

Evaluation of the NoVo Move to End Violence Program

Cohort 3 Final Report



June 5, 2017

Prepared for:

Jackie Payne

Emily Cavanaugh

Move to End Violence Program

Authors:

Heather Lewis-Charp

Daniela Berman

Zeneva Schindler

Castle Sinicrope

Savannah Rae

This page intentionally left blank for double-sided printing.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
Reflections on the MEV Program	1
MEV Program Outcomes	2
Lessons Learned and Implications for Moving Forward.....	4
Recommendations for Cohort 4.....	5
I. INTRODUCTION	7
Overview of MEV Program	7
About the Evaluation	8
Data Sources.....	12
Overview of the Report.....	13
II. REFLECTIONS ON MEV PROGRAM DESIGN AND IMPLEMENTATION	15
Major Shifts in the Design of MEV Program Structure from Cohort 2 to Cohort 3	15
Summary of Convening Evaluation Ratings	21
Interim Work.....	21
Summary of Adaptations	23
Major Adaptations Made in Response to Cohort 3 Feedback.....	23
Feedback on Adaptations.....	24
What Worked Well in the MEV Program Design and Implementation	27
What Was Challenging in the MEV Program Design and Implementation.....	32
III. PROGRESS TOWARDS OUTCOMES.....	37
Individual Outcomes	37
Organizational Outcomes	40
Cohort Outcomes	41
Signature Work: Making Space for Critical Conversations.....	43
Network Outcomes	44
Connections Among Cohort 3 Members.....	45
Connections to MEV Alumni.....	50
Program Outcomes	54
IV. LESSONS & IMPLICATIONS FOR MOVING FORWARD.....	61
Lessons on Movement Building.....	62
Recommendations for Cohort 4.....	66
Conclusion	67
 APPENDIX A: LIST OF INTERVIEW RESPONDENTS.....	69
APPENDIX B: COHORT 3 FINAL INTERVIEW PROTOCOL.....	70
APPENDIX C: SUMMARY ASSESSMENT OF PROGRESS TOWARDS TARGETED OUTCOMES.....	72

TABLE OF EXHIBITS

Exhibit ES-1: Cohort 3's Informal Exchanges From Baseline to End of MEV Program.....	3
Exhibit ES-2: Cohort 3's Formal Collaboration From Baseline to End of Program.....	3
Exhibit ES-3: Assessment of Impact of MEV Program Over Time by Cohort.....	4
Exhibit I-1: MEV Program Logic Model.....	9
Exhibit I-2: MEV Outcomes Tracked	10
Exhibit II-1: Overview of Intended Design Changes for Cohort 3.....	15
Exhibit II-2: Original Cohort 3 Roadmap	17
Exhibit II-3: Overview of MEV Convenings	18
Exhibit II-4: Multi-Convening Ratings Summary by Cohort	21
Exhibit II-5: Examples of Adaptations to Program Design	23
Exhibit II-6: Feedback on Proposed and Realized Adaptations	24
Exhibit II-7: Feedback on Program Elements	27
Exhibit II-8: Feedback on Challenging Program Elements.....	32
Exhibit III-1: Individual-Level Impacts	37
Exhibit III-2: Organizational-Level Impacts	40
Exhibit III-3: Individual-Level Impacts	41
Exhibit III-4: Cohort 3's Informal Exchanges From Baseline to End of MEV Program.....	47
Exhibit III-5: Cohort 3's Formal Collaboration From Baseline to End of Program.....	47
Exhibit III-6: Examples of Formal Collaborations Among and Across Cohort 3 Members	48
Exhibit III-7: Development of Cohort 3's Informal Connections with MEV Alumni	52
Exhibit III-8: Development of Cohort 3's Formal Collaborations with MEV Alumni	53
Exhibit III-9: Assessment of Movement Strength Over Time by Cohort	55
Exhibit III-10: Assessment of Impact of MEV Program Over Time by Cohort	57
Questions for Consideration.....	66

Executive Summary

In 2015, Cohort 3—also known as the “love” cohort—joined the Move to End Violence (MEV) Program. Building upon Cohort 1’s vision and Cohort 2’s critical analysis of race, class, power and privilege, Cohort 3 engaged in deep critical conversations that pushed the edges of their collective comfort zone, all the while remaining in Beloved Community.

This Cohort 3 Final Evaluation Report presents the findings from Social Policy Research Associates’ (SPR) comprehensive review and analysis of Cohort 3’s experience, their feedback on the MEV program design and implementation, the outcomes achieved, and key lessons and implications for moving forward. Key research methods included: document review; convening observations; interviews with 20 cohort members and three primary faculty members, and pre-and-post surveys which capture outcome impact assessments and social networking among cohort members.

Reflections on the MEV Program

Although many programmatic design elements of Cohort 3 were consistent with those of Cohort 2, Cohort 3 did have a considerably different experience than earlier cohorts, both by design and due to midstream adaptations. The overall design of the Cohort 3 cycle was shaped by the experiences and feedback of prior cohorts, MEV faculty, and NoVo staff. Several key design changes were implemented to build upon the experiences of alumni and to incorporate previous program-related feedback. Program design changes included: (1) an increased focus on relationship building; (2) the inclusion of regional workshops designed to build core competencies among cohort members and organization staff; (3) a shift in convening design, including a larger focus on integrating Cohort 3 with other Movement Makers; (4) earlier introduction of organizational development coaching and work; and (5) a shift back to attendance of Rockwood Art of Leadership training as a cohort.

In addition to these intended adaptations, major adaptations were made throughout the cohort cycle based on feedback from Cohort 3 members. This feedback largely centered around the desire for more spaciousness and more opportunities to engage in courageous and critical conversations. The primary adaptations included: 1) the creation of space at Convening 5 for a day-long courageous conversation around Indigenous invisibility and anti-Blackness; 2) additional spaciousness during convenings and Rockwood Art of Leadership training; 3) conversations about adaptation to the dependent care travel policy; and 4) the creation of spaces to reflect and heal from current events during convenings. Cohort members overwhelmingly saw these adaptations as successful and meaningful to their MEV experience.

Cohort members’ reflections on the programmatic elements of the Cohort 3 cycle were generally very positive. They expressed deep appreciation for the thoughtfulness with which components were implemented and for the effect these had on individuals and their organizations. The summary table below highlights elements that cohort members identified that worked well in addition to challenges in their MEV experience.

Cohort Reflections (N=20)	
☑ WHAT WORKED	☒ CHALLENGES
<ul style="list-style-type: none"> • Building beloved community • Cohort length and diversity • Role and integration of the faculty • Organizational coaching • Communication with the broader community through regional workshops and webinars 	<ul style="list-style-type: none"> • Creating meaningful connections across cohorts • Integrating MEV into organizations • Lack of transparency within MEV about funding and leadership opportunities • Understanding the role and work of Resonance • Realizing the social change pivot

MEV Program Outcomes

For Cohort 3 members, the impacts of the MEV program were far-reaching and multifaceted. Findings are discussed below in terms of individual, organization, cohort, network, and program level impacts:

- **Individual Outcomes:** Overwhelmingly Cohort 3 members felt that the MEV program had a significant impact on them as individuals. Three key areas of individual impact emerged from cohort interviews: 1) cohort members gained a better understanding of and felt a deeper sense of belonging within the larger movement; 2) the strong emphasis on relationship building in Cohort 3 represented an individually transformative experience; and 3) cohort members gained increased confidence in their own leadership and ability to engage in self-reflection.
- **Organizational Outcomes:** For many Cohort 3 members, incorporating MEV into their organizations represented an ongoing and sometimes challenging process. However, despite these challenges, three key areas of organizational impact emerged: 1) alignment of organization with MEV values, vision, and mission, 2) shift towards organizational focus on movement building and social change, and 3) increased intra-organization collaboration and solidarity, stemming in part from a shared movement identity.
- **Cohort Outcomes:** Cohort 3 built upon and extended the work of Cohorts 1 and 2. Cohort 3 members saw themselves as extending Cohort 1's cultivation of shared vision through beloved community, while also integrating the critical and intersectional lens that was so central to Cohort 2's analysis. Cohort 3 members identified three key outcomes of their cohort: 1) building trust and engaging in critical conversations, 2) articulation and naming of shared values, and 3) strengthening the movement narrative.
- **Network Outcomes:** Overall, the networking data show critical shifts in the strength of informal and formal exchanges (see Exhibits 0-1 and 02 below). Like Cohort 1 and Cohort 2, over the course of their MEV experience, Cohort 3 transformed from disconnected groups and individuals to an interconnected and strengthened network. Consistent with previous cohorts, there was a multi-fold increase in connections.

Informal network connections expanded from 11% of all possible connections to nearly 60%. In the formal network, ties among cohort members increased from 7% to 26%. Reflecting on their two years in the MEV program, Cohort 3 members reported formal collaborations with all MEV alumni except one. Not only did the breadth of Cohort 3 connections with MEV alumni expand, but so did the intensity of connections—22 of the 33 MEV alumni were identified as formal collaborators by three or more Cohort 3 members during their two years in the program.

Exhibit ES-1: Cohort 3's Informal Exchanges From Baseline to End of MEV Program

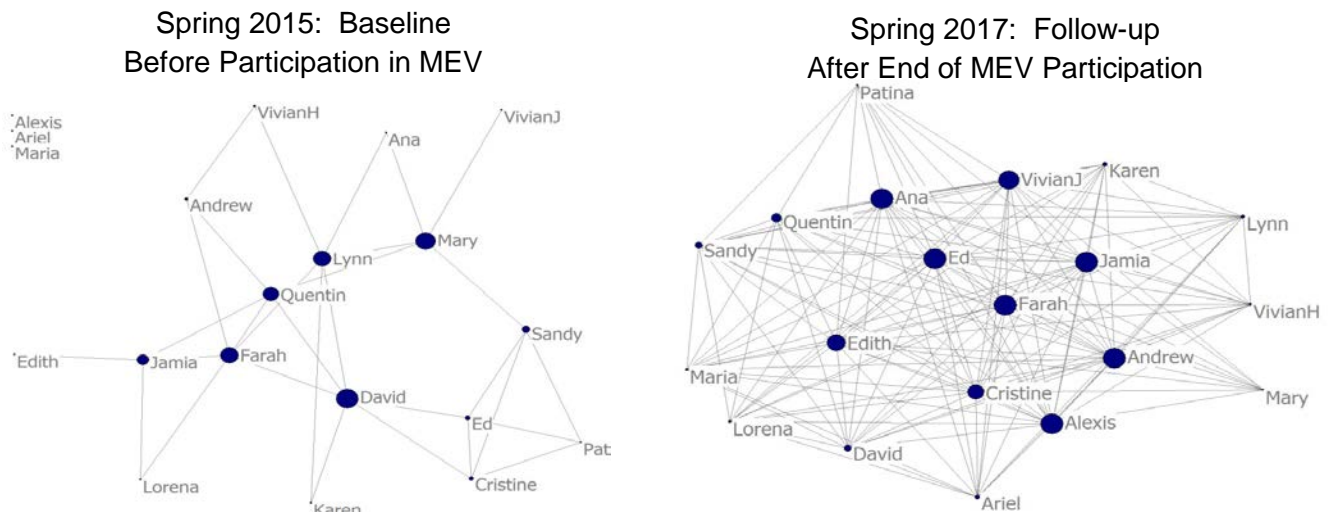
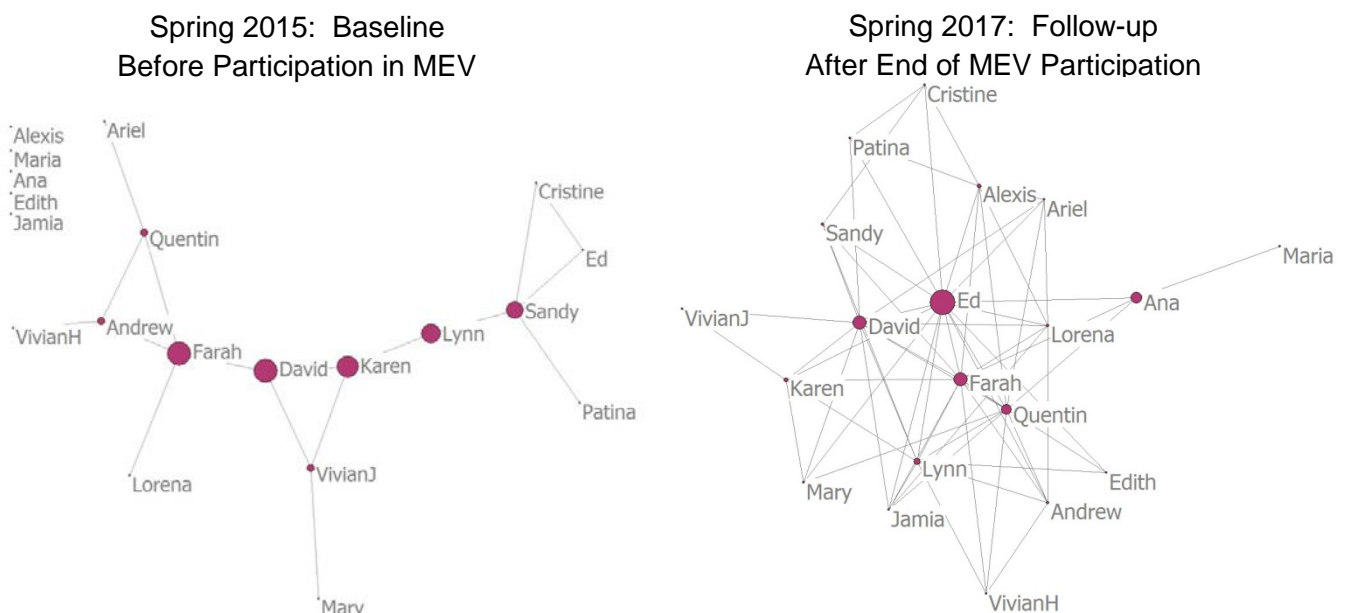
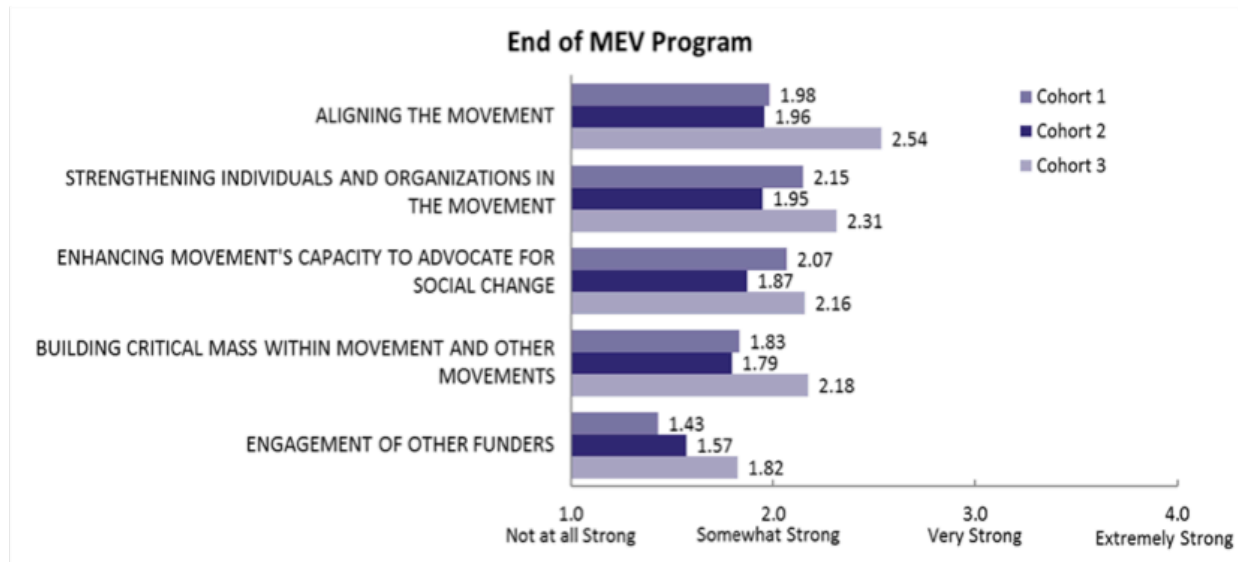


Exhibit ES-2: Cohort 3's Formal Collaboration From Baseline to End of Program



- **Program Outcomes:** As shown in Exhibit ES-3, Cohort 3's ratings of the impact of the MEV program were generally higher than for Cohorts 1 and 2.

Exhibit ES-3: Assessment of Impact of MEV Program Over Time by Cohort



- Cohort 3 indicated that MEV had made significant contributions in aligning the movement, and they ranked MEV's contribution higher than any of the previous cohorts.
- Cohort 3 members both came into and left the MEV program believing that it was making a good impact on the capacity of individuals and organizations.
- As was true of Cohort 2, at the end of their experience, Cohort 3 members were more critical and skeptical of MEV's influence building on the capacity of the movement to advocate for social change than they had been at the beginning of their experience.
- The area of greatest growth for Cohort 3 was the influence of MEV on building a critical mass within the movement and other movements.
- As was true of previous cohorts, MEV's engagement of funders was viewed as the weakest of the three outcomes, though cohort members rated it more positively than when they began the program.

Lessons Learned and Implications for Moving Forward

The following are key lessons that emerged from Cohort 3's experience:

- *Lesson 1: Relationships are critical to building beloved community, and they cannot be short-changed.*
- *Lesson 2: Building alignment within the movement does not mean that Movement Makers need to share a common destination.*

- *Lesson 3: Spaciousness is achievable and is crucial to supporting breakthrough conversations.*
- *Lesson 4: Co-creation and power sharing are muscles that take time and trust to develop.*
- *Lesson 5: Racial equity and liberation is a fundamental cornerstone for the Move to End Violence.*
- *Lesson 6: Movement Makers are eager to re-center the conversation on gender-based violence and gender justice.*
- *Lesson 7: In order to mobilize for shared goals, cohorts need better information on what each member can contribute.*
- *Lesson 8: The movement and the broader domestic and sexual violence field are ready to be engaged more broadly by MEV.*
- *Lesson 9: Movement habits are best addressed through transparency and consistency.*

Recommendations for Cohort 4

Cohort 3 members were overwhelmingly positive about the core design features of MEV, including the cohort structure and the length of the overall cohort experience, as well as the structure and sequencing of convenings. When asked to reflect on what changes or enhancements they would like to see for Cohort 4, Cohort 3 Movement Makers identified the following:

- Continue to promote leadership and the voices of those who are at the margins of the violence prevention movement.
- Deepen practical support to enhance organizing and engagement in social change strategies.
- Create more spaces for cross-cohort interaction and exchange earlier in the cohort experience.
- Enhance possibilities for collaboration by sharing more about the work of cohort members and their organizations.
- Introduce Resonance and the plans for post-MEV engagement earlier in the cohort experience.
- Use more of a “menu” approach to providing leadership and organizational coaching.
- Increase transparency, particularly about funding and leadership opportunities.

In conclusion, as MEV enters the last four years of its 10-year initiative, the care, dedication, and love that has been put into the program by staff, faculty, and cohort members has yielded returns on multiple levels. MEV alumni have been engaging in broader movement conversations about self-care, racial equity, Forward Stance, and the importance of addressing root causes of violence. The program has brought to the forefront voices that have historically been

marginalized in the movement, helping to make visible the work of women of color, Indigenous women, young women, men, and those in allied movements. In turn, they have helped build movement leadership that is more diverse and that is willing to push the envelope on how to address key challenges facing the movement.