....	44
Engagement of Other Funders .....	46
Discussion.....	46
<b>V. PROGRESS TO DATE AND RECOMMENDATIONS .....</b>	<b>48</b>
Onboarding of Cohort 3 .....	48
Feedback on MEV Fundamentals and Areas of Focus.....	51

Cohort Connection and Cohesiveness .....	54
Regional Workshops and Network Engagement .....	55
Recommendations.....	60
<b>APPENDIX A: COHORT 3 LOVE LETTERS.....</b>	<b>64</b>

## INTRODUCTION

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*At our halfway point, we are more solid and grounded in our theory of change than ever. We are looking toward the second half of Move to End Violence with clarity of where we need to go, and what it will take to get us there. Just as we have shaped the Movement Makers over the course of Cohorts 1 and 2, so have they shaped us.*

- *MEV Team's Report to NoVo Foundation  
(October 2015)*

As Move to End Violence (MEV), a program of the NoVo Foundation, continues to pursue its bold vision of strengthening the collective capacity of the U.S. movement to end violence against girls and women, the program continues to evolve. The adaptations occurring not only make MEV a stronger program, but also demonstrate the Foundation's strong and authentic commitment to partnering with activists to ensure that this is a movement maker-driven effort.

Social Policy Research Associates (SPR) is pleased to submit this baseline report for Cohort 3 at a significant point in this 10-year initiative. In addition to describing the cohort members and their organizations at the beginning of their participation in MEV, we also present cohort members' "outsider" reflections on targeted outcomes as movement leaders *prior* to fully becoming immersed in MEV. The report provides feedback on progress to date and considerations as the initiative moves forward with its implementation. In this introductory chapter, we provide highlights of how the MEV Program has shifted in its third cycle, the evaluation framework and methods, and an overview of the report.

### **MEV's Design Changes**

Move to End Violence is designed to make deep investments in and have an impact at the individual, organizational, and movement levels. From the beginning, MEV has focused on the four cornerstones—transformational leadership development, organizational development, social change, and movement building—with an understanding that a critical feminist, intersectional analysis is at the foundation of each. Core elements that continue to be the hallmark of the program are: convenings set in restorative and natural settings; an emphasis on self care and strategic thinking; physical practice and experiential learning; an international trip to engage in peer exchanges with allied organizations and movement activists; learning that is integrated into

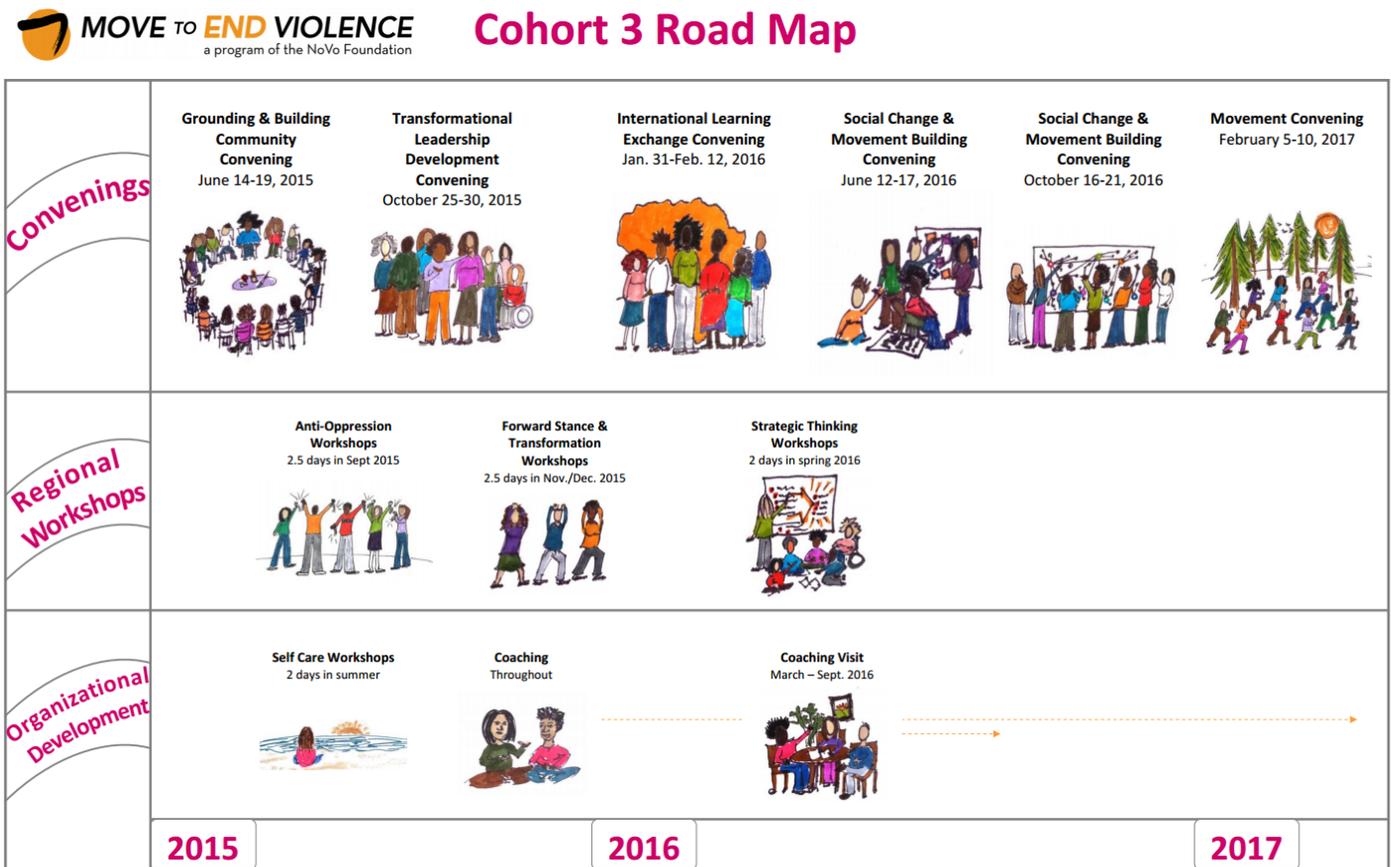
organizational work; general support and organizational development grants for participating organizations; and value of openness and sharing with members of the broader community.

As noted in the opening quote to this chapter, it is evident that the program continues to evolve and is shaped by the cohort’s leadership and input into the program vision and design. The MEV Director elaborates,

*Being on the journey with Cohort 2 over the past several years—and in the midst of a movement moment—we as a program have also been examining ourselves. We evolved to truly integrate the practice of liberation and equity as a fundamental element. What we are actually for is liberation—and the movement that will bring us closer to a liberated world must address all forms of oppression, including and especially racial equity.*

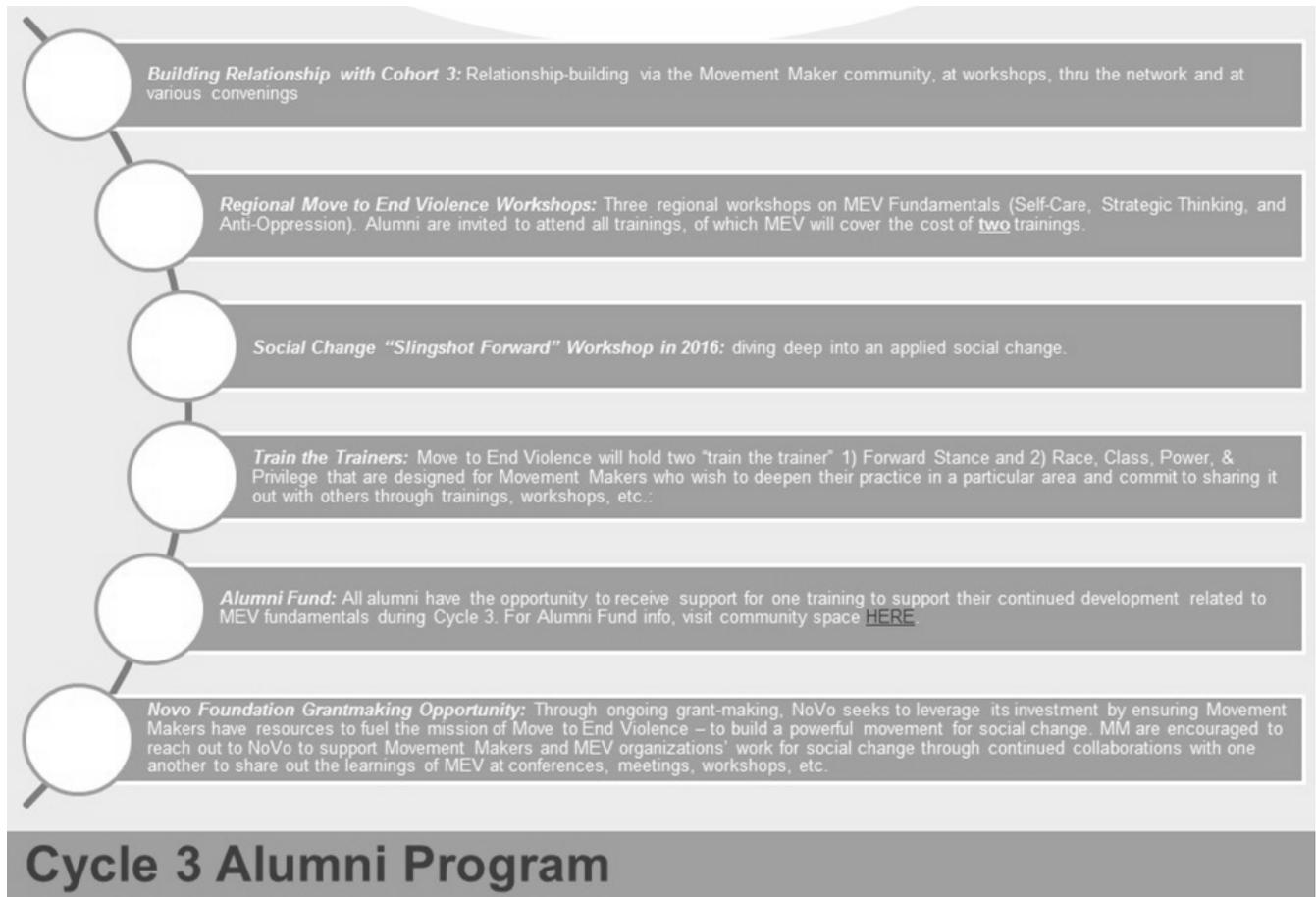
Figure 1 below summarizes of the MEV Roadmap for Cohort 3 from June 2015 through February 2017.

Figure 1:



Beyond the cohort experience, Cycle 3 marks the Program’s pivot to become more “outward facing” with a strong emphasis on building critical mass. Key activities within Cycle 3, outlined below, will include regional MEV workshops (on self care, strategic thinking, and anti-oppression), a Social Change “Slingshot workshop, train the trainers, alumni fund, and NoVo grants to support movement makers’ social change/movement building work.

**Figure 2.  
Movement Makers & Allies Engagement**



The **selection criteria** for members of the third cohort, which included 20 leaders from across the United States, were clear. According to the MEV Director and team, MEV was looking to engage known collaborators who were excited about the direction that had been established by Cohorts 1 and 2 and who had the capacity or platform to reach others in the movement and amplify the Move to End Violence message. Specific information on the selection criteria and background information of Cohort 3 members are summarized in Chapter 2.

## About the Evaluation

Our overall approach is driven by a dual focus on capturing the multi-level outcomes of the NoVo Foundation's investment in movement building as we simultaneously draw out key learnings emerging from this innovative program. The evaluation design allows for flexibility in making mid-course changes to ensure that our efforts can evolve with any changes that the MEV work may take.

## Evaluation Questions

The evaluation is guided by the MEV Logic Model (Exhibit I-2) and several core evaluation questions, which frame our data collection and analysis for the evaluation. The questions are organized according to the major MEV goals. Because this work is pioneering, these questions are framed as both learning and evaluative in nature.

**Figure 3:  
Evaluation and Learning Questions**

### **Aligning the movement**

1. How has this initiative helped to facilitate the development of a common vision for the movement that is deeply embraced by promising leaders and that uses critical race, class, and gender analyses?
2. How does this Initiative build upon past work while also clearly demonstrating forward motion on ending violence against women and girls?

### **Strengthening individuals and organizations in the movement**

3. To what extent has the initiative promoted a healthy, thriving movement by experientially increasing the capacity of individuals and organizations to end violence against women and girls?
4. What is the nexus between individual leaders' increasing self-awareness, better articulation of movement values in organizations' mission, vision, and values, and leaders' ability to advance to the movement?

### **Enhancing the movement's capacity to advocate for social change**

5. How has this initiative promoted and equipped participants to use cutting-edge social change theories and tools as the primary strategy to advocate for ending violence against women and girls in the U.S.? What skills, knowledge, and strategies are leaders using as a result of the trainings?
6. What partnerships and collaborations are forming as a result of this initiative?

### **Building critical mass within the movement and other movements**

7. To what extent has the initiative mobilized a critical mass of transformed leaders and organizations such that the movement's narrative and direction is impacted and incorporates global perspectives and cross-movement collaboration?
8. How does the MEV Program help those in the movement feel connected and engaged? How do those within the large movement feel about this Initiative?

### **Integration of Cornerstones and Impact of Collaboration**

9. What are the interactions among the various levels, i.e., individual, organizational, network/movement levels? How do changes at certain levels affect other levels?
10. What is the impact of the collaborative work of Movement Building Initiative participants?

### **Engagement of other funders**

11. How well has a funder engagement strategy informed and generated greater interest and

investment in the work of the movement to end violence against women and girls (VAWG)?

12. Under what circumstances can a movement be shaped or changed by a funder? What would need to be in place for a funder to shape the movement? What can be learned about a funder's most strategic role in advancing a movement from the ground up?

**Challenges and Lessons Learned**

13. What are major challenges and lessons learned about designing and implementing a large scale, multi-year movement building initiative such as this one? What are the challenges of ensuring that this initiative's implementation mirrors the movement building process?
14. How is this initiative promoting longer-term sustainability of the movement's leadership and work?

**Figure 4:  
Move to End Violence Program Logic Model**

<p>Aligning the Movement</p>	<p><b>Goal 1:</b> Facilitate the development of a common vision for the movement that uses a critical race, class and gender analysis and is deeply embraced by promising leaders.</p> <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Provide promising leaders <b>who are intersectional &amp; have the propensity for social change</b>, the time, opportunities, restorative setting to:             <ol style="list-style-type: none"> <li>(a) Understand the field and power dynamics of movement building.</li> <li>(b) Align around a vision for the future of the movement.</li> <li>(c) Deepen commitment to and capacity for collaborative relationships.</li> <li>(d) Develop and engage in an analysis of challenging issues in the field.</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>• A cluster of leaders committed to working together</li> <li>• A unified and directional vision for the future of the movement</li> <li>• Enhanced capacities to build alliances and increase collaborative efforts</li> <li>• A shared critical analysis with an intersectional and aligned approach</li> </ul>	<ul style="list-style-type: none"> <li>• A sophisticated and evolved social change movement functioning outside the NoVo program structure</li> <li>• Cohort leaders actively engaged in social change and movement-building efforts in their local, state, and national communities</li> </ul>
<p>Strengthening Individuals and Organizations in the Movement</p>	<p><b>Goal 2:</b> Promote a healthy, thriving movement by <b>experientially</b> increasing the capacity of individuals and organizations to end VAWG.</p> <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>2. Invest in transformative leadership development for individuals serving as organizational and movement leaders.</li> <li>3. Invest in organizational development and provide general operating support to ensure that participating organizations have the necessary capacities and resources to engage in social change advocacy.</li> </ol>	<ul style="list-style-type: none"> <li>• A shift towards collaborative, shared leadership models</li> <li>• Enhanced awareness of self and social identity</li> <li>• Organizations develop, understand and align mission, vision, values and practice</li> <li>• Adoption of models to best advance organizational missions and organizing work</li> <li>• Increased organizational capacity to think strategically and engage in social change strategies</li> </ul>	<ul style="list-style-type: none"> <li>• A stronger bench in organizations with shared leadership and investment in the next generation of leaders</li> <li>• Sustainable and healthy leadership and professional practices throughout the movement</li> <li>• A thriving ecosystem of organizations working on ending violence</li> </ul>
<p>Engagement of Other Funders</p>	<p><b>Goal 3:</b> Develop a funder engagement strategy to inform and generate greater interest and investment in the work of the movement to end VAWG.</p> <p><b>Strategy</b></p> <ol style="list-style-type: none"> <li>4. Engage other funders and encourage their investment in collaborative social change campaigns incubated in this initiative.</li> </ol>	<ul style="list-style-type: none"> <li>• Funder engagement strategy developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in funding for social change advocacy to end VAWG</li> <li>• New funders engaged and resources committed to support collaborative social change campaigns</li> </ul>
<p>Enhancing Movement's Capacity to Advocate for Social Change</p>	<p><b>Goal 4:</b> Promote and equip participants to use cutting edge social change theories and tools as the primary strategy to advocate for ending VAWG in the U.S.</p> <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>5. Ensure that leaders have the inspiration, training and resources necessary to develop/execute social change vision and strategies.</li> <li>6. Create opportunity to apply these trainings and skills to collaborative projects or campaigns.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased knowledge of &amp; capacity to use fundamental and cutting edge advocacy, organizing, and campaign tools and strategies</li> <li>• Increased capacity across cohorts to gauge, target, and shift attitudes &amp; behaviors related to gender-based violence</li> <li>• Effective research and messaging to inform social change efforts and support projects/campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Bold strategies created for ending VAWG</li> <li>• Increased time, energy and resources going towards collaborative social change campaigns</li> <li>• Increased engagement of communities in ending VAWG</li> <li>• Shift in public opinion, attitudes, and behaviors as a result of these social change campaigns</li> <li>• Increased political and social will to end VAWG</li> <li>• Shifts in laws and policies that address the root causes of VAWG</li> </ul>
<p>Building Critical Mass within the Movement and with Other Movements</p>	<p><b>Goal 5:</b> Define and mobilize a critical mass of transformed leaders and organizations such that the movement's narrative and direction is impacted and incorporates global perspectives and cross-movement collaboration.</p> <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>7. Design an experiential program structure that will reach tipping point in 5-10 yrs.</li> <li>8. Create opportunities to learn from &amp; exchange ideas w/allied activists inside and outside the U.S.</li> <li>9. Foster collaboration and partnership around joint strategic campaigns to end VAWG.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased connection and engagement with allies outside of the U.S. and usage of a global frame for ending VAWG</li> <li>• The issue of VAWG is framed in a more holistic, intersectional way</li> </ul>	<ul style="list-style-type: none"> <li>• Increased engagement of anti- VAWG organizations in collaborative campaigns</li> <li>• Increased understanding of the opportunities for engaging in the global movement to end VAWG</li> <li>• A network of social justice organizations will integrate anti- VAWG analysis and agenda into their work</li> </ul>  <p><b>MOVE TO END VIOLENCE</b> a program of the NoVo Foundation</p>

## Data Sources

Following are key sources of data that informed the baseline data analysis and report:

- **Observation and Documentation of Cohort 3’s attendance of Convening 1.**  
The design of the Cohort 3 evaluation enables us to attend the first and last convening of Cohort 3 to make direct observations. Our observation of Convening 1 informed the evaluation in that we were able to observe how MEV’s process of onboarding and supporting multiple cohorts built upon one another’s work, to network across cohorts, and begin to strengthen the relationship of cohort members with each other, the faculty and the program.  
  
*Evaluations of Convening 2 - Rockwood Art of Leadership Training:* Similar to Cohort 1, all of cohort members attended the Rockwood Art of Leadership Training together in October 2015 as their Convening 2. We collected their evaluations of this training for review. Building upon convening observations, cohort evaluations, and faculty reflections from the onsite faculty, we summarized the convening highlights and analyzed what worked, what did not work, key take-aways, and considerations for the next convening and phase of the project. Immediately after each convening, we presented the evaluation results in program faculty debriefings.
- **Regional workshops and Webinars.** As these workshops are critical to assessing how the connection between cohort members and movement makers and allies are facilitated, SPR attended the Anti-Oppression workshop in the Western Region. We collected evaluations and reflection on these workshops as well as the Self-Care workshops conducted by the Organizational Development (OD) coaches. Our observations focused on how Cohort 3 and movement makers engaged in exchanges and cross-fertilization of ideas and strategies.
- **Document Review.** We coordinated with the faculty to gather and review documents to gain a deeper understanding and track progress of the MEV Program and its participants. To date, these documents have included (1) background documents on the participant selection process for each of the cohorts, including participant application forms; (2) MEV Program documents (e.g. curricula, worksheets, readings) and developed tools, and (3) available documentation of the first and second convenings.
- **Quantitative Data:** Prior to Convening 1 and Convening 2, the following quantitative data were collected and are used as data sources in this baseline report:
  - *360-degree leadership assessments.* Rockwood Leadership Institute provided SPR with individual-level 360-degree assessment results from participants. Such individual-level data set a baseline for leadership capacity in the cohort and will allow for deeper analysis of program impact on individual participants at the end of their participation.

- *The Baseline Social Network and MEV Outcome Survey.* In January and May of 2015, we administered a social network survey as part of the Cohort 3 application process as well as just prior of Cohort 3's participation to set a baseline for measuring changes in the depth and nature of cohort members' relationships with each other and the movement over the course of their participation in the MEV Program. We also asked Cohort 3 members to rate the strength of the movement and their perception of MEV's impact on the major short-to-intermediate terms outcomes.

## Overview of the Report

In addition to this introductory chapter, this report includes the following five chapters:

- **Chapter II: The Members of Cohort 3.** This chapter provides an overview of the members of the first cohort, including (1) key individual characteristics and backgrounds, (2) their reasons for applying, and (3) information on their organizations.
- **Chapter III: Baseline of Cohort 3 Individual- and Organization-Level Outcomes.** This chapter provides a summary of Cohort 3's (1) leadership characteristics (2) connections to the movement and to each other.
- **Chapter IV: Baseline of Initiative Level Outcomes.** This chapter presents key evaluation findings for the major initiative outcomes under the five major areas targeted by MEV: (1) aligning the movement, (2) strengthening individuals and organizations, (3) building the movement's capacity for social change, (4) enhancing critical mass, and (5) engagement of other funders. In this chapter, we also present key findings based on participants' feedback to date on the program (onboarding process, outcomes of regional workshops).
- **Chapter V: Progress to Date and Recommendations.** This final chapter surfaces implications as they pertain to program design for future cohorts and supporting current cohort members to advance the goals of MEV.

## II. THE MEMBERS OF COHORT 3

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The launching of Cohort 3 has been informed by four years cumulative lessons learned and best practices collected from Cohort 1 and Cohort 2. In this latest MEV Program cycle, the faculty members have returned to some of their original selection criteria for Movement Makers. Combining the qualities of the “sparks” of Cohort 1 and the “strategists” of Cohort 2, MEV faculty searched for humble rockstars who embody the visionary characteristics of a Cohort 1 member, while actively embracing an intersectional and social change approach. MEV faculty envisioned Cohort 3 as the “transition cycle.” Cohort 3’s role is to build upon the foundations of Cohort 1 and 2 while connecting with the movement-level work. While previous cohorts had been assigned tasks or products to work on throughout their tenure in the program, Cohort 3 will focus on the work of the broader MEV Network through individual and transformative capacity building. This chapter provides a baseline overview of Cohort 3 members and their hopes for helping to achieve the program’s bold vision and goals.

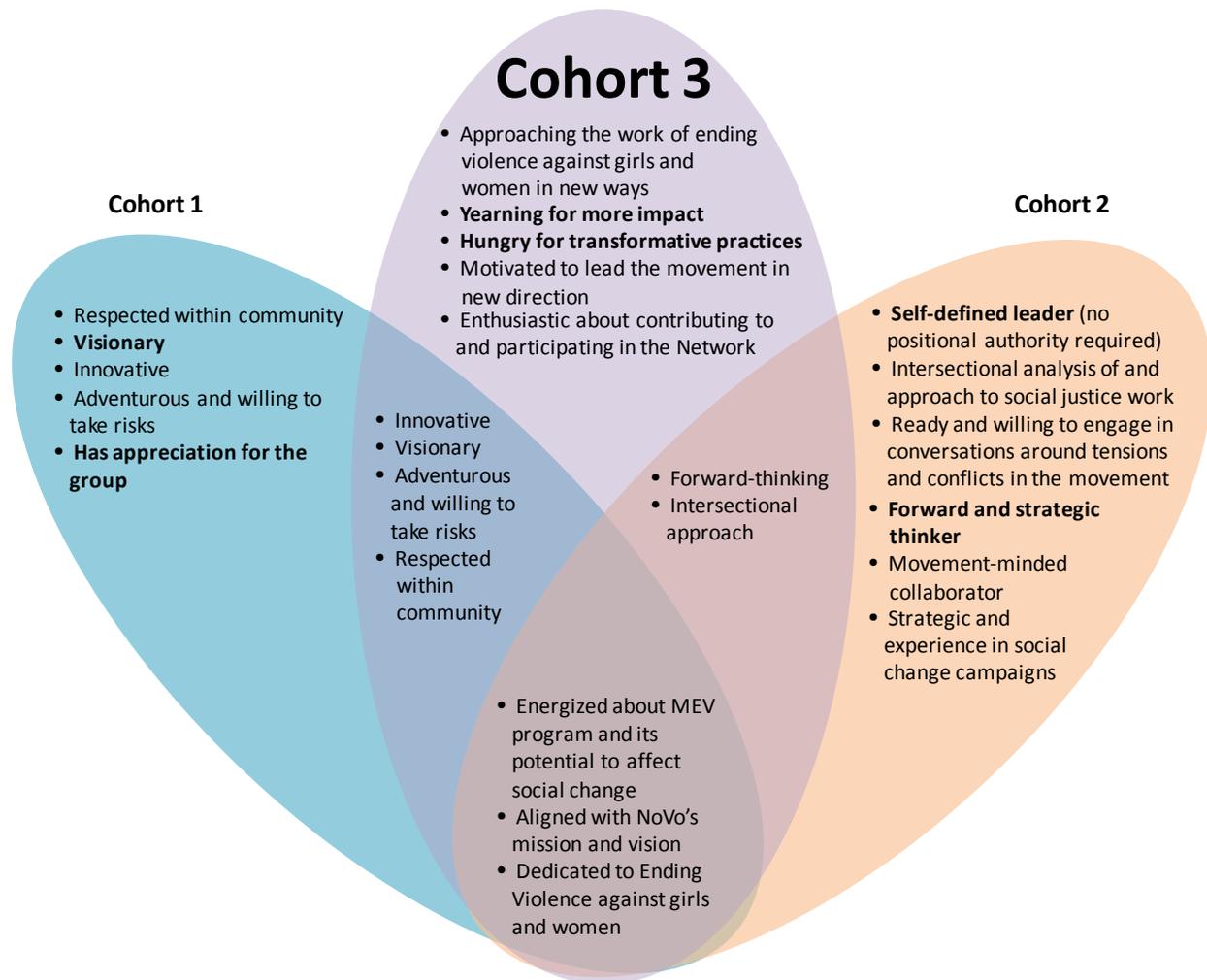
### **Selection Process**

To guide their recruitment and selection process, MEV faculty and program staff discussed and refined what it meant to be a “humble rockstar” in the movement. These individuals would share many of the same characteristics as the change makers from Cohort 1 in that they are dedicated to ending violence against girls and women, visionary, innovative, adventurous, willing to take risks, and energized about the MEV Program and its potential to affect social change. MEV faculty also wove in some key characteristics from Cohort 2 such as, forward thinking stance and willingness to embrace an intersectional approach. Along with individual cohort members, the MEV faculty and NoVo program staff have continued to search for cohort organizations that are committed to ending violence against girls and women through social change, aligned with NoVo’s grantmaking strategy, and able and willing to support the full participation of their respective applicants.

In addition to the characteristics highlighted above, MEV faculty and program staff added four distinctive criteria for being a member of Cohort 3. These include: (1) a yearning for more impact and for approaching the work of ending violence against girls and women in new ways, (2) a hunger for transformative practices, (3) motivation to help lead the movement in this new

direction, and (4) enthusiasm about contributing to and participating in the Network. MEV faculty wanted Cohort 3 to be pivotal network players, ready to engage the campaigns and collaborations of the Network and build critical mass among leaders of the broader movement to end violence. Exhibit II-1 lists the new and intersecting criteria with previous cohorts that guided the search for Cohort 3.

**Exhibit II-1. Cohort 3 Selection Criteria**



The Exhibit II-1, with Cohort 3 in the center, demonstrates the unique blend of Cohort 1 and 2 desired characteristics for a refined vision of a “humble rockstar.” As MEV has gone through four years and two cycles of cohort members, key selection criteria from past cohorts stand out more clearly now as the defining characteristics of that cohort. Characteristics bolded in the above exhibit highlight those characteristics that stand out the most. For Cohort 1 members these characteristics include, being visionary and having an appreciation for the group, while Cohort 2 is defined by being a strategic, forward thinking, self-defined leader.

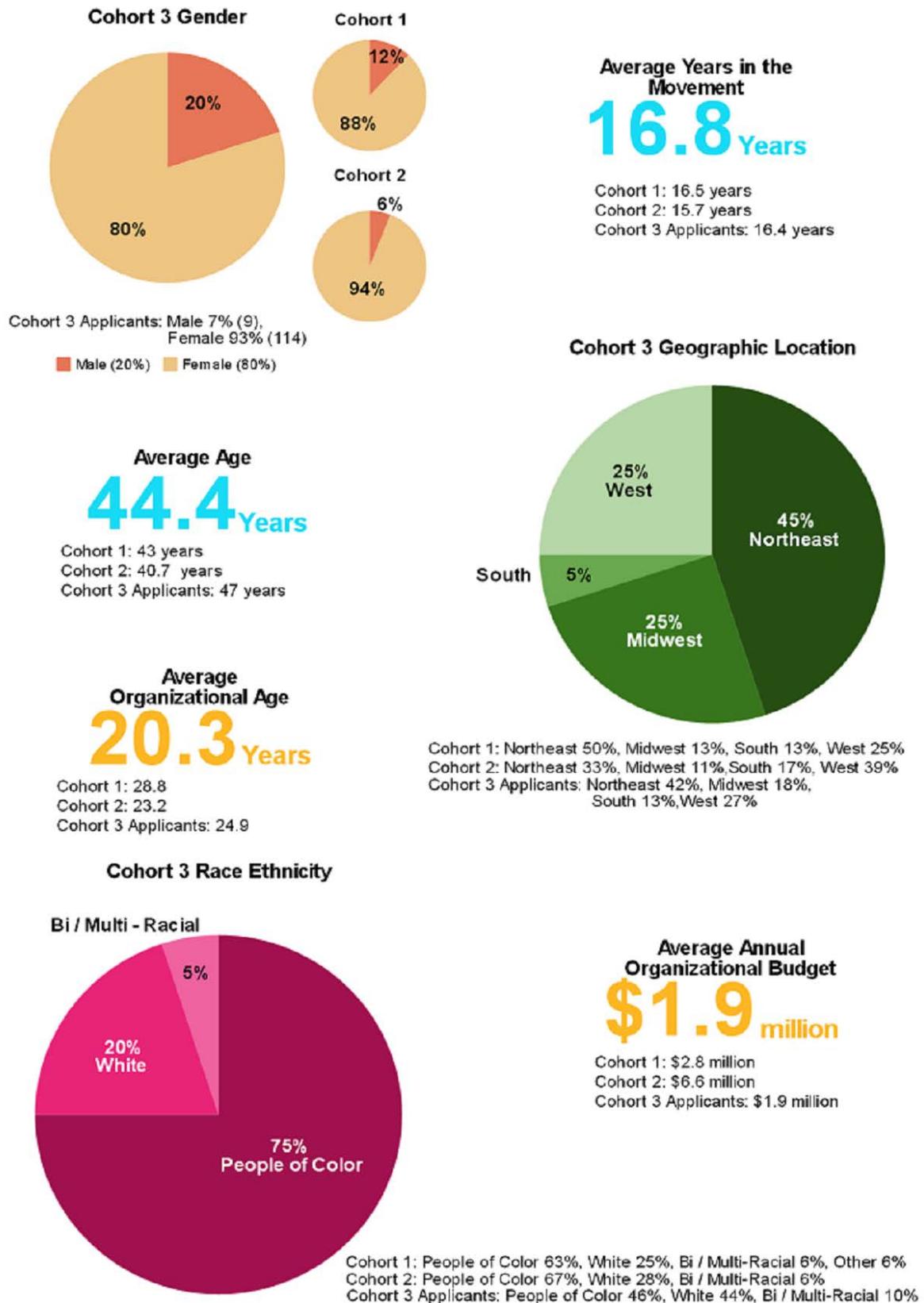
As with the recruitment and selection for previous cohorts, this process sparked widespread national interest resulting in hundreds of leaders submitting in-depth applications. Finalists and their organizations participated in interviews and hosted site visits from the NoVo Foundation and MEV team. As a new practice by the program, the MEV faculty prepared “love letters” to make clear the reasons for their selection. (See Appendix A for copies of the love letters). Next, we provide a snapshot of the individuals and organizations that comprise Cohort 3.

## **Cohort Members and Their Organizations**

Out of the 125 applicants, the 20 current members of Cohort 3 are diverse in terms of their demographic characteristics, reflecting a wide range of age, racial and ethnic backgrounds, and experience in the movement to end violence against girls and women. Cohort members, ranging in age from 27 to 64, have been involved in this movement for 1-32 years. This cohort also has the highest number of male participants to date, as compared to previous cohorts, with four male members. The organizations that these cohort members represent are moderately diverse, varying in their organizational age, annual budget, and staff size. Participating organizations range from five to 35 years old with staff sizes ranging from 2-197 full time staff, and range in annual budget from just over \$100,000 to near \$10 million.

Cohort 3 is also demographically distinct from its larger applicant pool and the preceding two cohorts. Compared to the applicant pool in 2015, Cohort 3 is significantly more racially diverse, more male, a slightly less geographically diverse. . Compared to previous cohorts, Cohort 3 members are more racially diverse, geographically dispersed, and are more likely to work in a younger organization. Most importantly, Cohort 3’s average organizational budget size (\$1.9M) is small relative to Cohort 1 (\$2.8M) and Cohort 2 (\$6.6M) which may have implications for the capacity of some of its members to play a movement leadership role. Exhibit II-2 provides an infographic summarizing these demographic characteristics of Cohort 2.

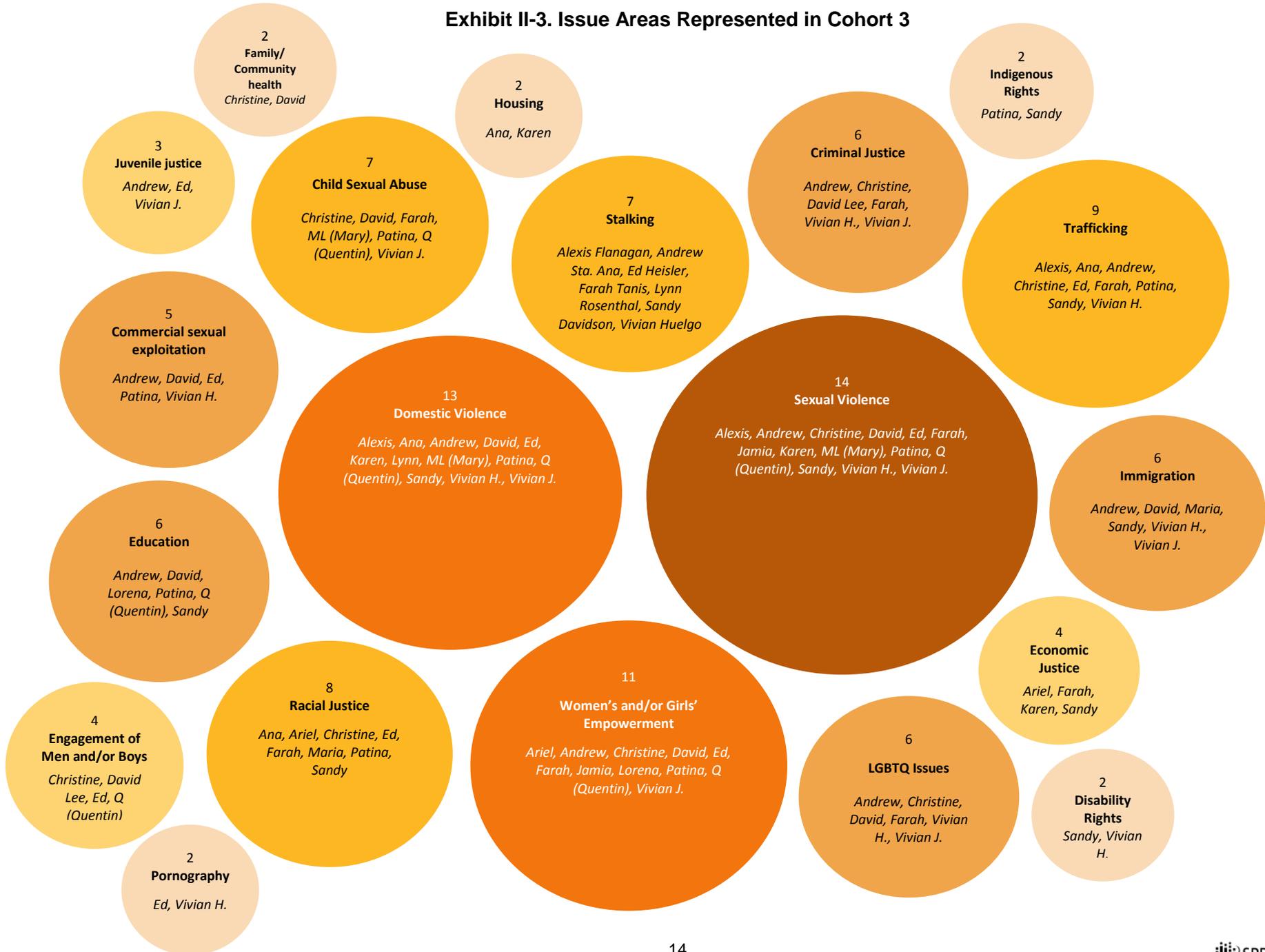
## Exhibit II-2. Overview of Cohort 3 Demographics



Cohort 3 members bring considerable diversity in issue areas and approaches. In terms of issues areas, Cohort 3 members are multi-faceted, focusing on seven different issue areas on average. Many of these issue areas also address matters that are connected to and yet broader than the work of ending violence against girls and women, such as racial justice, criminal justice, education, and immigration. Exhibit II-3 presents a visual that details cohort members' issue areas. Cohort 3 members are, however, more focused than Cohort 2 in their approaches. Cohort 3's organizations on average employ four different methods of social change, while those of Cohort 2 employed nine. The most common approaches are leadership development, capacity building, movement building, and policy advocacy. Notably, the top three issues areas amongst Cohort 2 and 3 are the same, sexual violence, domestic violence, and women's and/or girls' empowerment.



### Exhibit II-3. Issue Areas Represented in Cohort 3



## Participation Goals of Cohort Members

As the third cohort to participate in MEV, Cohort 3 members joined the program with a strong interest in the MEV vision, as well as a sense for the work of the previous cohorts and the opportunities that would be available to them. Indeed, most cohort members discussed in their first round of interviews the ways they could be strengthened by the fundamentals of the program as well as the ways in which they could strengthen the program and the movement. As such, cohort members readily articulated a number of goals for their participation in MEV, many of which resembled or expanded MEV's goals for the program. The following are six main goals that were consistently shared by Cohort 3 members.

- **To experience a transformational process of growing and enhancing their individual leadership skills.** At least 10 cohort members, from newer executive directors to veterans of the field, discussed their desire for a transformational leadership experience. Newer executive directors like Patina and Jamia saw MEV as an opportunity to develop the skills necessary to guide their organizations. More established leaders such as, ML, Ariel, and Maria hoped to develop leadership skills that will help them manage the change or growth occurring in their organizations. Meanwhile, a few established leaders conveyed they felt ready to deeply transform from being a leader of their organization to a movement level leader. Other cohort members, like Andrew, expressed a desire to bring his full self into his work and thus become a more authentic leader. One cohort member noted the importance of being challenged on his intersectional and gender analysis and believed that MEV would do that.
- **To build relationships with “like-minded” individuals and connect with a larger social justice movement.** Like their peers of the previous two cohorts, Cohort 3 members view MEV as an extraordinary opportunity to connect with “like-minded” leaders, engage with a network of committed leaders, and become part of a larger social justice movement. For example, Maria, whose organization, the Florida Immigrant Coalition, is in an allied field, views MEV as an opportunity to develop relationships with other leaders and build alliances with organizations in the movement. Others like ML are energized about the access MEV provides “to work across silos.” At least seven other leaders (like Edith, Cristine, Farah, Ed, David and Edith) hoped to build relationships with a network of leaders who have a similar vision for this work or similar leadership positions, to “talk through issues.” Following are some quotes that illustrate cohort members’ desire to connect to a network of leaders as an opportunity to engage broader social change platforms:

*[I applied to MEV] to have access to and to be able to begin to build relationships with folks who are doing some of the most important work out in the world at this moment.*

*--Edith*

*I was looking to be part of a network. To strengthen my participation in a network of people who are committed to building and strengthening our movement to end violence against women and girls.*

*--David*

- **To explore the MEV fundamentals and deepen their intersectional or gender lens as it relates to social justice work.** Cohort 3 members are eager to deepen their own critical analysis, and a number expressed interest in the MEV vision and its intersectional analysis. Cohort members like Lynn and Ariel expressed interest in strengthening the gender perspective of their organizations, while Lynn is interested in operationalizing the vision of the last girl in a way that strengthens her own social justice lens. Farah hopes to raise the visibility of violence against black women in all forms. Finally, at least six other cohort members conveyed their interest in the way MEV worked across fields that have historically been siloed and hoped to follow the model of cross-movement collaboration in their own work.

*What I was the most excited about was the idea of bringing together the lens on racial justice and the work on violence against women. I'm very excited about the "last girl" concept. How does our work reach the people who are most vulnerable and most at risk?*

*--Lynn*

- **To contribute their own unique skills and perspectives to MEV and the movement.** Similar but distinct from the sentiment of Cohort 2 members who wanted, "*to be part of a movement that is addressing violence against girls and women in a systemic, proactive, and affirmative way,*" six Cohort 3 members see MEV as an opportunity to contribute to changing the direction and focus of the movement. While there is, a wide range of perspectives on how each cohort member could contribute to the movement, Cohort 3 members generally felt that more grassroots and campaign organizing work needs to be done. Cohort members felt that they need to continue working towards building a critical mass of leaders and shaping movement-level conversations around violence against women. Further, cohort members shared that part of the reason they had applied to MEV was they felt their unique skills, such as such as, communication, networking, and knowledge of the movement, could enhance MEV's impact.

*I'm very interested in taking those great gifts that [my organization has] – these assets, this voice and power – and using them to create a new movement that is much more whole and holistic. I have a certain amount of influence within the coalition community and I'm a really good networker, and I'm very close to many of the coalition leaders. I hope to be able to use those relationships to talk to other folks about creating a critical mass to effect this change.*

*--Karen*

- **To strengthen their organizations by promoting self-care, supporting and training staff members, and building the capacity of their organizations to deepen their anti-violence work.** Sixteen cohort members viewed MEV, particularly the access to organizational development coaches, as an opportunity to strengthen the internal operations of their organization. Some of these cohort members' organizations are experiencing tension amongst staff in regards to either organizational culture, or change in leadership and hope to resolve staffing issues during the course of the program. Others hope to begin incorporating the vision and practices of MEV into their organizations through staff training on MEV fundamentals. One respondent, in particular, said that she hoped to enhance the capacity of her organization to address the intersectionality of the community her organization is serving. Finally, a few cohort members are focused on building the capacity of their organization as they begin to scale up.
- **To build their organizations' capacity to connect to movement-level work through strategic planning, aligning their vision with MEV, and building alliances.** Fifteen Cohort 3 members said they hoped MEV would connect their organization with movement-level work. Although many cohort members felt this was a long-term goal for their organization, a few had concrete ideas on how to achieve their goal. Some of the cohort members hoped to align their strategic plan with the mission of MEV. One cohort member specifically noted that being in the MEV Program is an opportune moment to develop a five-year plan, as their organization will be able to align its long-term vision with that of MEV. Others hoped to develop and clarify the vision of their organization in order to be strategic about the work they take on. Most importantly, cohort members hoped to build alliances either with organizations in the domestic violence field or with those is connected fields. A few cohort members emphasized the importance for their organization to work across silos.

In sum, many of the cohort members were thinking about organizational, program, and movement-level goals as they discussed their expectations in the baseline interview. Although most cohort members did have some individual-level goals, many of those described the needs and goals of their organization as being on par with their own individual expectations.

Ultimately, it is evident that the intentional efforts of MEV faculty and program staff have yielded a promising new cohort of leaders, comprised of diverse and dynamic individuals who are ready and enthusiastic about engaging in the vision of MEV.

In the next chapter, we continue to explore the skills, experience, and interests of Cohort 3, as well as ways in which they can be supported most effectively, by looking at baseline data on the leadership of cohort members and the capacities of their organizations.

### III. BASELINE OF COHORT 3 INDIVIDUAL- AND ORGANIZATION-LEVEL OUTCOMES

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Selected for their collaborative skills and capacity to reach others in the movement to amplify the Move to End Violence vision, Cohort 3 members entered the program as leaders in their respective fields aligned with the NoVo vision. In this chapter, we examine the leadership of Cohort 3 members and their connections to each other and the broader movement at their entrée into the cohort experience of the program. As a baseline, these data serve a dual function. First, they provide insight into the strengths cohort members bring to the MEV Program as well as areas for improvement and growth. Second, these baseline data set a benchmark for understanding and describing change in Cohort 3 and their organizations over the course of participation in the MEV Program.

To set a baseline for capturing change, we drew on different data sources to capture outcomes at the beginning of Cohort 3's participation in the program.<sup>2</sup> Outcome areas benchmarked at baseline included *leadership characteristics*, measured by a 360-degree assessment, and *connections to the movement and each other*, assessed using a networking survey.<sup>3</sup>

#### Leadership Characteristics

In the fifth year of the 10-year initiative, the MEV Program's greatest investment of time and resources continues to be the group of individuals who comprise each cohort. As with the previous cohorts, a core focus of the program is the development of the leadership capacity of individuals through transformative leadership training, coaching, and connections with other leaders, innovators, and peers in the movement.

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<sup>2</sup> Data on key outcomes at baseline for cohort members will have been collected between February 2015 and March 2016.

<sup>3</sup> The data on *organizational and social change capacity*, captured by the My Healthy Organization (MHO) assessment and the Social Change and Advocacy Capacity Tool are not available at this time (Fall 2015) and will be administered Spring 2016.

As with Cohorts 1 and 2, our evaluation drew on the Rockwood Leadership Institute's 360-degree assessment to capture baseline leadership characteristics for Cohort 3. The assessment covers 15 areas of leadership, ranging from interpersonal leadership (*treats others with respect, receptive to feedback, listens well to others*) to strategic leadership (*creates partnerships to move forward, balances short- and long-term focus*). Scores for each area range from 1 (almost never) to 10 (almost always). Cohort members and their colleagues used the same assessment tool, which allows a side-by-side comparison of self- and colleague ratings. Cohort 3 members and their colleagues completed the assessment between September and October 2015 immediately prior to cohort members' participation in the Rockwood Art of Leadership training. Data were available for 20 members; an average of 11 colleagues reviewed each cohort member, ranging from 7 to 18 colleagues across organizations.

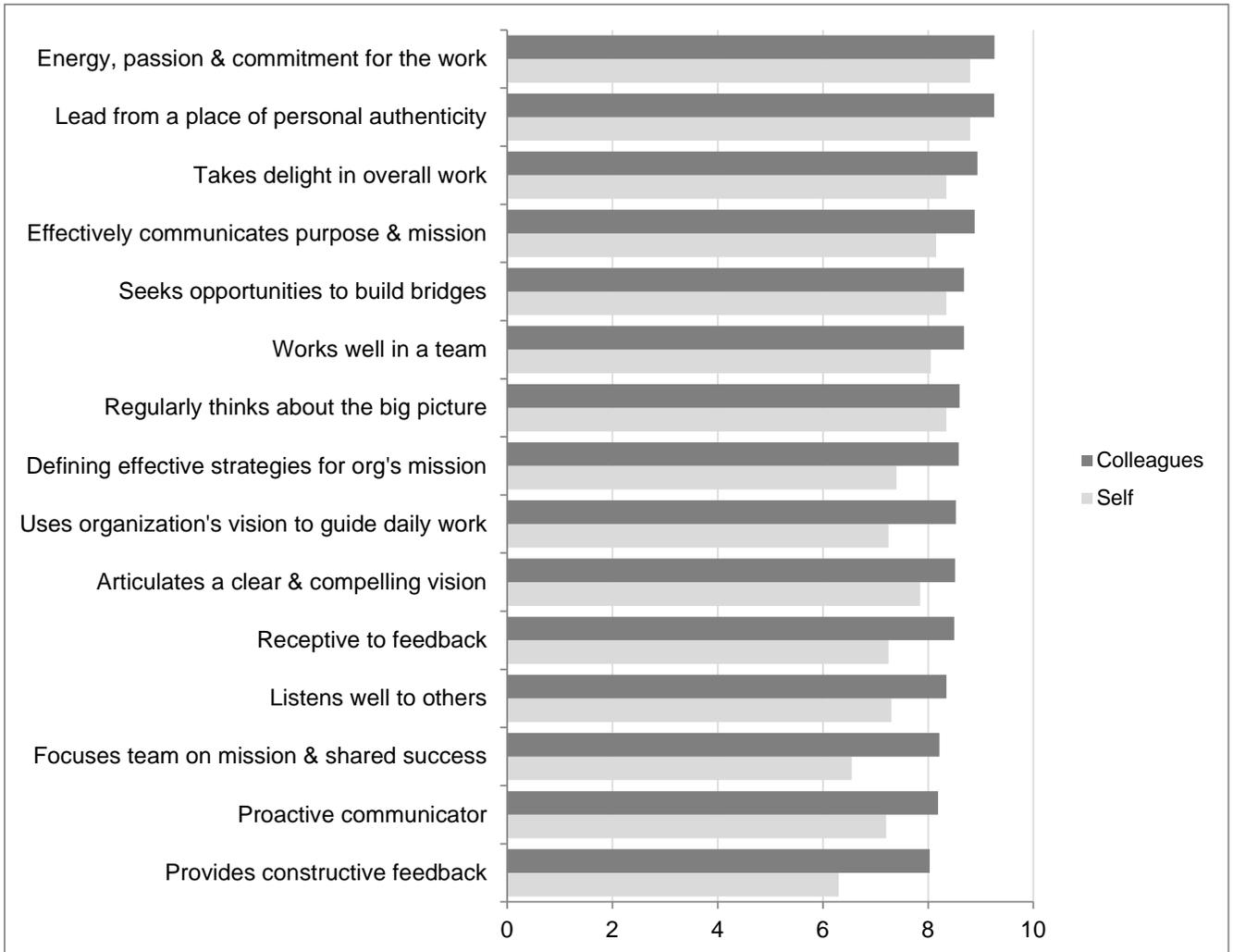
## Overall Findings

Average self- and colleagues' scores reflect areas of strength and areas of potential growth for Cohort 3 members, illustrated in Exhibit III-1. Overall, cohort members were rated highly by their colleagues, averaging scores of 8 or above for all areas of leadership. Key findings in terms of colleague ratings, self-ratings, and differences across the two sets of ratings include:

- **Cohort members and their colleagues identified similar areas of strength and challenges.**
  - Both colleagues and cohort members provided **higher ratings** for personal attitude towards work (*energy, passion and commitment for the work*) and leadership skills (*effectively communicates purpose and mission*). Colleagues also saw cohort members as strong in *seeking opportunities to build bridges and regularly thinking about the big picture*, critical tasks for Cohort 3 in carrying forward the work of the initiative.
  - Across cohort members and their colleagues, cohort members **scored lowest** in *providing constructive feedback and focusing team on mission and shared success* and *being a proactive communicator*.
  - Cohort members were also particularly **self-critical** of their receptiveness to feedback. These findings suggest that cohort members would benefit from some support for interpersonal skill development as they form relationships with each other in the program.
- **Like Cohort 1 & 2 members, Cohort 3 members generally ranked themselves lower than their colleagues ranked them.** Differences in average scores between colleagues and cohort members ranged from small (0.2 for *regularly thinking about the big picture*) to large (1.7 for *providing constructive feedback and focusing team on mission & shared success*), with an average of almost 1-

point difference. As with Cohorts 1 and 2, these overall lower self-scores suggest that many of Cohort 3 members are their own harshest critics. In particular, cohort members undervalued their ability to be a *proactive communicator*, *listen well to others*, *effectively communicate purpose and mission*, and *articulate a clear and compelling vision*. Looking forward, part of Cohort 3’s development as leaders may be gaining confidence in their communication skills and seeing themselves as strong in these areas the way their colleagues do.

**Exhibit III-1: 360-Review:  
Colleague and Self Ratings**



### Connections to the Movement and Each Other

Two of the overarching goals of the MEV Program is to support a unifying vision and build a critical mass within the movement to end violence against girls and women. By bringing together leaders from diverse fields in each cohort, the MEV Program seeks to foster and support partnerships that might not otherwise exist as well as to strengthen existing collaborations. In

selecting Cohort 3, as with Cohorts 1 and 2, the MEV faculty purposely chose participants from a wide range of fields, including individuals who had not worked together and, without the MEV Program, might not work together. For these reasons, it was not necessarily expected that Cohort 3 members would share strong ties with each other prior to their participation in the program. To serve as a baseline for measuring change over time, the following sections explore connections among Cohort 3 members and the broader movement before their first convening in the MEV Program.

As we had with Cohorts 1 and 2, we administered a social network survey prior to Convening 1 to understand the depth, breadth, and type of relationships among Cohort 3 members, members from Cohorts 1 and 2, and more than 100 organizations that are active in the movement to end violence against girls and women. The survey asked participants to identify both *informal exchanges* and *formal collaborations* with others in the network.<sup>4</sup>

Participants also had the opportunity to provide additional names of organizations in their networks. Of the 20 Cohort 3 members, 17 individuals provided lists of additional organizations in their network. Because this information was missing from three of the cohort members and the completeness of the lists of additional organizations varied (ranging from 1 organization for one cohort member to 20 organizations for another), maps of connections to the broader movement do not fully represent all of the connections of Cohort 3 members at the start of their time in the MEV Program.

## **Connections to the Movement**

Across two different types of networks, cohort members identified nearly 620 connections to each other and to other organizations working to end violence against women and girls (Exhibit III-2 and III-3). Informal exchanges formed the largest network [over 510 connections (vs. nearly 320 for Cohort 2, and 600 for Cohort 1)], followed by formal collaborations (approximately 380 ties vs. 280 for Cohort 2 and 590 for Cohort 1).<sup>5</sup>

The following exhibits show Cohort 3 members connections with the broader movement for each of the two networks: *informal exchanges* and *formal collaborations*.

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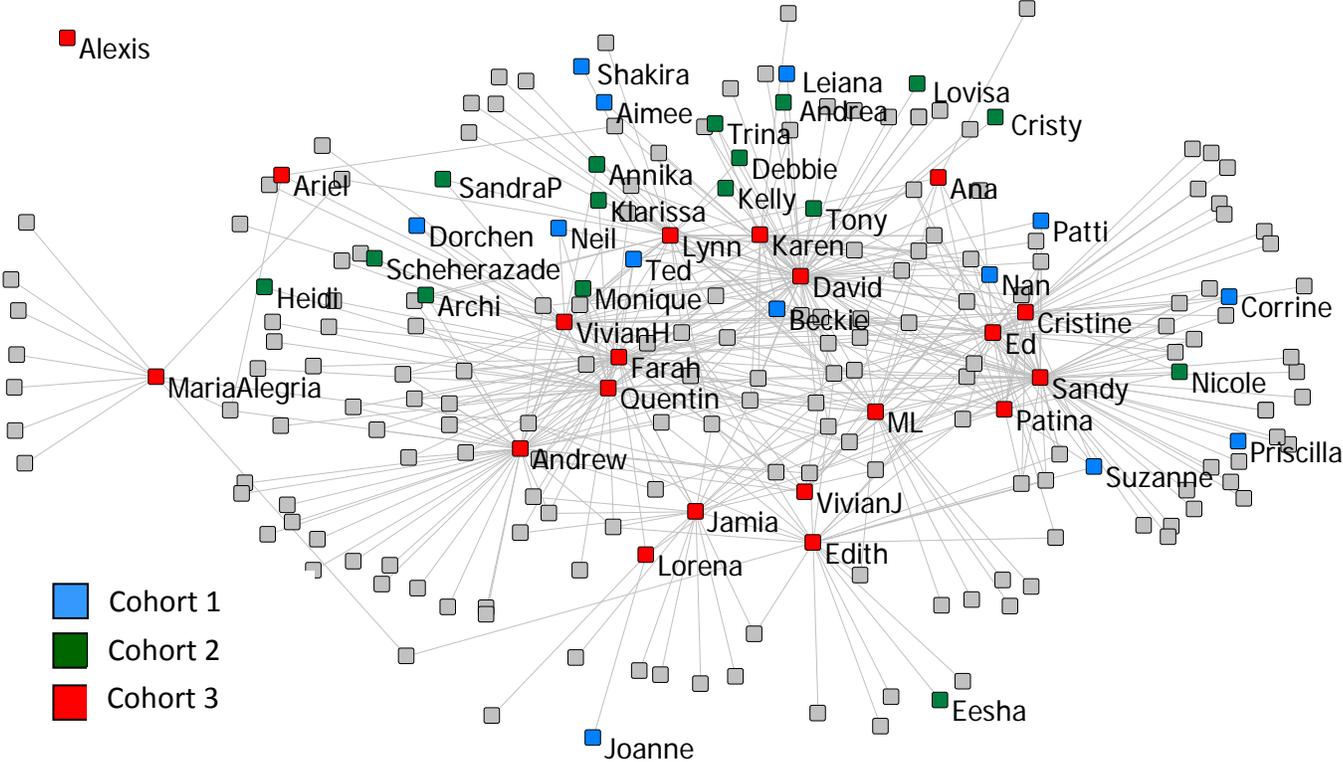
<sup>4</sup> Cohort 3 applicants were asked about their connections to Cohort 1 and Cohort 2 members as part of the MEV application. We then asked Cohort 3 members about their connections to each other and to the broader movement in a subsequent survey in January and May 2015, prior to Convening 1.

<sup>5</sup> We see trends of more informal and formal Cohort 3 connections than Cohort 2, but less than Cohort 1 at the beginning of their participation in the MEV Program. The comparative data suggest that Cohort 1 members came into the MEV Program already with very strong personal/professional networks.

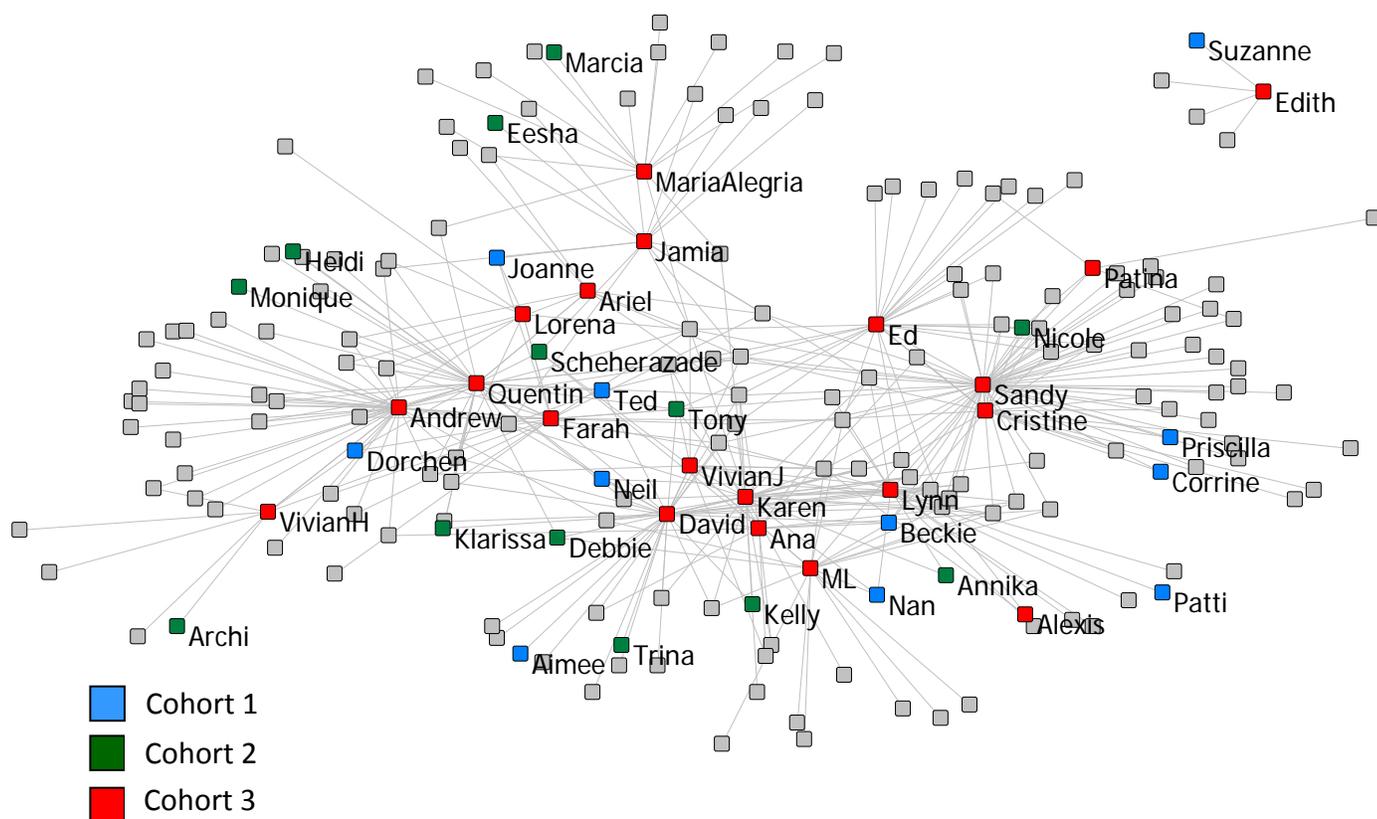
**Overall Findings**

Cohort 3’s connections to the movement mirror findings for Cohorts 1 and 2 at the beginning of their participation in the MEV Program. As with Cohorts 1 and 2, in the map of all connections (Exhibit III-2), all but one member of Cohort 3 were connected to each other and the broader movement, either directly or through shared connections with other organizations in the movement to end violence against girls and women.

**Exhibit III-2: Cohort 3’s Informal Connections**



### Exhibit III-3: Cohort 3's Formal Connections



Other similarities to the previous cohorts include:

- Shared connections with organizations bridged Cohort 3 members not directly connected to each other at the beginning of the program.*** As explored in more detail in the next section, one Cohort 3 member [Alexis] was not directly connected to others prior to joining the MEV Program. Movement-level maps, however, reveal shared connections with the same organizations in the movement, creating indirect ties. As with previous cohorts, some of the organizations that connected Cohort 3 members were mainstream state and national-level domestic violence and sexual assault organizations (e.g., Futures without Violence, National Network to End Domestic Violence, YWCA, California Coalition Against Sexual Assault, National Sexual Violence Resource Center, Washington State Coalition Against Domestic Violence (WSCADV)).
- We are now also seeing organizations that are led by people of color or were not previously mentioned also gaining centrality, perhaps due to MEV Movement Makers' increasing influence.*** These organizations include: A Call to Men, Praxis, and Mending the Sacred Hoop.<sup>6</sup> Other organizations formed connections

<sup>6</sup> The organizations that have the highest centrality measures across both informal and formal networks (in order of centrality): Futures without Violence, A Call to Men, National Network to End Domestic Violence, Praxis,

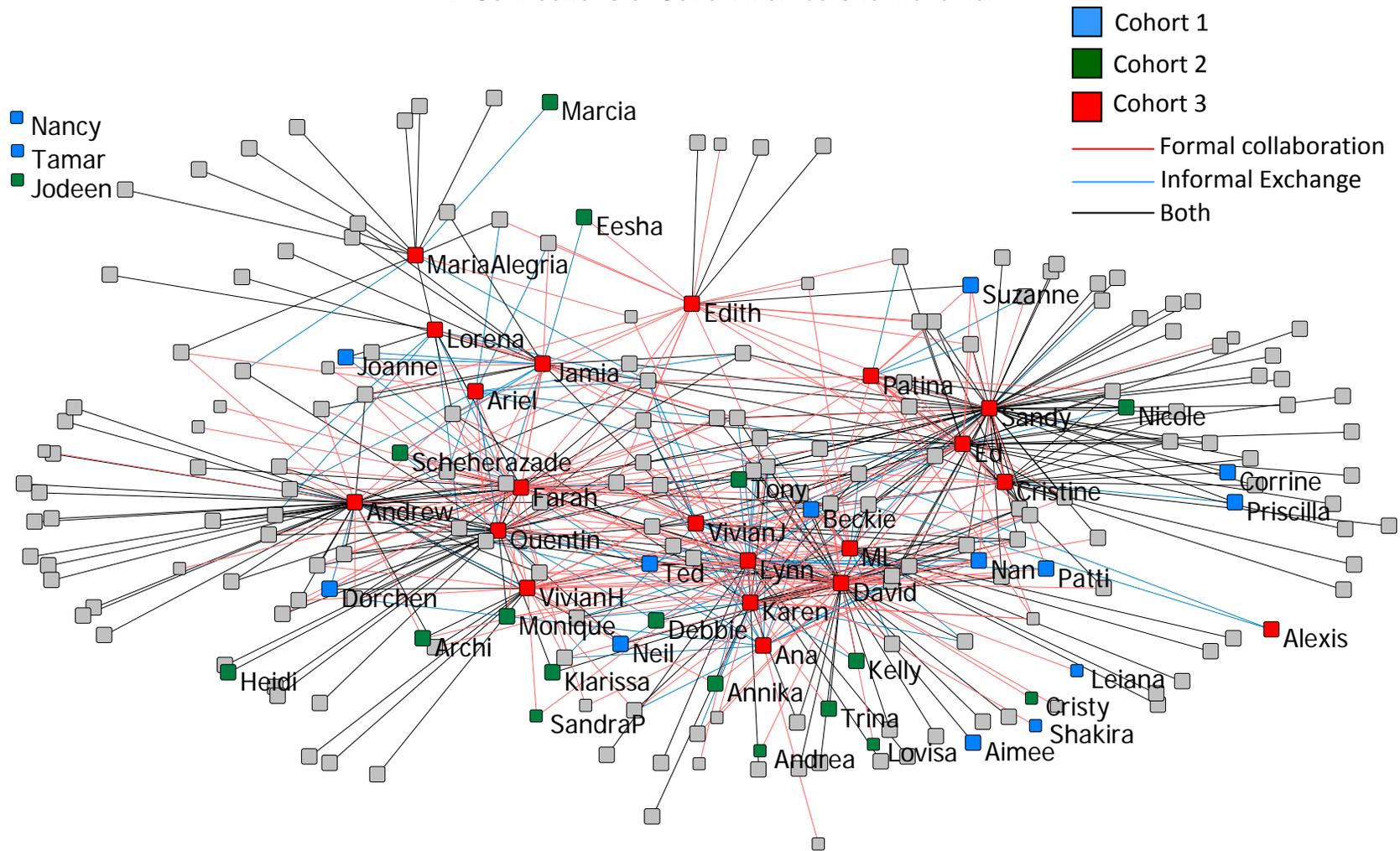
along the periphery, including legal organizations (e.g., CUNY Law School Clinic) and organizations that represent workers' rights and communities of color (e.g., Correctional Association of New York; Restaurant Opportunities Centers United; International Rescue Committee, and National Domestic Workers Alliance)

- **Cohort members on the periphery diversify the network through their connections to related movements or fields.** Although three cohort members' did not submit fuller network information [Alexis, Patina, and Vivian J.], the baseline data suggest that cohort members who are not as strongly connected to the rest of the cohort [Maria, Edit, Lorena, Andrew], bring strong connections to other networks, with the potential to draw on knowledge and best practices from other movements. For example, Maria brings connections to the 57-member Florida Immigrant Coalition and other immigrant rights leaders, Ariel to a coalition focused on labor rights organizing for restaurant workers with staffed affiliates in 13 cities and members in 20 additional locations nationwide, and Lorena to extensive networks working on women and girls' empowerment trainings. Ensuring cohort members have the opportunity to engage their own networks in their MEV work will be key to ensuring the initiative benefits from their connections and supports building strategic alliances.

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NoVo Foundation, YWCA, California Coalition Against Sexual Assault, Mending the Sacred Hoop, National Sexual Violence Resource Center, Washington State Coalition Against Domestic Violence (WSCADV).

**Exhibit III-4:<sup>7</sup>**  
**All Connections of Cohort Members to Movement**



<sup>7</sup> The connections depicted in the map only represent connections reported by Cohort 3. Therefore, it does not include relationships between Cohort 1 and Cohort 2.

In addition to the similarities seen across the cohort networks, the cohort 3 analysis shed light on some additional findings related to the emerging MEV network. These findings include:

- **A defined core of cross-cohort MEV movement makers is forming.** Cohort 3's network map shows an elliptical star-shaped network within the movement with a strong and defined MEV core. Cohort 3 members identified numerous connections with Cohorts 1 and 2 in terms of both formal collaborations and informal exchanges. The large number of cross cohort connections at the level of *informal exchanges* could be due, in part, to the number of organizations with colleagues in both cohorts as well as strong regional connections across cohorts (in Minnesota and New York in particular). Overall, Cohort 3's movement network map suggests a strong MEV effect over time in helping cohort members and their organizations network with each other as well as within the movement. As a testament to the individuals selected for the pilot and second cohorts as well as their growing leadership roles in the movement after participating in the MEV Program, Cohort 3 members credit Cohort 1 and 2 members with inspiring new vision and thinking, as well serving as leaders in the movement.
- **Movement makers from previous cohorts have played a strong role in connecting MEV to the larger Movement.** Related to the above finding, many Cohort 3 applicants credited Cohort 1 and Cohort 2 members with informing them about MEV. Specifically, applicants credited Cohort 2 members fourteen times and credited Cohort 1 members ten times. In addition, 31 other movement leaders outside of MEV cohorts were identified as sources of information about MEV. Many of these individuals have 1-degree of separation from MEV movement makers (e.g., Bo Thao-Urabe, Sujata Warriar, and Sarah Khan work with Cohort 1's Beckie Masaki or Cohort 2's Cristy Chung and serve on the APIGBV's former advisory board.)
- **There appear to be differences in the level of integration in the network across cohorts.** The MEV core is comprised of a large number of reported connections between Cohorts 1 (blue) and 3 (red). While there are a number of Cohort 2 members in the core (green), they appear to be *less* integrated within the core of the network.

## Connections to Other Cohort Members

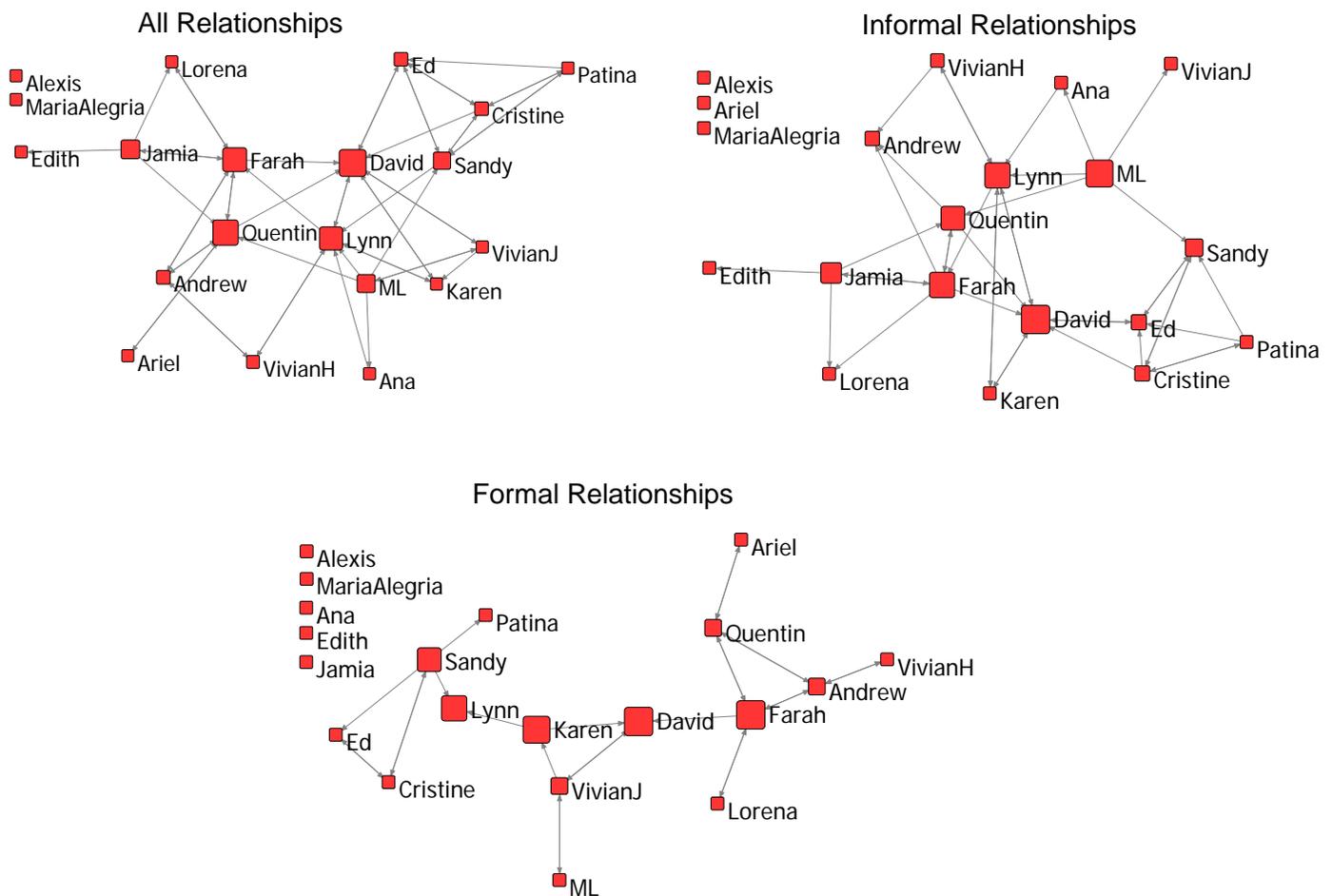
Moving from the broader, movement-level maps to focus on connections among Cohort 3 members, Exhibit III-6 shows the networks of *informal exchanges*, *formal collaborations* and *all connections*. In each of the maps, the nodes that represent cohort members are sized by *betweenness*, a measure that reflects the degree to which cohort member act as bridges and connect other cohort members who are not directly connected to each other.

### Overall Findings

At the beginning of their participation in MEV, **Cohort 3's networks were more centralized and connected than Cohort 1.** In contrast to the movement-level maps, in each of the Cohort 3-

level maps, between two and five (vs. six and ten for Cohort 2) individuals had *no connections* to other cohort members. Across all types of relationships, two Cohort 3 members had no connections to the cohort [Alexis and Edith]. This reflects the success of the MEV faculty in selecting a diverse group, including individuals who have worked together previously and have some familiarity with each other’s work. Despite this, moving forward, a major goal of the program for Cohort 3 should be to foster strategic relationships and create space for knowledge sharing to build bridges across groups and connect isolated cohort members.

**Exhibit III-5: Network Maps of Relationships among Cohort 3 Members**



Other key findings included:

- **The most common type of connection was formal collaboration.** Prior to the MEV Program, Cohort 3 members were connected mostly through formal collaborations, such as participating in the same coalition or working on advocacy efforts together. Although formal collaborations were most common, the formal network map has a long kite-like pattern, with three connected clusters. This is

not the most efficient structure for collaboration. For example, had it not been for MEV bringing Cohort 3 members together, Ariel (far right top) would have to go through six different individuals to be introduced if she wanted to work with Ed (far right).

## **Connections to Other Cohort Members by Strategies Used**

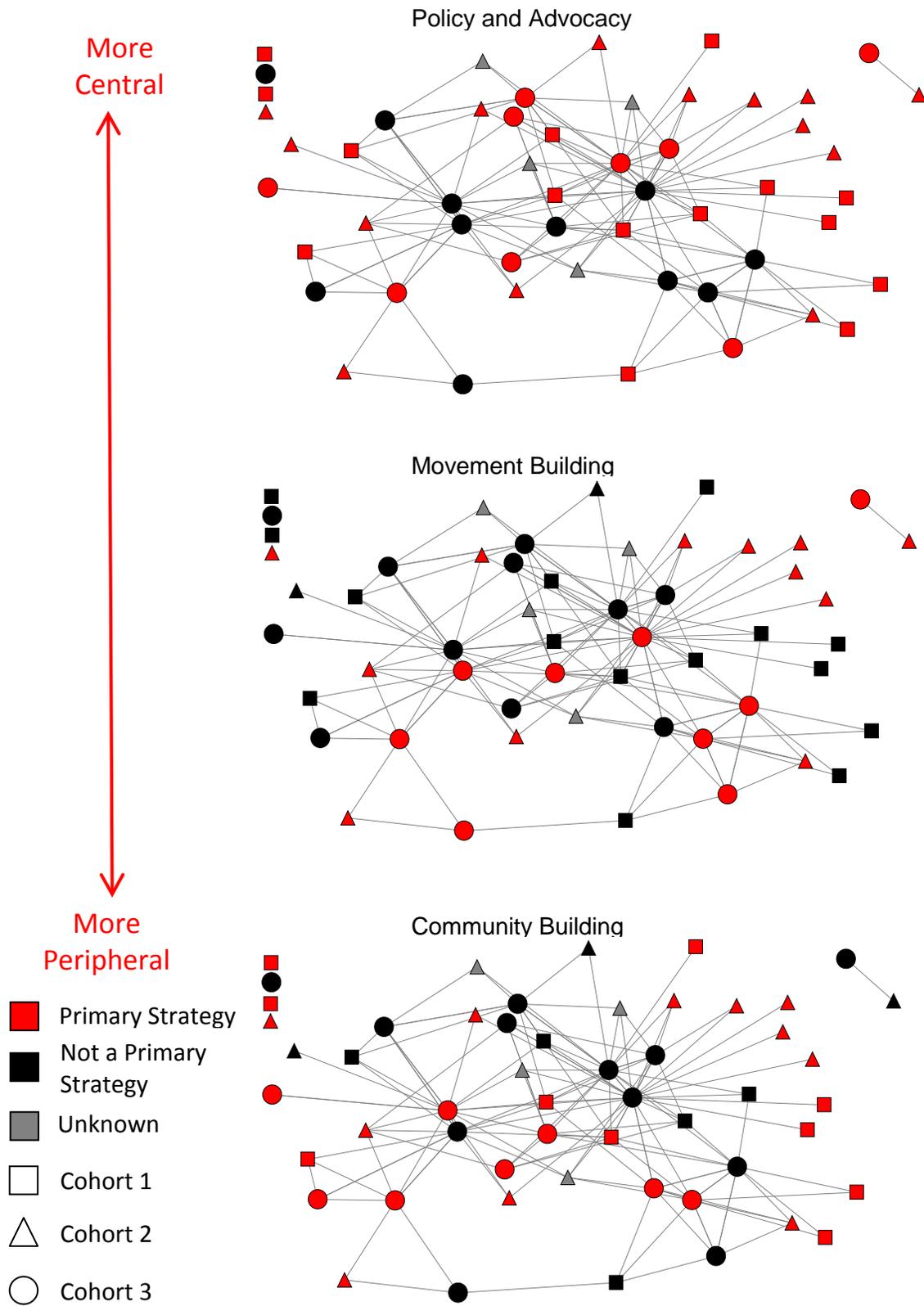
We are interested in how salient characteristics show up in the network maps and the relationship of those in engaged in these activities with each other. That is, where are those who engage in policy advocacy, movement building, or community building activities, located on the network map? We analyzed movement makers' self-reported strategies in their MEV applications. Exhibit III-7 shows our findings around the primary strategies in red by cohort.

- ***Movement Makers who focus on policy advocacy, as a strategy, tend to be both central and distributed throughout the MEV Network.*** These are the leaders posed to engaged in promoting the “Advocating for Social Change” goals of MEV.
- ***Those engaged in community building or movement building as primary strategies tend to be more on the periphery of the movement at baseline.*** It is critical to build the capacity and ensure that these movement makers are all central to informing and designing MEV inspired social change campaigns.

Looking forward, Cohort 3 has the opportunity to continue to build bridges across fields, types of strategies (e.g., social media), and expand the movement beyond its traditional borders. Diverse organizations are being more frequently cited as players in the movement. Cohort members should continue to look to and bring in members of their diverse networks for inspiration and leadership. As Cohort 3 members engage in exploring their roles and contributions to the movement together in the program, it will be important to ensure cohort members connect with other social justice movements and begin building strategic alliances and partnerships that transcend their own networks and connections.

The next chapter moves from the individual- and organizational level outcomes for Cohort 3 members to the initiative level, focusing on the overarching goals and outcome areas identified by the MEV logic model.

### Exhibit III-6: Networking by Strategies



## IV. BASELINE OF INITIATIVE LEVEL OUTCOMES

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MEV seeks to end violence against women and girls in the U.S. by strengthening individuals and organizations within the VAWG movement, by equipping innovative movement makers to think strategically, and by better aligning the work being done by leaders across the country on issues of domestic violence, sexual assault, child abuse, and trafficking. As articulated in the MEV Logic Model presented in Chapter I, MEV has five overarching initiative-level goals (aligning the movement, strengthening individuals and organizations, enhancing the movement’s capacity for social change, building critical mass, and engagement of funders), which map to 20 intermediate initiative-level outcomes that we are tracking as part of the evaluation.

In this chapter, we highlight Cohort 3’s *baseline* findings associated with each of the five overarching goals and the outcome areas. Baseline assessments include information gathered through an online survey and interviews with each of the cohort members. Cohort members were asked two questions, “What is your assessment of the *current strength* of key outcomes within (a) yourself, (b) your organization, or (c) the movement?” and “What is the *impact* of the MEV Program and your participation in MEV on key outcomes?” When assessing the *current strength of the outcomes*, cohort members responded using a four-point scale ranging from “not at all strong” to “extremely strong” and when assessing the *impact of MEV on key outcomes*, cohort members responded using a four-point ranging from “very little impact” to “excellent impact.” If cohort members were unsure of the current strength of outcomes or thought it was too early to assess the impact of MEV, they could select “don’t know” or “too early to tell,” respectively.

The outcomes assessment survey and baseline interviews provided rich information on Cohort 3’s perception of MEV and the movement. After two cycles of MEV Programming Cohort 3 members—many of whom are prominent leaders in the VAWG movement--were well informed and able to comment on MEV’s impact on each of the major goal areas and outcomes, providing an outside-in, birds-eye perspective of MEV’s progress and impact. This provides valuable insight into how MEV is affecting the broader ecosystem of leaders and organizations working to end violence against women and girls.

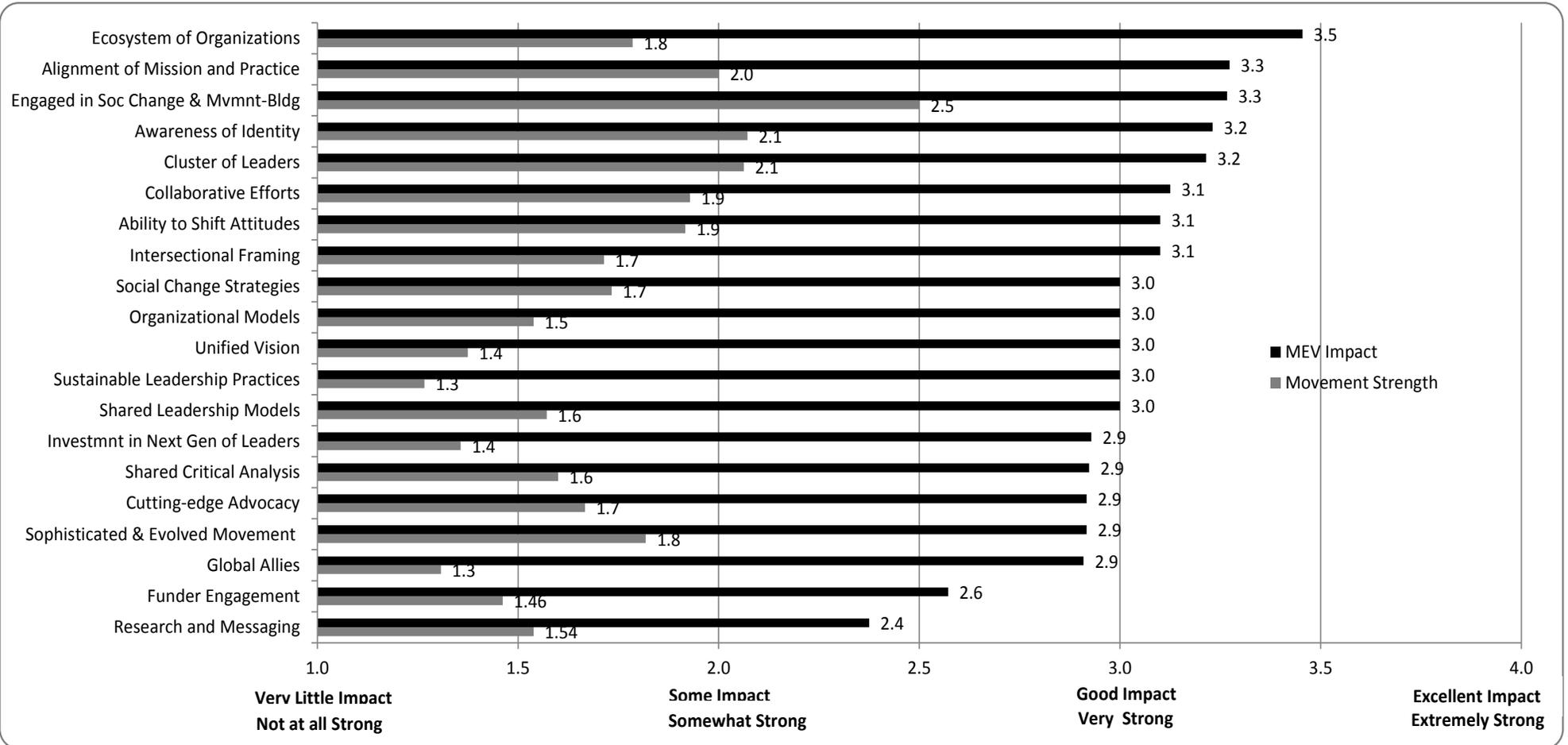
More than ever, we are able to conduct inter-cohort analysis of trends and differences, as all three cohorts have provided their baseline assessment of the movement’s strength, and Cohorts 2 and 3 are able to provide assessments of the impact of MEV at baseline. Furthermore, since three Cohort 3 members (Cristine, Vivian J. and patina), are from organizations of Cohorts 1 and 2, we are continuing to examine the effects of having multiple cohort members from the same organization. Finally, this chapter also includes an expanded analysis of the five intermediate/longer-term outcomes (in the goal areas of Aligning the Movement and Strengthening Individuals and Organizations). Two of these outcomes are assessed by Cohort 3 for the first time.<sup>8</sup>

Exhibit IV-1 provides Cohort 3’s assessment, on average, of MEV’s impact on key outcome areas, ranked from highest to lowest average score, as well as the Cohort’s overall assessment of the current strength of the movement. These outcome areas are discussed in more detail in each section of this chapter, along with the qualitative feedback provided in interviews.

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<sup>8</sup> As referenced in the logic model, the three intermediate outcomes that we began to ask with Cohort 2 are “a stronger bench in organizations with shared leadership and investment in the next generation of leaders,” “sustainable and healthy leadership and professional practices throughout the movement,” and “a thriving ecosystem of organizations working on ending violence.” The two intermediate outcomes that we began to ask with Cohort 3 are “sophisticated and evolved movement,” and “engaged in social change and movement-building.”

**Exhibit IV-1:  
Average Ratings for MEV Impact and Strength of the Movement in All Outcome Areas**



This baseline shows areas of highest to lowest MEV impact as well as areas of relative strength and weakness for the current movement. As depicted above, Cohort 3 members are beginning to see “good” impact on each of the 20 outcome areas, with the most impact being seen in “ability to shift attitudes” (3.5) and the least impact in “intersectional framing” (2.4). Intersectional framing is surprisingly low, given that “funder engagement” used to occupy the lowest rung in previous cohort assessments (2.9). Overall, the cohort is optimistic about the ability of MEV and the movement to support leaders committed to ending VAWG, but felt the **current movement has significant room to grow around creating sustainable leadership practices, global allies, a more unified vision, and investing in the next generation of leaders.**

Interestingly, the same areas that are rated as the weakest in the movement are also the areas that show the greatest potential for MEV impact. Exhibit IV–2 shows the eight areas where we see the largest differences between MEV impact ratings vs. movement strength ratings.

**Exhibit IV-2.  
Outcomes with the Greatest Difference  
between MEV Impact and Movement Strength Ratings**

Outcomes	Movement Strength	MEV Impact	Diff
1. Global Allies	1.31	3.10	1.79
2. Sustainable Leadership Practices	1.27	3.00	1.73
3. Organizational Models	1.54	3.23	1.69
4. Investment in Next Generation of Leaders	1.36	3.00	1.64
5. Unified Vision	1.38	3.00	1.63
6. Social Change Strategies	1.73	3.27	1.54
7. Ability to Shift Attitudes	1.92	3.45	1.54
8. Funder Engagement	1.46	2.91	1.45

## Differences and Similarities Across Cohorts

MEV seeks to create a more robust, aligned, and unified movement capable of generating and carrying out social change strategies to end VAWG. Having crafted a guiding vision and pivots for the movement, MEV anticipated that movement makers would build on Cohort 1’s vision. Cohort 3 appears to understand the work of Cohorts 1 and 2 and have internalized and found alignment with the MEV vision. Interestingly, like Cohort 2, Cohort 3 had a dramatically different assessment of the strength of the movement than Cohort 1, as shown below in Exhibit IV-3. Furthermore, for MEV impact ratings, Cohort 3 members opted to select “too early to tell” less frequently than Cohort 2 (18 percent of the time compared to 40 percent by Cohort 2); only a

small number were reflecting a “wait and see” attitude about the program.<sup>9</sup> These differences may be a function of several factors: (1) those selected to be in Cohort 3 are more attuned to MEV’s existence and are more aligned with MEV’s vision and goals; and (2) some come from the same organizations of previous cohort members. Based on our Cohort 3 interviews, however, we also believe that some of these differences are attributable to the cumulative effect of MEV from the past five years.

### Cross-Cohort Perspectives on the Movement Strength

As shown in Exhibit IV-4, **Cohort 3 is much less optimistic than Cohort 1 about the current strength of the overall movement, as well as the strength of organizations and individuals in the movement.** Whereas Cohort 1’s overall average rating across all outcome areas was 2.3 (between “Somewhat Strong” and “Very Strong”), Cohort 3’s average across all movement strengths areas is 1.9 (between “Not at All Strong” and “Somewhat Strong”). This is similar to Cohort 2’s rating of 1.8. Note that these lower ratings are not attributable to a small portion of pessimistic outliers influencing the average. Instead, this lowered average *reflects perspective across the entire cohort*. In fact, no Cohort 3 member rated the movement as strongly as the highest Cohort 1 rating. Similarly, no Cohort 1 member rated the movement strengths as low as the lowest Cohort 3 rating. See Exhibit IV-3 for descriptive statistics of Cohorts 1, 2, and 3’s ratings.

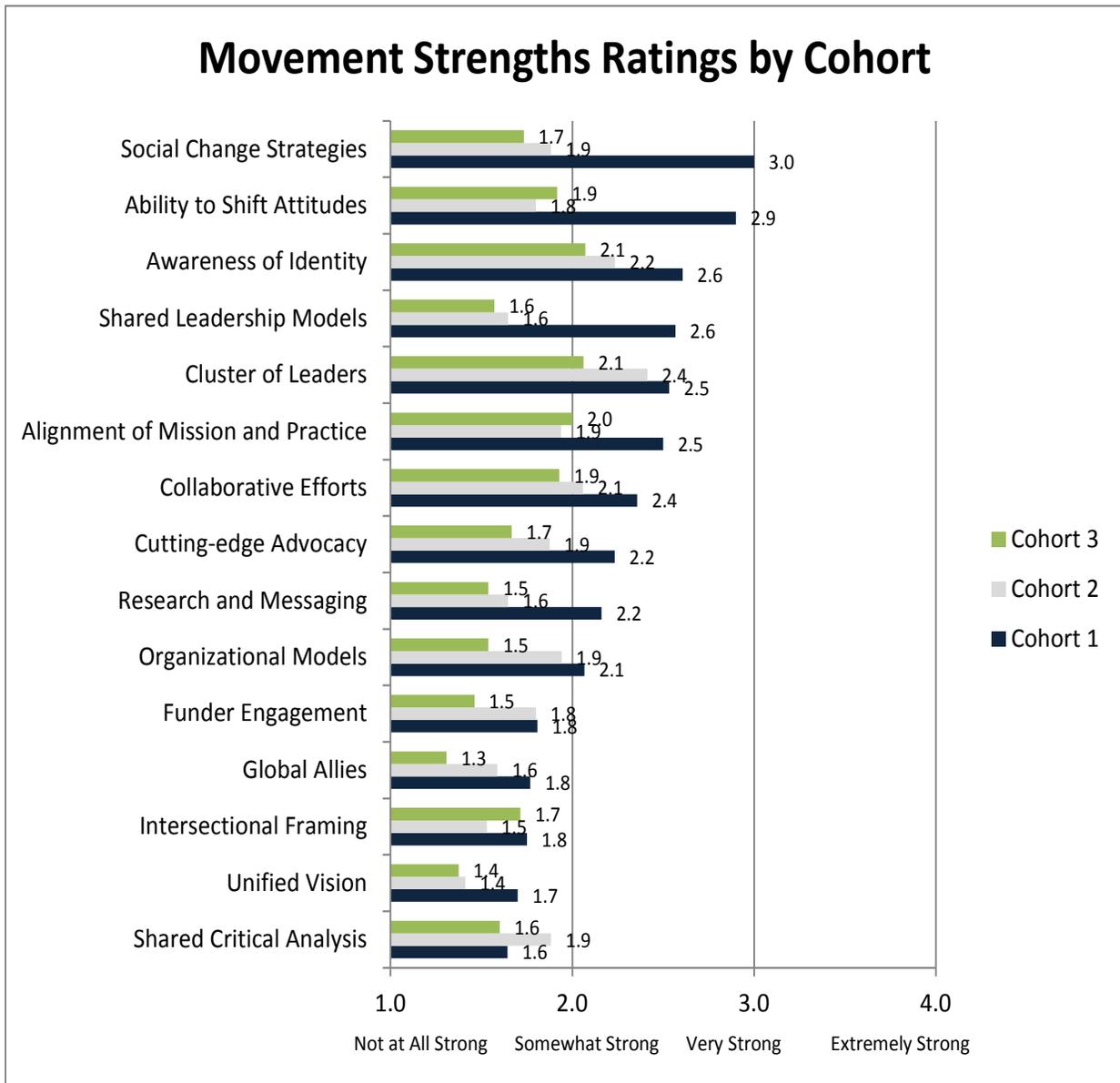
**Exhibit IV-3:  
Descriptive Statistics of Cohort Movement Strength Responses**

	<u>Cohort 1 (n=15)</u>	<u>Cohort 2 (n=17)</u>	<u>Cohort 3 (n=20)</u>
Mean	2.3	1.8	1.9
Median	2.3	1.6	1.8
Mode	1.7	1.3	1.8
Standard Deviation	0.5	0.5	0.5
Range	1.6	1.6	1.9
Maximum	3.1	2.9	3.0
Minimum	1.5	1.3	1.1

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<sup>9</sup> The “too early to tell” option was not offered for the “Aligning the Movement” capacity area.

Exhibit IV-4<sup>10</sup>:



<sup>10</sup> The five intermediate outcomes were not included in the Outcomes Assessment Survey distributed to Cohort 1; therefore, these questions are not included in this comparison between Cohorts 1 and 2.

Whereas Cohort 1 rated “organizational capacity to think strategically and engage in social change strategies” as the strongest of the fifteen outcomes (3.0, or “very strong”), this outcome area was rated by Cohorts 2 and 3 as less than “somewhat strong,” or (1.9, 1.7 respectively), making it the outcome area with the largest discrepancy in opinion of the movement’s strengths among the cohorts. In other words, **Cohort 2 and 3 members are much more critical of the current strength of the movement’s ability to think strategically and catalyze social change.**

In general, while little difference exist between Cohort 2 and Cohort 3’s ratings of the movement strengths (range of 0.0 to 0.4 point difference), Cohort 3 rated all areas of movement strengths less optimistically than Cohort 1 (range of 0.0 to 1.5 points lower). Across all three cohorts, however, “a shared critical analysis” and “intersectional framing” are seen as among the weakest aspects of the movement and as an important area of growth for the movement as a whole. Cohort 1, 2 and 3 also had similar perspectives on the emergence of a unified, directional vision within the movement (1.5) and the relative weakness of funder engagement (1.7).

### **Cross-Cohort Perspectives on MEV’s Impact**

**A cross-cohort comparative review of the impact of MEV, reveals very significant and promising findings.** Exhibit IV–5 shows the baseline ratings for Cohorts 2 and 3.<sup>11</sup> The similarity in ratings of the strengths of the movement suggests that Cohort 2 and 3 have similar levels of criticality. When we look at the **average ratings of MEV’s impact by goal areas, average ratings for Cohort 3 were 0.2 to 0.5 points higher than Cohort 2’s ratings.** When we look at the ratings of impact, Cohort 2’s ratings were between “somewhat strong” and “very strong” (average of 2.5). Cohort 3’s ratings were, on average, more solidly around “very strong” (average 2.9). These results suggest that MEV’s work with previous cohorts and movement makers’ efforts to engage the larger movement were visible and noticed by movement leaders prior to any formal engagement in the MEV Program.

Not surprisingly, we see the highest levels of impact in the areas of strengthening individuals and organizations in the movement (a 3.0 average) due to the intensive efforts

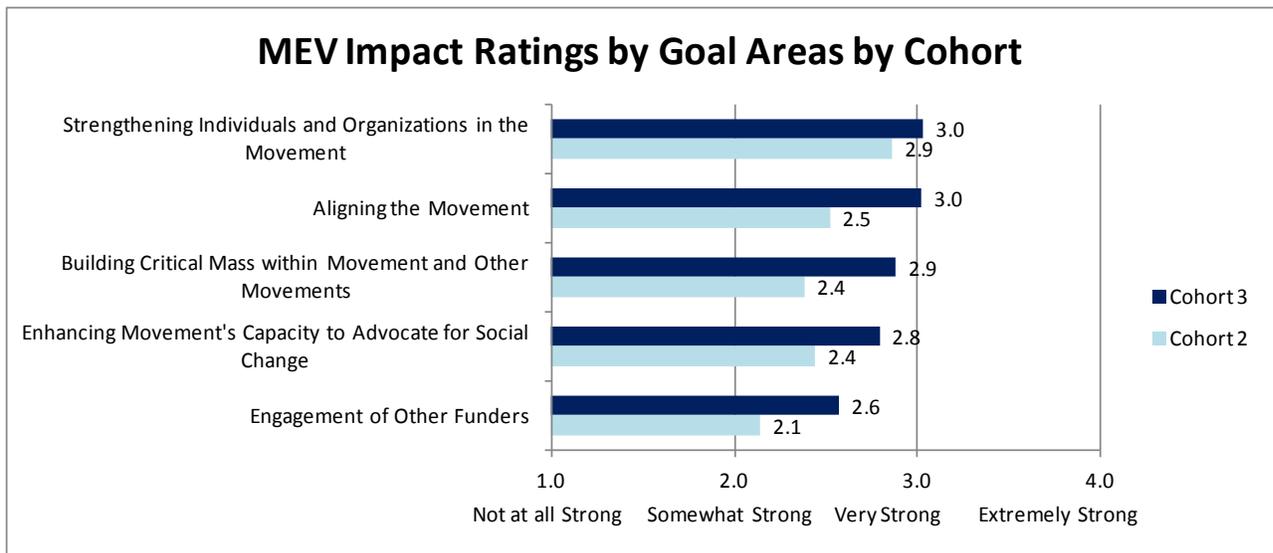
*The results suggest that MEV’s work with previous cohorts and movement makers’ efforts to engage the larger movement were visible and noticed by movement leaders prior to any formal engagement in the MEV Program.*

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<sup>11</sup> We do not present comparative MEV impact data have in previous reports because Cohort 1’s baseline ratings occurred *prior* to the MEV Program’s launch. Now, however we have data, which reflect the work of Cohorts 1 and 2 and the MEV Program.

among faculty, cohort members, and their organizations around Forward Stance, self-care, transformative leadership, and organizational development. Also notable are the equally high ratings for Aligning the Movement (3.0). This suggests that Cohorts 1 and 2’s efforts to engage the larger movement around the vision and pivots are having an effect on developing a cluster of leaders, collaborative efforts, unified vision, and shared critical analysis. Almost as strong are the average ratings for Building Critical Mass within the Movement and Other Movements (2.8) as well as Enhancing the Movement’s Capacity to Advocate for Social Change (2.8). We will explore the rationale behind these ratings in more details in the next few sections.

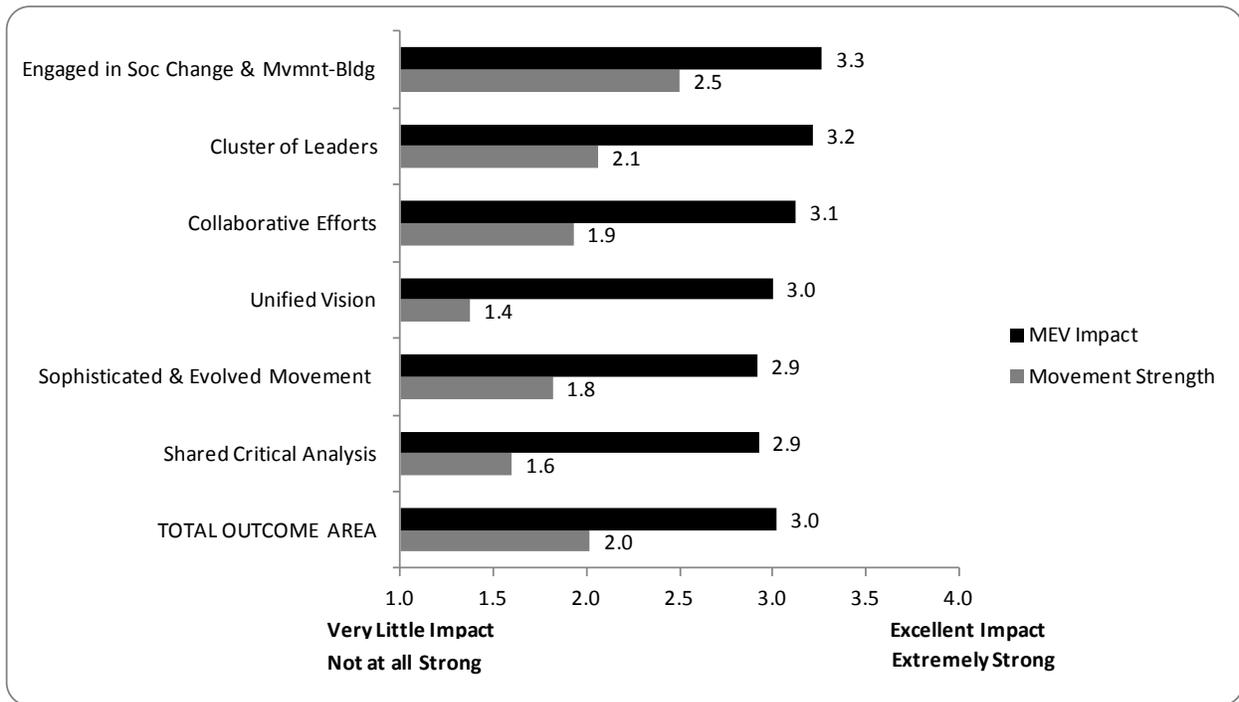
**Exhibit IV-5:**



## Aligning the Movement

MEV strives to facilitate the development of a common vision to end VAWG in the U.S. and to foster a deep commitment among promising leaders to pursue that path together. Additionally, MEV wishes to encourage and promote a critical race, class, and gender analysis of violence against women and girls. Exhibit IV-6 shows the average ratings that Cohort 3 members gave the six outcomes that are associated with aligning the movement in regards to the current strength of the movement and MEV’s impact.

**Exhibit IV-6:  
Average Current Strength Ratings for Aligning the Movement [updated]**



Generally, the members of Cohort 3 felt the current alignment of the movement was “somewhat strong” (2.0). Cohort 3 members felt that the weakest area of the movement was the presence of a “shared critical analysis,” which they rated between “not at all strong” and “somewhat strong” (1.6). Interestingly, the most highly rated movement strength in this area was a longer-term outcome: “engaged in social change and movement building” (2.5).

In terms of MEV impact, Cohort 3 members thought the MEV Program had the strongest impact on “engaged in social change and movement building” (3.3) and developing “a cluster of leaders committed to working together to end VAWG” (3.2). MEV was also seen as having “good” impact on the development of “enhanced capacities to build alliances and increase collaborative efforts” and “a unified and directional vision for the future of the movement.” In this goal area, a number of cohort members chose to not make impact ratings, stating that it is “too early to tell” (26 instances across six outcomes, two of which are longer-term). We present our findings from the

*Cohort 3 members thought the MEV Program had the strongest impact on “engaged in social change and movement building” and developing “a cluster of leaders committed to working together to end VAWG.”*

qualitative data below on (1) key outcomes rated particularly high or low in terms of MEV’s impact, and (2) issues that persist in the movement.<sup>12</sup>

### Aligning the Movement

<b>Outcomes Showing Strong MEV Impact</b>	
<ul style="list-style-type: none"> <li>• A sophisticated and evolved social change movement grows out of the Novo initiative: MEV Impact: 3.3 vs. Movement Strength: 2.5</li> <li>• A cluster of leaders committed to working together to end violence against women and girls: MEV Impact: 3.2; Movement Strength: 2.1</li> </ul>	
<p><b>State of the Movement</b></p> <p><i>“There is this group-think in the movement that’s gone way towards social services, and it’s lost any social change analysis it ever had.” [Lynn]</i></p>	<p><b>MEV Impact</b></p> <p><i>Across the country, people who are in the movement really think highly of Move to End Violence. They would like to get into a cohort and see it as a means to both personal growth, organizational growth and that MEV is going to be important to the movement as a whole... MEV has come out with very high credibility across the movement and is having a strong impact. [Ed]</i></p> <p><i>[The MEV Program] has tremendous potential to bring about change in how the work gets done, [who decides] what’s important, and who ultimately bubbles up as leaders within the movement. [ML]</i></p> <p><i>MEV so far has done a great job of identifying key leaders. The most impressive thing to me is...how brilliant all the people [involved] are. [Lynn]</i></p> <p><i>Nan has been bringing together people to talk for the past year, outside of Move to End Violence convenings. Coalition directors and other national leaders have been invited to these meetings. We’ve come and we’ve brought our staff and we’ve had these fascinating conversations. [Karen]</i></p> <p><i>When I heard Nicole talk about the work that she's doing and the places that she was going, and the people she was connecting with, and the type or the depth of the information that she was bringing back to the organization, it was really evident that she was changing. [Cristine]</i></p>
<ul style="list-style-type: none"> <li>• A unified/directional vision for the future of the movement: (MEV Impact: 3.0; Movement Strength: 1.4)</li> </ul>	
<p><b>State of the Movement</b></p> <p><i>“The true interlocking of arms moving forward. I haven't seen it yet.” [Cristine]</i></p>	<p><b>MEV Impact</b></p> <p><i>What resonates most deeply for me is the MEV vision statement that places marginalized women and girls at the center of its efforts and the desire to stand with the oppressed and fight injustice even in the face of resistance. .... I appreciate MEV’s recognition that sufficient influence comes from working with other social justice movements to bring the full power of justice to bear in ending gender based violence. [ML]</i></p>

<sup>12</sup> Note that cohort members’ quotes have been attributed to whether they were referring to the impact MEV (denoted as “MEV’s Impact) has had or their assessment of the current strength of the movement (denoted as “Movement Strength”).

### Outcome Showing Weaker MEV Impact and Movement Strength

- A shared critical analysis with an intersectional and aligned approach: (MEV Impact: 2.9; Movement Strength: 1.6)

#### State of the Movement

*“There's not enough space for those folks to be affirmed in that critical analysis either in their individual workplaces or in their professional settings.[Andrew]*

#### More on the State of the Movement

*My sense of the antiviolence movement is that it has not been incredibly collaborative. [It has had] incredibly siloed leadership and [been] pretty committed to a path and a history that isn't at all looking forward. It is also struggling to do the systems change level work that needs to happen. It is struggling because of their complete lack of desire to articulate a perspective that is more intersectional than it has been historically [Edith]*

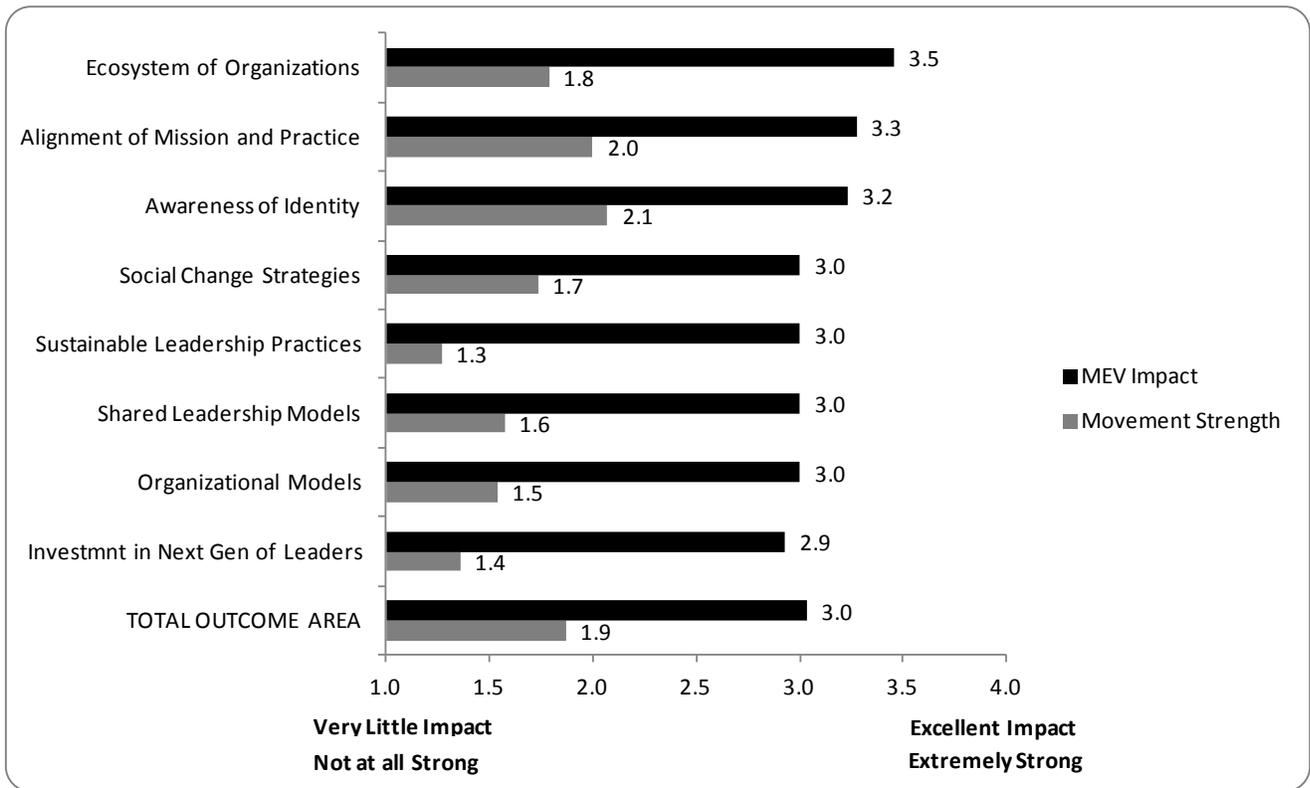
*How easy it is for us in our leadership roles to pay lip service to really broadening the movement. We're saying, 'We have members who are part of marginalized groups.' But we're really not creating opportunities for them to gain agency within the movement. That's the discouraging place where we are right now. [Karen]*

*To me where it's weak is: how do we close that divide? It's not going to happen from the women of color and native side. It's going to happen from the mainstream where they really need to step up and really do the self-reflecting. [Sandy]*

## Strengthening Individuals and Organizations in the Movement

MEV strives to promote a healthy, thriving movement by increasing the capacity of individuals and organizations to work collaboratively toward a common vision of ending VAWG through social change. The following chart shows the average ratings that cohort members gave the eight core outcomes that are associated with strengthening individuals and organizations in the movement.

**Exhibit IV-7:  
Average Ratings for Strengthening Individuals and Organizations**



On average, cohort members felt MEV has made “good impact” (3.0) on strengthening the individuals and organizations of the movement. Cohort members explained that this is mostly attributable to the focus on “the fundamentals” through MEV convenings, self-care workshops and organizational development. Additionally, some Cohort 3 members who are colleagues of MEV movement makers said they saw changes in their cohort peers after partaking in MEV, which caused them to report MEV impact. Upon reflecting on what they know of MEV, Cohort 3 said MEV has had “good impact” on “awareness of self and social identity” (3.2), “organizational capacity to think strategically and engage in social change strategies” (3.0), “sustainable and healthy leadership and professional practices throughout the movement” (3.0); “a shift towards collaborative, shared leadership models” (3.0); and “adoption of models to best advance organizational missions & organizing work” (3.0). Cohort members stated that MEV has had between “some” and “good impact” on encouraging organizations to adopt “models to best advance organizational missions and organizing work” (2.3). At the same time, because

cohort members have not fully started the organizational development, a number of cohort members chose “too early to tell” (37 times).<sup>13</sup>

**It is quite noteworthy that among the five highest of the outcomes in this area, that two of these five outcomes are *intermediate to long-term outcomes* (sustainable leadership and ecosystem of organizations). This speaks to the impact of MEV that was observed by Cohort 3, before their participation in MEV.**

### Strengthening Individuals and Organizations

#### Outcomes Showing Strong MEV Impact

- A thriving ecosystem of organizations working on ending violence: MEV Impact: 3.5; Movement Strength: 1.8
- Organizational capacity to think strategically and engage in social change strategies: Impact: 3.3 vs Strength: 1.7
- Organizations develop, understand, and align mission, vision, values and practice: Impact: 3.3 vs. Strength: 2.0
- Adoption of models to best advance organizational missions and organizing work: Impact: 3.2 vs. Strength: 1.5
- Enhanced awareness of self and social identity: Impact: 3.3 vs. Strength: 2.1

#### State of the Movement

*“I feel that we have more healthy leaders in our movement. More people who are in community and in collaboration and love.” [Jamia]*

*“I would say “not at all strong” because there’s a lot of silos. Some organizations are strong but we have not been benefited from collectivization of organizations.” [Q]*

#### MEV Impact

*Looking at the work on multiple levels—from domestic violence to workplace violence, to working with the unions to being social justice minded, I can see different types of partners really coming together and empowering individuals to really make it happen.[Quentin]*

*[Lovisa] talked about organizations really coming together to work together, ... We worked with Faith Trust Institute, where ML is from, and had their executive director and a representative from SWAN come to speak at a workshop that we organized. They talked about the commonalities between sexual assault in custody and detention, sexual assault in the military, sexual assault in religious institutions, and how there are so many commonalities in abuse [faced]. We had discussions the causes and what's being done about it....Those kinds of different groups doing very different work coming together is part of this. The SWAN connection with JDI came directly out of MEV. [Vivian J.]*

*What MEV did was [give my ED] access to some self-analysis and some leadership development. [Cristine]*

*Our vision, mission, practices align really well. But our vision is limited, and our missions are limited... I think a strength is that nonprofit organizations like ours always want to be mission-driven organizations. But if our mission is really limited and our vision is really limited, we could be very successful at being mission-driven, but not that effective.[ Karen]*

*To me [MEV's well-articulated mission is] a strength in terms of really informing the movement, really bringing together and cultivating thought leaders and finding folks whose mission, personal vision and organizational vision aligns with that. [Farah]*

*I felt very strongly that the program is really connecting that personal transformational leadership piece to the work that needs to be done...to larger leadership changes that*

<sup>13</sup> This goal area has the greatest number of outcomes (8), so it is not surprising that it also has the highest number of “too early to tell” responses.

*need to happen, so I really appreciate that look at personal and self towards a leadership vision that is really collaborative.[ Lorena]*

**Outcome Showing Weaker MEV Impact and Movement Strength**

- Sustainable and healthy leadership and professional practices throughout the movement: MEV Impact: 3.0; Movement Strength: 1.3
- Organizations with shared leadership and investment in the next generation of leaders: MEV Impact: 2.7; Movement Strength: 1.5

**State of the Movement**

*“The sustainable healthy leadership practices are not strong for our movement right now, regardless of what specific issue you work on. [Ariel]*

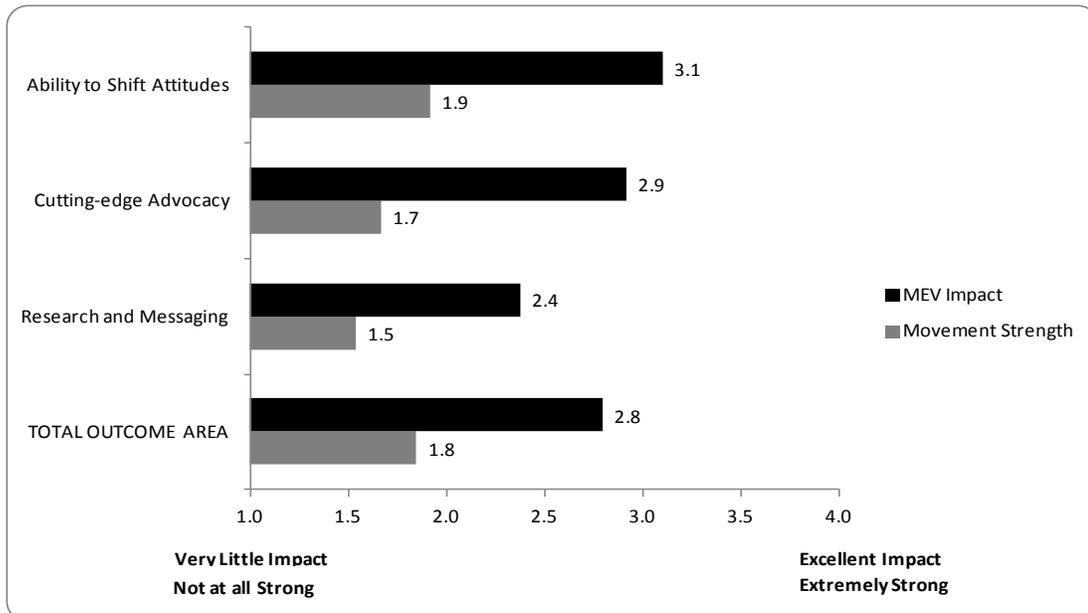
**MEV Impact**

*I've stayed sane because of the activism I've done to create long-term systems and social change. [But] I forget to breathe when I'm mad, angry, frustrated and tired. The deep breathing refocuses me on the personal power that keeps me driven and keeps me doing the work. Even the practice of Tai Ji has helped me with self-discipline in ways that I never expected....I feel like I can keep doing this work longer. The more we can breath deeply and do self-care without crashing and burning, then we have a chance of really building that beloved community, expanding our collective vision, and our collective work. [Sandy]*

## Enhancing the Movement’s Capacity to Advocate for Social Change

MEV strives to promote social change as a primary strategy for ending violence against women and girls in the U.S. and to enhance the capacity of the individuals, organizations, and the movement to understand and implement the most cutting-edge social change theories and tools available to bring an end to violence against women and girls. The following chart shows the average ratings that cohort members gave the three core intermediate outcomes that are associated with enhancing the movement’s capacity to advocate for social change.

**Exhibit IV-8:  
Average Ratings for Enhancing the Movement’s Capacity to Advocate for Social Change**



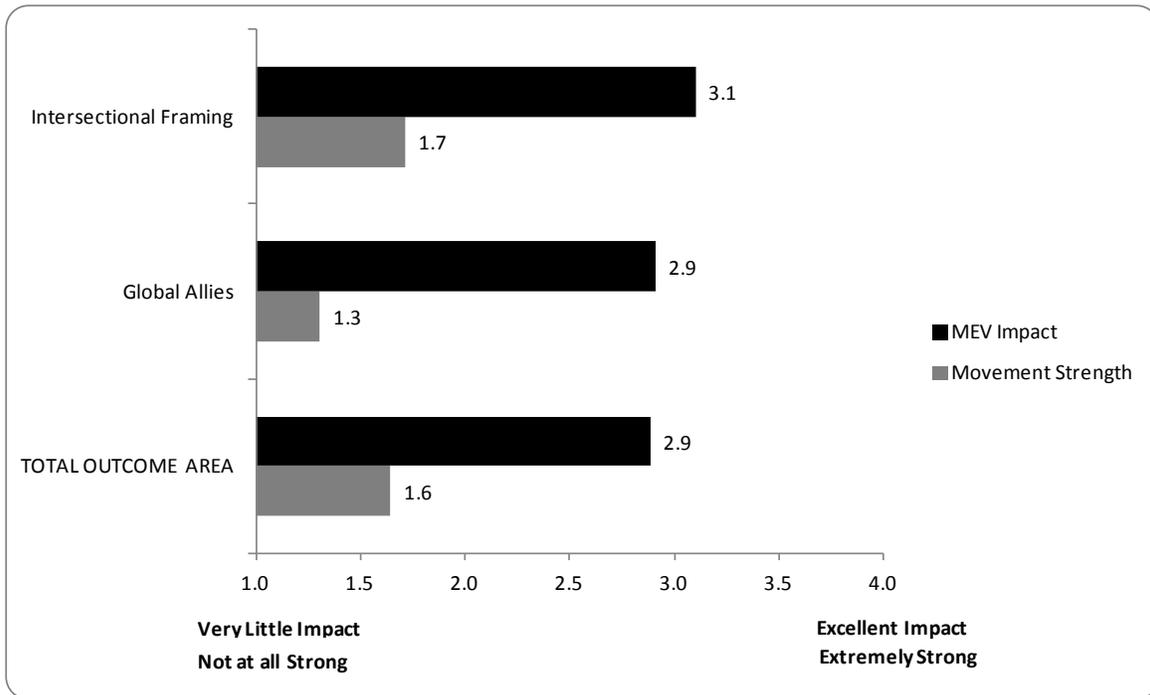
As shown above, Cohort 3’s average ranking across all outcome areas for this capacity area is 1.8, indicating that, as a group, cohort members view the movement’s ability to advocate for social change as between “not at all strong” and “somewhat strong.” In terms of MEV impact, cohort members assessed the impact level as mostly close to “good impact.” The cohort felt that MEV has made a slightly stronger impact on increasing “capacity across cohorts to gauge, target, and shift attitudes and behaviors related to gender-based violence” (3.1) and “knowledge of and capacity to use fundamental and cutting edge advocacy, organizing, and campaign tools and strategies” (2.9), than on supporting “effective research and messaging to inform social change efforts and support projects/campaigns” (2.4). That said, cohort members chose “too early to tell” (21 times) for these outcome areas. This was not surprising since the cohort has not yet engaged in formal work around enhancing the movement’s capacity to advocate for social change. Consistent with the wait and see attitude, cohort members did not offer reflect on this much in their interviews, although one member raised the question of how to engage service organizations in social change work:

*How do we reach out to these organizations and talk to them about the work they're doing as actually social change work, and not strictly providing service? They're making change. How do you engage ...your clients, your members? How do you engage them further in lifting up this work? That's where the not enough strong in my answers came from.  
[Vivian J]*

## **Building Critical Mass within Movement and Other Movements**

MEV strives to catalyze the leadership, vision, and strategies that will become the leading edge, embraced by a critical mass of the movement, by (1) fostering relationships and connections to allies doing innovative work to end VAWG outside the U.S., and (2) encouraging a more intersectional approach to the work and fostering cross-movement collaboration. The following chart shows how cohort members view the present state of the movement in respect to intersectional framing and global allies.

**Exhibit IV-9:  
Average Ratings for Building Critical Mass**



As shown above, Cohort 3, on average, reported that the current strength of the movement is between “not at all strong” and “somewhat strong” for this capacity area, though MEV is perceived as having good impact on “The issue of VAWG is framed in a more holistic, intersectional way” and “increased connection & engagement with allies outside of the U.S. & use of a global frame for ending VAWG.” Following are some observations offered by cohort members on the connection of MEV to these outcomes and the movement work:

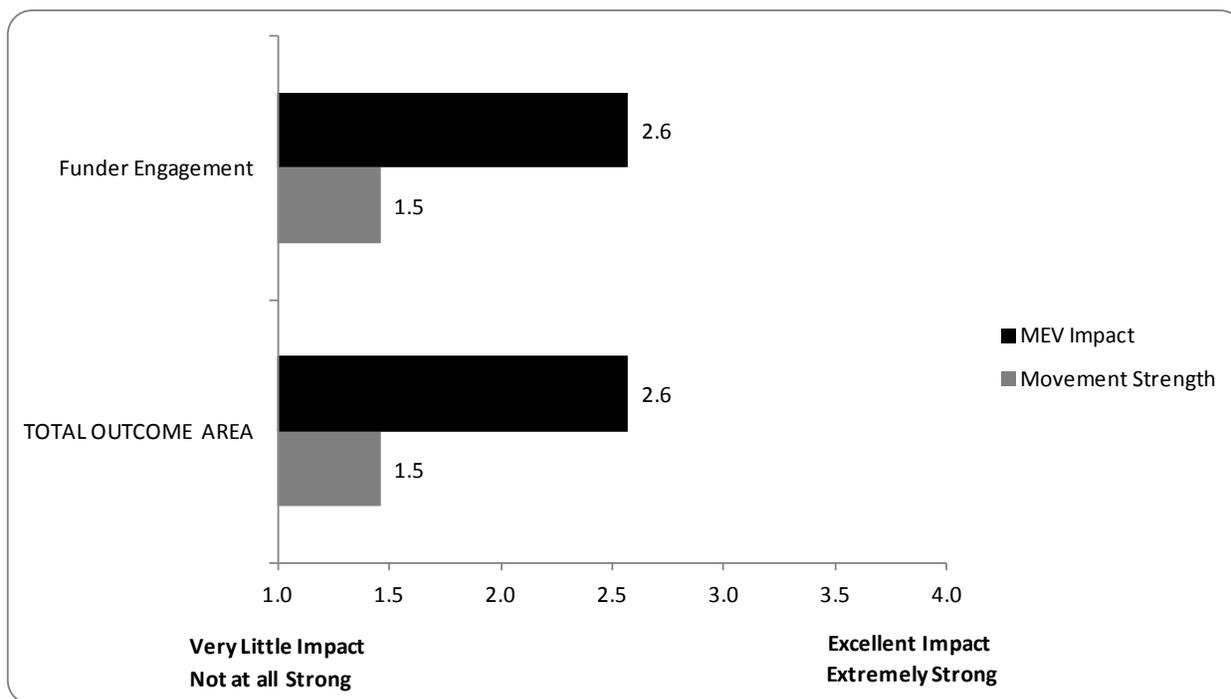
*I did some work with Heidi Lehmann when she was with the IRC, in Africa. To see her really [make connections with allies outside of the U.S.], and my knowing a little bit about IRC from my work with them around some of the issues around race, and I saw her really try to make an impact and implement things there. I see that MEV has had an impact. [Quentin]*

*I do feel like there are so many opportunities to build alliances and to work intersectionality. That intersectional approach, being really upfront about intersections around race and identity, and thinking through that lens is – was really powerful. [Lorena Estrella Q4 Baseline Interview]*

## Engagement of Other Funders

As a major goal of the MEV Program, NoVo staff have committed to developing a funder engagement strategy to inform and generate greater interest and investment in the social change work of the anti-VAWG movement. On average, cohort members ranked the current funding strategy as “somewhat strong” (1.5) and felt MEV has made between “some” to “good impact” on this capacity area. Note that quite a few cohort members thought it was too early to tell whether MEV had made an impact on funder engagement strategy (12 out of 20 instances). This area has been an ongoing area of concern and it is interesting to note that there is a 1.1-point difference between Cohort 3 members’ ratings of MEV’s impact versus the strength of the movement (1.5 vs. 2.6). Cohort 3’s positive ratings in this area may have resulted in part from having been selected into the MEV Program, and being sponsored by a major national funder.

**Exhibit IV-10:  
Average Ratings for Funder Engagement**



## Discussion

Overall, Cohort 3’s ratings of and reflections on movement strengths and the impact of MEV tell an interesting story. On the one hand, the ratings show a level of caution and conservatism (“there’s room to grow”). This likely reflects many factors at play, including: (1) cohort members’ limited exposure to MEV to comment on the full breadth and depth of the MEV Program; and (2) varying personalities and outlooks among the cohort. A number of cohort members have a “wait and see” attitude in assessing MEV’s impact.

One question that emerges from our findings on Cohort 3's positive ratings of MEV's impacts vs. more negative ratings of the movement strengths: if MEV is strong impacts on the key outcomes, why haven't the perception of the movement's strength in these areas improving? When might MEV reach a tipping point or critical mass to effect the strength and characteristics of the VAWG movement?

On the other hand, Cohort 3 leaders do appear to be taking note of the powerful impact of movement makers' work in (1) engaging the movement in courageous conversations around the vision/pivot and (2) tackling issues of race, class, power and privilege in the movement. We also heard comments regarding, the impact of the transformative leadership work, 60-40 and Forward Stances, OD work, as well as taking collective action to engage in social change work in the movement.

It is of note to highlight the cohort's consistently higher rating of MEV's impact relative to the movement strengths (an average of 1.3 points higher across all outcomes). This reflects their sense of hope and optimism for what MEV has already achieved and their potential contributions over the next year and a half. Finally and perhaps most significantly, Cohort 3's ratings of MEV's impact (as movement leaders/observers) were on average higher than Cohort 2's ratings (2.9 vs. 2.5). In the next chapter, we will continue the discussion of progress to date on bringing 3 into the MEV Program as well as the engagement of the MEV Program of movement allies the regional workshops and other activities.

## V. PROGRESS TO DATE AND RECOMMENDATIONS

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There is something about the alchemy of bringing it all together, rather than just doing a piece of it. I've never been in a place where it's safe to bring it all together at once, and I think that [MEV] is different and radical.

- Cohort 3 Member

In this chapter, we assess the progress that the MEV Program has achieved through key Cohort 3 start-up activities for Cycle 3. We are interested in how effectively Cohort 3 was onboarded into the MEV Program, how they perceive MEV fundamentals, MEV vision, and anti-oppression work. In addition to the baseline data presented in Chapters II through IV, we have also collected data on some key MEV activities—Convenings 1 and 2, regional workshops on Self-Care and Sustainability for Impact (SSI) and Anti-oppression, as well as the Self-Care Challenge. Overall, the data and feedback suggest that Cycle 3 is off to a very strong start.

### **Onboarding of Cohort 3**

#### ***Convening-Specific Feedback***

Coming away from the first two convenings, Cohort 3's feedback suggests that both gatherings were meaningful experiences in their first year of MEV. Most significantly, the movement makers' participation in these convenings have been conducive to building relationships and trust with the MEV Program, the MEV faculty/staff, and other cohort members—all of which are key ingredients to building a Beloved Community. Exhibits V-1 and V-2 provide summaries of the evaluation feedback to date and the extent to which key outcomes have been achieved through the first two convenings.

**Exhibit V-1  
MEV Convening Ratings: Trend Analysis by Cohorts**

4-point scales: strongly disagree to strongly agree, not at all to extremely helpful

	Cohort 1		Cohort 2		Cohort 3	
	C1	C2	C1	C2	C1	C2
<b>Convening Elements</b>	3.6	3.4	3.2	2.7	3.4	3.3
<b>Convening Outcomes</b>	3.4	3.6	3.2	2.4	3.5	3.5
<b>Convening Experience</b>	3.5	3.5	3.2	2.6	3.7	3.1
• The overall content of the convening was useful and relevant	3.9	3.7	3.4	2.9	3.6	3.4
• The facilitators and speakers were well informed	3.9	3.6	3.7	2.9	3.7	3.3
• The session methods were appropriate and conducive to my providing input and discussion	3.4	3.3	3.6	2.6	3.4	2.9
• The pace of the convening was appropriate and not too packed	2.4	2.9	3.2	2.3	3.4	1.9
<b>Overall Averages:</b>	<b>3.5</b>	<b>3.6</b>	<b>3.4</b>	<b>2.8</b>	<b>3.6</b>	<b>3.4</b>

Some key themes and findings from the convening feedback are:

- **Cohort 3’s positive ratings of the convenings are on par with Cohort 1’s ratings of similarly themed gatherings.** According to Cohort 3 members, the first convening either met or exceeded their expectations. Many of the cohort members were pleasantly surprised by how the convening deeply focused on and quickly built beloved community relationships. The members sensed that they have joined a program that uses non-traditional approaches to disrupt movement habits that breed competition, isolation and burnout. Cohort 3 members agreed that the MEV Cycle 3 programming has evolved to better meet the unmet needs and interests of movement makers.

Further, Cohort 3 members highly praised the mixture of (1) building upon what has been shown to work well (e.g., selection of “humble rock stars” aligned with MEV’s goals and vision, strong and explicit emphasis on building beloved community, forward stance, Tai Ji, “radical” self-care) as well as (2) experimentation and adoption of new elements (e.g., love letters, faculty fish bowl, emphasis on anti-oppression/liberation). All of these elements have been very well received by Cohort 3 members and put them on critical new pathways for exploration and risk taking.

- **Cohort 3 gained valuable skills and personal insights from the Rockwood Leadership training.** The evaluation feedback suggests that cohort members will apply many aspects of what they learned at the Rockwood training to address leadership challenges or courageous conversations. Following are some Leading Forward plan goals that cohort members identified:

- *I will work with Q to strategically develop leadership and revised job descriptions in service to MAP and my own self-care/work load. [Ed]*
- *My plan is focused on creating a workload for myself that is spacious and allows me to focus on 3-5 priorities rather than all the work that I'm carrying now. [Edith]*
- *I'm working with my partner on owning my voice and leadership with confidence, focusing less on detractors and critique, and refining my purpose and how my writing and speaking aligns with organizational leadership--and how to shift the culture in our movement around seeing these things as mutually exclusive. [Jamia]*
- *I will be working on having courageous conversations when I'm being forced to act outside of my purpose. [Ariel]*
- **Cohort 3's feedback also suggests that adjustments are needed in Rockwood's model to make the training appropriate for MEV Program value of liberation from oppression.** In particular, cohort members called for a deeper examination and analysis of race, class, culture, power and privilege, more sensitivity and support around experiencing of traumas intentionally triggered during the course of the training. Finally, the ratings and feedback suggest that the intense pace and lack of down time (the lowest of any ratings received—1.9 of 4.0) are challenges for many of the cohort members. A promising practice was the Rockwood trainers' willingness to be flexible in changing the agenda in response to feedback.

In terms of cohort members' broader takeaways from the convenings, their ratings of the desired outcomes, shown in Exhibit V-2, suggest that they experienced the convenings in powerful and transformative ways and the convenings largely hit their marks. For example, cohort members agreed that they generally felt grounded in the purpose and expectations of MEV, and they understood the importance of beloved community. They are already experiencing a deep sense of connection with fellow movement makers to the extent that these relationships will support them for a lifetime of activism. As noted earlier, cohort members also agreed or strongly agreed that they are becoming more grounded and connected in their personal vision and purpose, building leadership skills to effectively communicate, having courageous conversations, and developing strategies to become more resilient when triggered or facing adversity. Their knowledge of movement principles has increased their ability to explore their role and culture and vision of liberation in the movement.

**Exhibit V-2**  
**Achievement of MEV Outcomes**  
 4-point scale from strongly disagree to strongly agree

Convening 1 Outcomes (N = 18)	Avg
Understanding of the <b>importance of a beloved community</b> in this work and have begun to practice becoming a beloved community with cohort.	3.7
Better understanding and experienced the <b>principles and ways of transformational practices</b> and work that create impactful change from the inside out.	3.6
<b>Oriented/grounded in the purpose and expectations of the MEV Program</b>	3.5
Understanding of some principles of movement building.	3.5
Begun the work of discovering <b>roles in a movement of liberation</b> that ensures all girls and everyone can reach their full potential.	3.4
Cohort is cultivating a <b>vision of liberation</b> in which all girls and women are safe and valued and where all can reach their full potential.	3.3
Convening 2 Outcomes (N = 16)	Avg
<b>Reconnection</b> with MEV and fellow Movement Makers	3.9
<b>Deepened relationships</b> that will support a lifetime of activism	3.7
<b>Increased effectiveness</b> through communication, powerful feedback and courageous conversations	3.6
Insights as to the <b>impact of own leadership</b> on others	3.6
Stronger <b>connection to purpose and vision</b>	3.4
Enough of an understanding to <b>prepare for the next phase of MEV</b> (Forward Stance workshops & Convening 3 in South Africa)	3.3
<b>Increased resilience</b> in the face of challenge	3.3

**Feedback on MEV Fundamentals and Areas of Focus**

Cohort 3 members are providing extremely positive feedback on the key elements of the MEV Program. Exhibit V-3 below summarizes their reactions to the core MEV elements, how they have brought back learning to their organizations, and ideas and suggestions they have.

**Exhibit V-3**  
**Cohort 3's Feedback, Application of**  
**MEV Core Elements and Cohorts 1 and 2's Work**

MEV Core Element	Feedback and Suggestions
<b>Forward Stance</b> (60/40 and Tai Ji, breathing component)	<ul style="list-style-type: none"> <li>• 18 of 20 cohort members provided very positive feedback on Forward Stance including the 60/40 and Tai Ji component. Five have shared how they have taken these newly learned practices back to their organizations to incorporate in their daily lives. Examples include: Cristine and Sandy practicing Tai Ji together; Karen weaving 60/40 into her coalition work; and Edith reminding her staff of these practices as they enter meetings. Although many cohort members found Forward Stance to be very rewarding, four of the cohort members noted they would like to better implement the practices into their daily life. To do so, one cohort member encouraged MEV to make more explicit connections between Forward Stance and the need to politicize and connect Forward Stance to the historical context of indigenous resistance movements. Cohort members describe the impact thus far:               <ul style="list-style-type: none"> <li>— <i>If there wasn't a connection to a physical practice, [Forward Stance] would make no sense to me whatsoever. It would be completely abstract, and the fact that it is grounded in a physical practice, I have a daily reminder of it. Because I do the physical practice; I do the tai ji, and it reminds me. [Alexis]</i></li> <li>— <i>I was interviewing someone for a job candidate, and she had gone through several workshops through MEV, and we were talking about how she was sitting, and she said, "Yes. I now sit in a forward stance." I think before I was treating it as a metaphor and now I'm realizing that it is more than a metaphor." [David]</i></li> <li>— <i>60/40 for me is one of the best things that I am able to like learn and will walk away with in this program. [Edith]</i></li> </ul> </li> <li>• 7 of 20 provided positive feedback on the breathing component, and six have shared how they have taken this practice back to their daily lives. Examples include: Sandy who said the breathing work helped with self-discipline in a way she never imagined possible; David who is taking more time to think about the intentionality of his breathing during breaks; and Ed who practices breathing exercises in stressful moments. One cohort member describes how important the awareness and practice of breathing has become for her:               <ul style="list-style-type: none"> <li>— <i>I'm doing even more and am aware of my breathing. It's something we have to do to survive, but I will go all day or a couple days and I'll think, "I haven't even thought about breathing once;" and I'm feeling frazzled and crazy. [Patina]</i></li> </ul> </li> </ul>
<b>Self-Care</b>	<ul style="list-style-type: none"> <li>• 12 of 20 provided positive feedback on the Self-Care component, and six have shared how they are striving to take this practice back to their daily lives. Examples include: Alexis re-established monthly staff meetings in her organization and ensure that they focus on self care, Lorena is started the practice of taking time for herself in the mornings before going to work, and Karen is leaving work at the office over the weekend on top of her pre-existing self-care practices.               <p style="margin-left: 20px;"><i>I've been in this movement for 20 years. For most of those working unholy hours.... what I'm really trying to do [now] is make my self-care a top priority." [Karen]</i></p> </li> </ul>
<b>Beloved Community</b>	<ul style="list-style-type: none"> <li>• 15 of 20 provided positive feedback on the Beloved Community, however none of the cohort members have been able to take this practice back to their daily lives.</li> </ul>

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Along with her organization working on building a healthy work environment long before MEV, Karen noted the idea of beloved community will be added to the work they are doing. Two of the cohort members said they think beloved community will be challenging to incorporate into their daily lives and organizations. Ariel commented that her organization will need to see more concrete steps for reaching beloved community before there can be buy in.

- *As an organization that is a more mainstream organization – it's important to invest and put time and energy into building beloved communities. MEV is really nicely set up to help us connect and share and build trust and learn from one another. [Ed]*
- *[MEV was so] intentional and effective and doing what they said around building beloved community and doing the internal work. It was huge. It didn't feel like tiring work. I felt energized almost every day to come back and keep doing it. Edith]*
- *When you begin to think about community of faith, and how do you be true communities of love?... my survival is tied to your survival...How we build a movement that's truly based [in] that and get folks tied to the idea that it's a collaborative and not a competitive effort. [ML]*

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#### **MEV Vision**

- 16 of 20 provided positive feedback on the vision of Cohort 1 and 2 have shared how they have shared the vision with their staff. Examples include: Ariel, whose organization has already pivoted to a social change framework, and Karen who provided training and materials to one of her membership organizations that included the vision of MEV. A few cohort members had questions around the vision including: how the vision will play out in the future, the need for more concreteness around the vision, who has been included in developing the vision and who was not. Following is some illustrative feedback on the vision:
  - *I own it; I feel like it's such a compelling place to start a conversation about building a movement, and it helps people get on board easily and quickly. [ Alexis]*
  - *I found that that flexibility of the vision was very attractive to me, which showed me how I do the work as well as strategy. [Jamia]*
  - *They all really resonated and made sense, and thinking about how these three pivots work – I understand them in theory and I see why they're important to think about. [Now, the question is] how do we get there? [Lorena]*
  - *The written version of it you don't always see the connection, whereas on the wheel there's overlap. There's fluidity. So whenever I think about the vision, I don't think about that stuff that's in writing. I only think about that colorful wheel where people are moving from one area to the other. [ ML]*

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#### **Focus on Anti- Oppression**

- 17 of 20 provided positive feedback on the Anti-Oppression focus. A few cohort members shared their reflections on ways to proceed with the anti-oppression work. One member noted that liberation is understood differently by different people. Therefore, the definition of liberation needs to be created organically, together as a community. Another member voiced some concerns around not losing the gender lens in the liberation/racial justice conversations. Yet another cohort member wanted to make sure the conversations is broad enough to fully include and be relevant to Native American communities.
  - *An intentional naming of a critical race and an intersectional analysis is really incredibly important because I think the critiques of the criminal justice system –*

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who benefits from that and who doesn't—are real. [Andrew]

- This is really challenging the status quo was because a lot of times, we have fellow white activists, who may not know why black lives matter. It's important [for MEV] to be deliberate, [clear about the “why”] and uniting with that for clear reasons. [Quentin]
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## Cohort Connection and Cohesiveness

### ***Ongoing Informal and Formal Collaboration***

As noted in Chapter 3, Cohort 3 members appear to be strong networkers with multiple connections with others in the movement. Building on a strong foundation of relationships, they have quickly seized the opportunity to collaborate and learn from each other. Many of the exchanges were initiated by the cohort members themselves, including meetings over meals and meeting up at conferences. Following are examples of ways in which cohort members have been engaged in both informal and formal collaboration with each other and other movement makers to date since the first convening.

#### **Exhibit V-4: Informal and Formal Exchanges and Collaborations Among Cohort 3 Members**

<b>Type of Collaboration</b>	<b>Examples</b>
Informal Exchanges	<p><b>Informal local meetings</b>, on-going</p> <ul style="list-style-type: none"><li>• Alexis and Farah discussed self-care and anti-oppression work within the mainstream.</li><li>• Cohort members residing in Minnesota are keeping in contact with each other. (Cristine, Sandy, Ed, and Patina)</li></ul> <p><b>Email exchanges and phone calls</b>, on-going</p> <ul style="list-style-type: none"><li>• Many cohort members are regularly staying in contact with their Rockwood buddies (e.g., Ana and Quentin, Ariel and Maria, Cristine and Vivian H., Ed and Lorena, and Jamia and her buddy to prepare for a TED talk).</li><li>• Alexis and Karen have been using each other as a sounding board around staff relationships (ED's relationship to staff members)</li><li>• David has talked to Karen about her work in a mainstream organization and how they can incorporate the work of Cohort 2.</li><li>• Farah reported getting advice from Lynn on the timing of a campaign her organization wants to launch.</li><li>• Jamia has connected with Andrew to help him prepare for Huffpost Live.</li><li>• Other reported connections: Ed with Jamia, Quentin, and Andrew; Farah with both Andrew and Quentin; Jamia with Quentin; Patina with Alexis.</li></ul> <p><b>Connecting via Facebook</b>, on-going</p> <ul style="list-style-type: none"><li>• More than half the cohort members [13] noted they are connecting to cohort members through Facebook. Facebook is mentioned as one of the strongest and easiest ways to get to know each other, keep in contact personally and professionally, and show support for each other's work.</li></ul>
Formal Collaboration	<p><b>Collaborations outside of MEV work</b>, ongoing</p> <ul style="list-style-type: none"><li>• Andrew has connected to Vivian H. to do a training with the ABA.</li></ul>

Type of Collaboration	Examples
	<ul style="list-style-type: none"> <li>• David and Vivian J. were working on conference documents together for the National Sexual Assault conference.</li> </ul> <p><b>Collaborations related to MEV work, ongoing</b></p> <ul style="list-style-type: none"> <li>• David worked with Alexis to produce a podcast for his blog post.</li> <li>• Jamia and David have had conversations about launching a self-care media campaign.</li> </ul>

## Regional Workshops and Network Engagement

Starting in 2015, the MEV Program has an outward focus on supporting movement makers and their allies through regional workshops and network engagement activities. As part of this outward focus, MEV is supporting cohort members, movement makers and their allies to participate in regional workshops focused on Anti-Oppression, Forward Stance and Transformation, and Strategic Thinking. At the time of this report, MEV had supported three regional Anti-Oppression workshops.<sup>14</sup> In addition, MEV had supported a very successful 21-day Self-Care Internet Challenge. Each of these is described in more detail below.

### *Anti-Oppression Workshops*

SPR attended the Anti-Oppression Workshop in California and collected evaluations and faculty reflections from all three workshops. As illustrated by the outcomes highlighted in Exhibit V-5, the goal of the 2.5-day Anti-Oppression Workshops was to increase participant understanding of issues such as implicit bias, dominant cultural habits, and institutional and structural power, including how those issues influence them as individuals and their participation in the movement. A total of 31 participants responded to the evaluation: 13 percent were Cohort 1 and 2 movement makers, 23 percent were members of Cohort 3, and 66 percent were colleagues or allies of movement makers.

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<sup>14</sup> Of the three scheduled Forward Stance and Transformation Workshops, only one had been completed at the time this report was written. Given that these workshops were still in process, feedback will be included in the Final Report.

### Exhibit V-5: Ratings Summary of Anti-Oppression Workshop

N=31, 4-point scale from strongly disagree to strongly agree

Outcome Area	California (n=16)	Minnesota (n=7)	New York (n=8)	Overall Average (N=31)
Increased understanding of dominant cultural habits	3.8	3.7	3.8	3.78
Increased understanding of implicit bias	3.8	3.7	3.8	3.78
Increased awareness of U.S. History	3.8	3.6	3.8	3.75
Increased understanding of institutional and structural power	3.8	3.6	3.8	3.75
Increased understanding of modern racism	3.8	3.6	3.8	3.75
Increased understanding of the above factors on the movement	3.6	3.6	3.6	3.60
Enhanced ability to use storytelling to strengthen community	3.6	3.6	3.6	3.60
A greater sense of connection with potential allies interested in anti-oppression work	3.5	3.7	3.5	3.55
<b>Characteristics of respondents</b>				
Number of Cohort 1 and 2 Movement Makers	4 (25%)	0	0	4 (13%)
Cohort 3 Members	1 (6%)	4 (57%)	2 (25%)	7 (23%)
Friends/Allies	11 (70%)	3 (43%)	6 (75%)	20 (66%)

#### Key findings:

- Overall, the workshops were very successful with an average of 3.7 on a 4-point scale.** The highest ratings were for measures focused on shifts in content-related information and knowledge. Respondents were slightly less positive about the workshops' influence on their understanding of how anti-oppression issues influence the movement, their ability to use storytelling, and their connections to potential allies. There were some differences in the nature of participant comments across the different workshops. Participants in the Minnesota workshop rated the workshop slightly less positively than California or New York participants, and their comments tended to focus more on how the workshop helped them to connect to peers than on session content.

Finally, participants in all three workshops praised the quality of facilitation. Following are comments on the workshop overall:

*It was powerful to be in a space with allies, both local and from elsewhere in the state and country, who want to learn more about and do more of the intersectional/cross-movement work to deconstruct the dominant culture framework that so often has us working against each other rather than lifting each other up. I felt a strong sense of belonging and connection, and we need more of that if we are to do this very difficult work at the intersections.*

- California Participant

*I thought the whole workshop was valuable. The internalized inferiority/superiority section was very valuable... in addition to the ability to connect with all those amazing people.*

- Minnesota Participant

- **Participants generally viewed the explicit focus on race as important and valuable.** Although there was some initial resistance to focus exclusively on race in the California workshop, the evaluations show that by the end of the workshops, participants understood and valued the focus on race. In the Minnesota workshop, participants found the exercise on internalized oppression and superiority particularly valuable. Comments reveal that participants reflected on their own identities in powerful ways, though some white respondents were clearly still struggling to process the experience, their role as allies, and the implications of what they had learned for their work.

*Focusing explicitly on race felt very different than having it be ‘one of the many things’ we try to bring to our work. I wasn’t expecting that. As a strategy, it seemed to accelerate the learning and the capacity to go deep.*

- California Participant

*There were so many [aha moments]. I’ll just pull out one for an example—that only white people can be racist. Other people can be mean but not racist.*

- Minnesota Participant

*My relationships with people of color may be integral to how I see myself, but... no matter how much I talk about them and think about them, they are an improper shield against my white supremacy. The urge to be patted on the head for being a good white person is not a good one. No matter how much I think I get [racial oppression], I don’t live it and never will. I need to find and grow with white allies.*

- New York Participant

- **The inclusion of cohort alumni influenced the dynamics of the workshop.** The California workshop was the only one that included cohort alumni and the facilitator

reflection forms indicate that the perception of their role and contributions was mixed. On the one hand, the program alumni had invited allies and friends and had a strong investment in the workshop being a success. They often modeled responses for other participants by reflecting openly on their own experiences and helped to move the group along. There was a perception among facilitators, however, that alumni sometimes presented themselves as co-facilitators, which complicated the dynamics in the room. Note, however, this was not only program alumni: some allies and friends who were themselves facilitators did this as well. One facilitator wrote:

*At times, it was hard for a portion of the group to show up as participants rather than facilitators evaluating facilitators. There were numerous times when people would approach the training team and tell us what immediate direction we needed to go or they would openly voice this to the group... While in some cases this was polite, it undermined the training team's leadership.*

- Facilitator (reflection form)

Note also that although two-thirds of participants were not movement makers or cohort members, this varied by group. Less than half of the New York participants were “allies or friends” and one such respondent said, “*It was difficult and isolating to be part of this workshop as a non-cohort participant. I felt there was no one with whom I could debrief or process what I had learned.*”

- **Participants left the workshops eager to be further connected to MEV resources, tools, and a “community of practice” that could help them apply what they learned to their work and the movement.** Respondents asked for a workbook or talking points on how to bring the content back to their organizations and a community of practice where they could connect with peers and share resources. A number of individuals asked that the anti-oppression training be made available to all the staff at their organizations.

### Participants of the Anti-Oppression Trainings in California, Minnesota and New York



## Self-Care 21-Day Challenge

In October, MEV supported a very successful 21-day self-care challenge with more than 4,600 on the e-list. During the challenge, participants received daily emails with key self-care messages. A total of 202 individuals who took the challenge responded to the evaluation. Of those respondents, 58 percent heard about the challenge from a friend or colleague, 27 percent from the MEV listserv, 12 percent through social media, and nearly 15 percent from other sources. *Notably, nearly 9 out of 10 participants said that they would participate in another self-care challenge and that they would recommend participation to their friends.* An overview of survey responses on outcomes is highlighted in Exhibit V-6.

### Exhibit V-6: Ratings Summary of Self-Care Challenge

N=202, 4-Point Scale from strongly disagree to strongly agree

Outcome	Average Rating
Appreciation for relationship between self-care, sustainability, and impact	3.4
A deepened commitment to self-care	3.4
An enhanced personal practice of self-care	3.2
An enhanced organizational practice of self care	2.9
An engaging online community of self-care via social media	2.9

Below are some key findings pulled from a detailed analysis of survey comments.

- Respondents liked that the self-care challenge suggestions were specific, practical, and action-oriented.** Respondents felt like the suggestions related well to their life style and could be easily fit into their day. They also liked that there were clear examples illustrating how to carry out the exercise. Similarly, respondents noted that the suggestions, such as mindful breathing or staying hydrated, were quick and easy to do. However, they were also "thought provoking" and "engaging" despite this simplicity. Respondents also liked activities that incorporated humor,



encouraged creativity, and made space for self-reflection.

- **Being a part of the challenge legitimized self-care and made respondents feel that it was okay if they made time for themselves during the busy day.** Respondents said that they already knew that many of the suggestions were good ideas, but felt that getting the daily reminders encouraged them to make these a regular part of their self-care practice.
- **Some respondents who took the challenge with colleagues felt that it built a sense of community among coworkers and other advocates** since they were all taking it on together at the same time. Some respondents said that by encouraging each other to practice self-care, they felt they were changing organizational culture. There was a sense of accountability to the challenge created among coworkers, and even beyond to the larger group of people taking on the challenge. Feedback shows that respondents also appreciated that they could easily share their participation in the challenge with others, either through social media postings or just by forwarding on the email reminders.
- **Some respondents would have appreciated more in-depth activities or versatility given different work contexts.** Some respondents said that they already had a self-care practice and that some of the challenge suggestions were things they already did. For some respondents, certain tasks did not feel relevant to them or their job or else the tasks did not fit into their work schedules. For instance, several respondents said it was not practical to have "screen free" time or to participate in activities that involved leaving the office.

The survey also highlighted a number of areas for improvement, including a desire for the challenge to be longer and for it to include more concrete examples and a deeper explanation of self-care.

## Recommendations

Overall, it is clear that Cohort 3 members feel humbled to become a part of MEV and eager to advance the movement to end violence against women and girls. Aside from the feedback on their evaluations of Convening 2, they did not offer much criticism or recommendations for programmatic improvements in their baseline interviews.<sup>15</sup> Of the few recommendations, some echoed those previously offered by previous cohorts (e.g., the difficulty of bringing back new learnings and practices and embedding them into their organization).

- ***Be sensitive to activities that are triggering:*** Especially among those of the cohort who had experienced trauma, some (5) of the cohort members were sensitive to activities were triggering. A few (3) mentioned the "bowl of light"

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<sup>15</sup> These interviews occurred in August-September before Cohort 3 participated in Convening 2 in October 2015. Because the interviews occurred before the regional workshops which involved cohort organizations' staff members and allies (from October through November), the recommendations might have been different later because the workshops provided formal opportunities for cohort members to work and interact with each other.

exercise as the activity that was particularly triggering. These cohort members asked for more warning or preparation before the activity. However, in reflection, a couple of cohort members recognized why the activity was done that way and ultimately felt the cohort gained much from this experience.

- ***Provide more guidance on structure of time and support to continue to strengthen cohort interactions outside of the convenings:*** Some [6] cohort members recommended having more structure outside of the convenings in order to continue communication with Cohort 3 members and remain immersed in MEV work. Of those that wanted more structure, many felt that they needed to keep the momentum of the convening going. For example, several cohort member suggested setting up strategic, optional monthly calls, potentially organized by region, where cohort members can also check in with each other in person. Another cohort member wanted to ensure that not just individual cohort members are communicating, but that organizations as a whole are communicating with one another. This is particularly relevant as regional workshops help to build relationships across organizations.
- ***Balance between offering structured program/trainings and the flexibility to allow cohort members to go where they need to go.*** Six cohort member wanted faculty to continue balancing a structured program that build cohorts' leadership, movement building, and social change skills with letting the cohort do what they need to do: letting the path remain "more mysterious" and ultimately determined by the cohort leaders.
- ***Continue to have dialogue with cohort members around how MEV is supporting the development of intersectional analysis in the program and movement:*** Based on their understanding of Cohort 2's experience of deepening MEV's intersectional analysis within the vision, some cohort members [5] had expressed different perspectives and concerns. They want to ensure that the program is moving forward with the vision, liberation and oppression work "in the right way." For example, one cohort member was concerned about the possibility of Cohort 3 getting "stuck in the same way that Cohort 2 did." Others offered the following suggestions and reflections:
  - ***Expand those contributing to the MEV vision (who's voices are missing?):*** One cohort member encouraged the continued engagement of a broad set of voices involved in the development of the vision set forth by Cohort 1, asking, who was in the room and who was not in the room when creating that vision?
  - When discussing the liberation and oppression work by Cohort 3, one cohort member **cautioned against bringing a western model of liberation and oppression to women in South Africa** and wants to ensure it is a true learning exchange. Similarly, another cohort

member mentioned being concerned about imposing an imperialistic framework on African women.<sup>16</sup>

***Be aware of the framing and narrative set forth by #BLM of the criminal justice system:*** One cohort member strongly cautioned against the framing (of #BLM) of the criminal justice system. She urged efforts to increase understanding of the complexity and relationship of the criminal justice system to race. The tenor of the group conversation can make it hard for alternate perspectives to be raised within the larger group.

- ***Attention to different learning styles, particularly introverts' need for more space during the convening to process information:*** A few [3] of the cohort members requested more space during the convening to process information and more time to have conversations, pointing particularly to the “World Café” activity as some of their conversations felt cut short.
- ***Support more discussions around the expectations and work of Cohort 3:*** At least two cohort members recommend having more discussions on the expectations for Cohort 3. The discussions would not necessarily focus on program requirements, but rather the program’s motivations and hopes for their MEV and movement building experience, in addition to personal and organizational growth. Members would also like to have some conversations around particular topic areas, such as: Cohort 1's vision and the last girl; the political history of the movement and this work; incorporation of socioeconomic/class analysis to the conversation; and maintaining the gender as well as racial justice lenses at the center. Finally, one cohort member expressed the need to politicize and deepen Forward Stance in the history of this work in indigenous resistance movements, calling for a need to “*recover your body.*” This was not discussed deeply enough at the convening, as the cohort member explains:

*We are bringing to the dominant culture the new idea to create a revolutionary movement. That starts with your own body because [indigenous women's] bodies have been condemned to slavery, to displacement, to punishment.*

As noted, many of these recommendations pre-dated the regional workshops, which offered many opportunities for cohort interactions and dialogue with each other.

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<sup>16</sup> Convening 2, which occurred after the interviews, provided the opportunity to gather cohort members’ input for the international trip to Africa.

As we proceed into 2016, a major goal of the evaluation will be to continue reflecting MEV's outward focus to support the movement building work. To capture the impact of MEV on the larger movement, we currently have interviews planned with non-MEV movement makers in the final round of data collection. However, we have begun to co-design baseline surveys, event evaluations, as well as Movement Maker Action Surveys (see textbox.) In addition, we have created a framework to capture key outcomes of the Network strategy. Still needed are resources and opportunities to conduct: interviews with more movement makers/allies, in-person observations of key trainings and gatherings, and a movement-level survey to gain a more comprehensive picture of the movement connections, innovations, and activities beyond the MEV cohort members' perspectives.

**Movement Action Survey:** As a follow up to the meetings, SPR will administer a survey in the late Summer of 2016 to get a sense of how state coalitions and national partners are pushing out a change agenda, who and how many people they are engaging, the kinds of actions they are taking (e.g., along the Network Ladder of Engagement.), the challenges they are facing, and the successes they experienced.

In conclusion, it is clear that Cycle 3 of the MEV Program has launched smoothly with a dynamic group of movement leaders poised to transform themselves, their organizations, and the movement. At their disposal are MEV movement maker/alumni ready to harness their ideas, energy, and contributions.

We look forward to continuing this journey and exploring ways to capture the many facets and impact of MEV as it continues to evolve and make increasingly visible waves and ripples on the movement to end violence against women and girls.

## **Appendix A: Cohort 3 Love Letters**

# LOVE NOTES TO COHORT 3

*Dear Beloved Cohort 3,*

***Welcome to Convening 1 of Move to End Violence**, a program of the NoVo Foundation! Below you will find “love notes” from Move to End Violence to each of you. When read together, these love notes offer a small window into why we thought you 20, collectively, make up a phenomenal cohort of Movement Makers who will help realize the promise of a powerful movement for social change. We hope you enjoy this early glimpse into each other’s gifts and the depth of experience in the room.*

*With Love,  
The Move to End Violence team*



**ML Daniel:** Move to End Violence believes that engaging faith leaders is an important strategy for ending violence against girls and women, so we set out to find folks who are doing that well. We are grateful to find Faith Trust, which is at the forefront of this work, and in particular ML. We love that ML has followed her life’s purpose – and her calling-- to faith, transitioning from being a practicing lawyer to an ordained minister. This demonstrates both self-knowledge and risk-taking – two keys to powerful movement leadership. ML shows up as a thoughtful leader with a clear sense of her own vision for social change. She approaches this path with a spirit of curiosity, exploration, and a willingness and openness to engage in a collaborative way. At Move to End Violence, we see ML as a true Movement Maker because of her orientation to finding a third way. And, we love all the unexpected nuggets we’ve already discovered about ML – roller derby, anyone?



**Sandy Davidson:** To create the change we seek, our movement needs to expand beyond direct service to embrace strategies for social change. Sandy, in her role at Praxis International, is at the vanguard of this pivot, encouraging folks in the field to move in this direction. It is a privilege to have Sandy in the cohort to share how she approaches her work helping others engage in advocacy and social change. We loved learning that after attendance at Move to End Violence’s Movement Building Convening in December 2012, Sandy was intentional about integrating her learnings back into her organization and helping to push them out. We see Sandy as a strong networker and someone who has exponential reach--a key strategy to building a critical mass of movement leaders with the capacity to affect social change. In addition to our excitement of having her experience, work, and her brain in the cohort, we fell in love Sandy’s style and the beautiful way she shows up. She is humble, charming and funny-- and we are happy to have her heart and her spirit in the room!



**Cristine Davidson:** *Because Move to End Violence is committed to having a multi-faceted, diverse cohort that speaks to the most marginalized and keeps them at the center of our work, we believe it's critically important to have tribal communities represented with authenticity. Cristine's professional and lived experience in rural tribal community will offer rich perspective to the space. And we are delighted to have Cristine in this cohort because of the way she does the work--she is a believer and doer. Cristine is not just talk--she is a driver--she gets things done by implementing ideas into action. We look forward to having that go-getter energy in the space! Lastly, we are grateful for the gift that Cristine brings to this community: love. Cristine embodies love--both she and her best friends describe her as a lover--we look forward to experiencing her love in action.*



**Lorena Estrella:** *Move to End Violence believes that girls are the most undervalued resource in the world and our job is to unlock their potential, so having folks in the cohort who work with girls is a key element of our strategy. We are super excited to work with Lorena and Sadie Nash, given their dedicated emphasis on supporting the leadership and activism of girls. We experienced Lorena as someone who is thoughtful and self-reflective, seeking out every opportunity for growth, an orientation we LOVE and view as critical to transformation. We're eager to experience Lorena's gifts of art-making, as we sincerely believe in the arts as a vehicle to opening up our best ideas for innovative solutions. We hope Lorena will bring her creativity and fun-spirit into the space as a pathway to collective freedom of expression.*



**Alexis Flanagan:** *Move to End Violence believes the movement to end violence must pro-actively define and manifest the world we want to create and we need positive and strategic folks leading the way. Alexis and Hopeworks embody just that. Through her strategic leadership of an organization that proactively changed its name to reflect what is possible, Alexis demonstrates how a mainstream organization can shift to develop broader, bolder, social change movement stances. Alexis is a deep thinker, artistic soul, and strategic activist. She has a long career in the violence against women's movement, with roles at the state, local, regional level. In addition to her sharp mind, we love how Alexis embodies beloved community--her presence exudes warmth and compassion. We look forward to having her in the cohort space to help integrate hope and possibility into our approach to the work.*



**Ed Heisler:** *Move to End Violence believes that engaging men and boys is an important strategy to ending violence against girls and women. We believe that this movement is poised to grapple anew with the leadership of men in this movement and this cycle we sought Movement Makers with that exploration in mind. We are impressed by the way Ed does work with college young men with a commitment to both gender and racial justice. Ed not only theorizes about gender and race inequities, he applies a meta-analysis in how he does the work, who he hires, and with whom he partners. In addition to his intellectual capacity, we look forward to his openness to humanity, willingness to share and be vulnerable. We are also tickled by the many references to random dance parties; we have on our dancing shoes.*



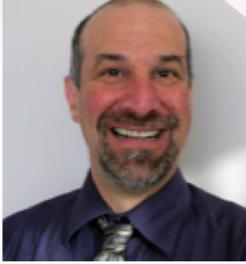
**Vivian Huelgo:** *Litigation is yet another powerful approach to creating change. Vivian H has years of experience as a prosecutor in the trenches supporting survivors of sex-trafficking. As a natural-bridger, at the American Bar Association Vivian connects lawyers with the tools and resources needed to advocate on behalf of survivors. Working across difference, Vivian has gone into a huge institution and created structural and systemic change, expanding the potential of this powerful organization. It is relatively easy to critique and tear down. We need folks like Vivian H who are willing and able to enter into institutions to act as change agents, building from within. A core source of Vivian H's strength is a lightness and positivity that create sustaining energy and make change possible. We are excited to experience her gift of exuberant enthusiasm.*



**Ariel Jacobson:** *Move to End Violence believes that gender-based violence is linked to a culture of domination and extraction. To end violence against girls and women and unlock their full potential, we must understand our relationship to economic justice. We are extremely excited to partner with Ariel and ROC to help strengthen that understanding and open new possibilities for how we approach our work – and with whom – in the future. Ariel's work of applying a gender analysis to the economic justice movement, exploring sexual harassment for low income workers, makes this a natural alliance and connection. We look forward to bringing her voice, experience and broad perspective in the space, in addition to her depth of experience with organizing and campaigning for justice. And, we are excited to see her bring out her creativity, through her musical and artistic background, as a member of our collective jazz ensemble.*



**Vivian Jojola:** *Vivian has a rich cross-movement background working on a variety issues, nationally and internationally (South Africa!), and using multiple approaches social change. We love the big view she brings to the table. We look forward to exploring the root causes of gender-based violence with her in light of Just Detention International's unique work on how gender based violence manifests as rape against men and boys. And we are hopeful that we can connect up with her colleagues in South Africa on our international exchange! Even with prison rape elimination as her day job, Vivian J sees the cup as half full. Vivian's optimistic and generous spirit makes her a warm and supportive powerhouse. We admire her approach of collaboration and embracing others humanity, and how that informs her work with survivors of prison rape. With her gifts of love and humanity, we want to sit next to her.*



**David Lee:** At this point in the arc of Move to End Violence, we are ramping up our efforts to connect with the critical mass of leaders in the movement who are ready and willing to move in a new direction. David's gift of networking and amplifying ideas has already positioned him as an important partner in reaching that goal. We are excited about the ways that David can connect with fellow Movement Makers, sharing the thinking and exploration of our community with other hungry leaders via the incredible platform he has created at PreventConnect. David embodies a culture of curiosity, embracing other people, exploring their unique offerings and contributions. He uses everything in his toolbox to help amplify and uplift the voices and expertise of others. In the room, we are also excited to have David share his deep expertise in the area of prevention.



**Patina Park:** Patina has a long history working with Native communities. Her depth of experience on historical trauma and its relationship between violence and other issues offers a true gift as we continue to develop a robust intersectional analysis and approach to this work. At a Move to End Violence Strategic Thinking workshop last cycle, Patina demonstrated her ability to engage with complex issues and ask sharp questions- creating an exciting energy among her collaborators. We love that Patina is willing to take risks and make the hard calls; she leans into challenges with all her heart.



**Maria Rodriguez:** Move to End Violence believes that what we are fighting for is much bigger than what we can achieve through the narrowness of silo'd causes or movements. To build the world we want, we need to understand our collective stake in liberation with folks who work on other complex issues and organize cross-movement. For that reason, we have always looked for brilliant organizers and activists in sister movements who are ready to partner to help build more powerful movements. We are excited by Maria's impressive membership-based organizing work in the immigration reform movement. She is someone who doesn't identify as being in the anti-violence movement, but recognizes the intersections of our issues and has a deep desire to develop a strong gender analysis to incorporate into her immigration reform work. We are excited by her energy, warmth, and can-do attitude. We loved her first funny e-mail to the group in which Maria invited us all to be joyful and silly. We appreciate Maria's willingness to share her gifts of authenticity and happiness, which are core components of liberation even in the midst of struggle.



**Ana Romero:** For this cycle, Move to End Violence is doing a deep dive on transformation for liberation and Ana's orientation to the violence against women offers a strong perspective on liberation struggles. We are excited to engage with Ana's theory and practice as we explore together. We appreciate Ana's 25 years of service and commitment to the violence against women movement. As a woman of color, Ana has played an important role within the mainstream movement helping to bridge to community based organizations and center the most marginalized. We look forward to Ana sharing her gift as a bridge-builder in our space, as we build beloved community across difference within the movement.



**Lynn Rosenthal:** Move to End Violence believes that an effective movement will employ multiple strategies for creating change, including policy and politics. Lynn brings her experience as the first-ever White House Advisor on Violence Against Women, informed by decades of service in the anti-violence movement at state and national levels into this room -- providing us with a rare vantage point on making change in America. One thing we love about Lynn is her orientation to life-long learning. She is known in the field as someone with real integrity who believes in deep listening, has an appreciation for multiple approaches to the work and is a genuine collaborator. Although she claims not to be funny, we adore her signature laugh and engaging smile. With this combination of traits, Lynn has the capacity to help shift the movement in a new direction.



**Edith Sargon:** Edith has organizing experience, political astuteness, and a knack for strategy developed across a range of issues. Edith offers us the valuable perspective of lessons learned and best practices gained from other social justice movements. We are eager to tap into her campaign experience as we explore strategies for creating change. In her current role at Wellstone Action, Edith has far reach as a capacity builder for a broad-base of social justice leaders seeking to create change. We adore Edith's go-getter attitude which feels kind and embracing of life in all that it has to offer. We experience her energy as, "try with all your might; arms and heart wide open."



**Andrew St. Ana:** Andrew's work on violence against the LGBTQ community offers us the opportunity to explicitly examine the root causes of gender-based violence and ensure that the world we are creating will be one in which every last person can live to their full potential. In addition, we are curious about Andrew's work to find alternatives to incarceration as demonstrated in his alternative program for youth offenders. As the movement grapples with the appropriate role of the criminal system, we are pleased to have folks who are exploring various possibilities and can help us to look for a third way forward. Andrew is a dynamic combination of smart and funny. We are energized by Andrew's spirit of joyful liberation and his revolutionary commitment to fun. We are honored to stand beside him in the Rebel Alliance of Jedi warriors waging love and justice.



**Farah Tanis:** In this current movement moment, Move to End Violence is striving to build an inclusive movement at the intersections of racial and gender justice where all women and girls are seen. Farah and Black Women's Blueprint's focus on black girls and women feels particularly critical in this movement moment where we are struggling to ensure that every last girl is valued. We appreciate Farah's creative exploration of a new way forward to liberation, one that is inclusive of transformation of self, organizations, movements, and of the world. We admire Farah's holistic approach to healing in the mind, body, and spirit so that people can be liberated. And we are excited for the connections between her work on truth and reconciliation and the international exchange we will have in South Africa.



**Karen Tronsgard-Scott:** One core strategy of Move to End Violence is to support the mainstream movement leaders who have the desire and capacity to shift and evolve the current power center to help create the movement we need -- and Karen is one such change agent. An early adopter of Move to End Violence, and an actively engaged partner to alumni and the Network, Karen's hunger for and commitment to change models the relationship we hope to have with a broader group of movement leaders. Not only does she have the drive to help build a powerful movement for change, she has respect in the mainstream movement and people are willing to join her on the journey. Karen is very thoughtful, self-reflective, and continuously works on her own personal growth and transformation as well as that of her organization. We've also really appreciated the sassy, playful attitude that accompanies this earnest pursuit and are grateful to have her sense of humor in the room.



**Quentin "Q" Walcott:** Move to End Violence believes that a key element of movement building is building a bigger we, and working across difference. The ways in which Q and his co-director openly and transparently negotiate race, gender, and other power dynamics within the movement is a true opportunity for us to explore models of partnership and male leadership in this movement. We value Q's approach to community-based organizing--meeting community folks where they are--seeking to transform bystanders, men and boys, and even batterers into allies and activists. In addition to his authentic and down-to-earth way of engaging men in the community, we are looking forward to seeing his poetic and creative side show up.



**Jamia Wilson:** Jamia is a prolific feminist writer and a thought leader with an extraordinary capacity to reach folks in this movement and beyond. She is a networking phenomenon who uses her access to advance the cause. We look forward to Jamia bringing her creative communications savvy and expertise into the space, helping us to think strategically about the role of communications in creating change. A humble leader who started out as youth organizer, she stays committed to young people's voice and leadership. We love the way Jamia described the professional working relationship she has with her 17 year-old boss at a youth magazine she writes for. The story revealed her authentic commitment to youth leadership and speaks to who she is at her core: humble, collaborative, and living into her commitments.