Move to End Violence

Final Report

Written By
Heather Lewis-Charp
Laura Pryor
Mahika Rangnekar
Savannah Rae

April, 2020
# TABLE OF CONTENTS

## I. INTRODUCTION

The MEV Program .................................................................................................................. 1
Overview of Cohort 4 .............................................................................................................. 6
Overview of the Report ......................................................................................................... 8

## II. REFLECTIONS ON MEV PROGRAM DESIGN AND IMPLEMENTATION

Overview of the Cohort 4 MEV Program Design .................................................................. 9

- Convening 1: Orientation to MEV Movement Building, Self-Care, Beloved Community (Santa Ana Pueblo, New Mexico) ............................................................. 10
- Convening 2: Liberation & Equity (Asheville, North Carolina) ........................................ 11
- Convening 3: Transformational Leadership Development (Los Angeles, California) ........... 12
- Convening 4: International Learning Exchange Mesoamerica (Guatemala) ....................... 13
- Convening 5: Movement Building for Social Change (Montgomery, Alabama) .................. 14
- Convening 6: Cross-Cohort Convening (Aptos, California) ............................................ 14

Cohort Feedback on MEV’s Structures and Supports ........................................................... 16
Feedback on MEV Curriculum & Convening Structure ....................................................... 16
Organizational Development Support and Workshops ....................................................... 24
Conclusion ............................................................................................................................... 32

## III. OUTCOMES

Stories of Impact ..................................................................................................................... 33

- Individual-Level Impact ...................................................................................................... 33
- Organization-Level Impact .................................................................................................. 39
- Movement-Level Impact .................................................................................................... 42

Building the Network ............................................................................................................ 46
Connections Among Cohort 4 Members .................................................................................. 47
Conclusion: Joint Action on Philanthropy Letter .................................................................... 51

## IV. LESSONS & IMPLICATIONS FOR MOVING FORWARD

Lessons on Movement Building ............................................................................................ 53
Recommendations for Cohort 5 ............................................................................................ 58
Conclusion ............................................................................................................................... 60
I. INTRODUCTION

You, Cohort 4, are our dream come true. — Cohort 1 member, at Convening 6

In January 2018, the 21 members of Cohort 4 came together for the first time as participants in the Move to End Violence (MEV) program. Cohort 4 was the first MEV cohort to consist of all women of color and to include transgender Movement Makers. Cohort 4, in the words of one Alumni Movement Maker, was a “dream come true,” in part because their selection signaled a broader recognition (long espoused by the MEV program) that movements to end violence against girls and women cannot progress without centering the leadership of those that are most impacted by violence. It was a recognition that, as movement leaders who operate within multiple systems of oppression, Cohort 4 members were uniquely positioned to see and understand “the impact of problems that threaten all our humanity, and for leading the whole of humanity toward solutions and alternative futures.”

With the completion of organizational development work in June 2020, Cohort 4 will reach the end of its time as a cohort and transition into the role of alumni Movement Makers. Building on the evaluation data gathered from January 2018 to December 2019, this report presents the findings from MEV’s evaluation partners, Social Policy Research Associates (SPR), of Cohort 4’s experience, their feedback on the MEV program design and implementation, the outcomes achieved, and key lessons and implications arising from their experience.

In this chapter, we provide important context for Cohort 4’s experience by describing the MEV program and how it evolved over the course of Cycle 4 and providing more details about the cohort itself. See Appendix A for more details on the evaluation, including our research questions, evaluation framework, and the data sources for this report.

The MEV Program

MEV is a 10-year initiative of the NoVo Foundation, designed to strengthen the collective capacity of movements to end gender-based violence in the United States. The program is guided by five interconnected and mutually reinforcing fundamentals: (1) beloved community, (2) liberation and equity, (3) transformational leadership development, (4) organizational development, and (5) movement building for social change. Through these fundamentals, the program seeks to make

deep investments in and have an impact at the individual, organizational, and movement levels in order to promote strong, innovative, and sustainable movements to end gender-based violence.

To this end, the program endeavors to provide an intensive and holistic two-year experience to five cohorts, each of which is connected to and builds upon the work and experiences of preceding cohorts. Over the life of the program, as many as 100 individuals from a wide range of organizations will have participated in this cohort experience. Core elements that continue to be the hallmark of the program since its beginning are: six 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 for openness and sharing with members of the broader community.

Although these cornerstones of the program have not changed, MEV has evolved as the program has gotten clearer on how to support women of color leadership to create lasting change, and responded to Movement Maker feedback and shifts in the broader movement and society. The evaluation has documented these shifts over time to understand how a program like MEV can best support individual and organizational transformation. Over the course of Cohorts 1, 2 and 3, there were significant shifts in programmatic elements. For instance, in response to Cohort 2’s advocacy, MEV expanded its intersectional analysis to include a deeper examination of race and a focus on liberation and equity. There have also been structural shifts in how convenings are organized, as faculty have incorporated increased spaciousness into the convenings, creating more room for critical conversations and healing to happen. Throughout these shifts, MEV’s values, such as the importance of seeding beloved community and building space for critical conversations, have been reinforced and strengthened over time.

Cohort 4 is no exception to this trend, in that it includes unique features shaped by the feedback of prior cohort members and the members of Cohort 4. The shifts highlighted below occurred over the course of this cycle and are significant to the degree that they helped to move MEV into an even deeper alignment with its values. They are also important context for the findings highlighted throughout this report.

- **Transition from a single executive director to shared women of color leadership.** When Jackie Payne stepped down as the MEV director in February 2018, MEV moved Priscilla Hung into leadership and committed to a co-directorship leadership model. In July 2018, MEV announced that Monica Dennis, a long-term faculty of MEV, would join the MEV staff as the co-director. The co-directorship model was a pivotal step towards actualizing MEV’s values of liberation, shared leadership and interdependence. Furthermore, faculty and
Cohort 4 members lifted up how powerful it was to have two strong women of color leaders, with complementary strengths, as co-directors of the program.

*I think the momentum and joy behind Monica and Priscilla’s... leadership has been super exciting, and something that I felt proud of as an alumni.* – MEV Alumni

*Priscilla and Monica’s leadership has been really inspirational to me. They both have really different skill sets that are very complementary. And, just being a Black and Asian partnership that is effective in the world, I think that has contributed greatly to the movement.* – Cohort 4 MM

- **Shift toward a more intergenerational program that allows parents and guardians to engage more fully.** With the first cohort, MEV created policy to help cover expenses for caregivers and Movement Makers’ children to accompany them to convenings. The introduction of the Children’s Camp in Convening 5 of Cohort 4, however, took this support one step further: it was a profound investment in intergenerational leadership and the creation of an environment where parents and guardians could engage as their whole selves. The camp operated in parallel to the convening, providing enriching educational opportunities for Movement Makers’ children (and caregivers). Building off the success of the Children’s Camp in Convening 5, it was offered again in Convening 6.

*Movement building really does need to be intergenerational and when childcare becomes not just childcare, but actual methodology with purpose behind it, then we know that there is longevity in the movement.* – Cohort 4 MM

*One of the most unique things about the whole program is the introduction of our families and young people, especially a focus on the liberation camp model and method... Being able to have our children, not just have them there, but have them also be having their own experience of learning about the movement and the work... for me was the most powerful aspect of the experience.* – Cohort 4 MM

- **More expansive understanding of physical practice and embodiment.** Since the beginning of MEV there has been a strong focus on Forward Stance and the practice of Tai Ji as a medium through which individuals can learn to move together and align energies. Although Tai Ji practice has continued to be an integral part of MEV, the convenings have also increasingly incorporated other cultural forms of collective movement and embodiment, such as dance. This process continued throughout Cohort 4, with faculty incorporating diverse forms of physical practice and embodiment.

*Physical practice has evolved. It was Forward Stance only, Tai Ji only, and then we began to integrate alternative cultural ways of being in our bodies. To then, in this last cycle, cohort members led their own ways of physical embodiment and physical process... In previous cycles, there were resisters,
and folks that couldn’t get into [Tai Ji]. And so, instead of forcing one thing, we began to evolve and realize that many cultures, many communities, have practices around embodiment. How can we learn from them and integrate them into the program? – MEV Alumni

- **Increased focus on healing and spiritual practice.** Throughout the convenings, MEV offered an array of offerings to promote self-care and healing. Cohort 4 was the first cohort to have access to healing practitioners at convenings, including those who provided reiki, body work, and plant/herbal medicines. Similarly, with Cohort 4, the wellness tables and space for spiritual practice that had been part of MEV for some time expanded to be a more complete Spirit Space, a beautiful space reserved for quiet reflection and different forms of spiritual practice. The expanded focus on healing and spiritual practice was, in part, a response to the specific needs of Cohort 4.

  At Convening 6, I could feel the shift in the program in a way that the space actually felt nurturing, in a way that I had never experienced before. And, I think that having that experience of my body in real time gave me hope for what gets to come after this. That it actually felt like the program is being held in alignment with its values, with the creativity and the levity and the depth and all of it, the space to recover as well as to continue the work. – MEV Faculty

  One thing that was really visible with this cohort was the role of ritual and what it does for us, in terms of being able to call in our faith and call in our history and our ancestors, and bring our bodies in the room. To be able to experience the work we’re doing together at a spiritual level, not just on a physical or mental one. All of the ways we honor and recognize the people that we’ve lost. – MEV Faculty

- **More inclusivity through the incorporation of language justice.** For most of its history, MEV convenings have privileged English as the primary language and have not been accessible for those that do not speak English. MEV has not historically translated its application or materials into other languages or included interpreters at its convenings. That changed with Cohort 4, when MEV took steps to incorporate language justice into its convening space, which involves “building and sustaining multilingual spaces... so that everyone’s voice can be heard.” In the context of MEV, this meant presenting content in both English and Spanish, while providing real-time translation for both languages, so that English and Spanish were equally valued and speakers of each language were equally heard. This structure was

incorporated into Convenings 3, 4, and 6, and MEV hopes to expand its practice of language justice as part of Cohort 5.

*Language justice required everyday practice. I experienced how taxing it can be to operate in a world where one’s language is not the dominant language and also was reminded of the privilege of English language dominance. Having a bilingual space required deep listening as well as staying present in order to really experience and hear each other. Language justice—ensuring that interpreters are available and well paid—is a political act and a political choice.* – Cohort 4 MM

- **More intentional engagement and exchange with international advocates.** While the international learning exchange is not new for MEV, Cycle 4 was the first time that Movement Makers engaged fully with a cohort of advocates from the country being visited. In Guatemala, Cohort 4 Movement Makers joined a group of women advocates convened by Just Associates (JASS). With the incorporation of language justice, the MEV Movement Makers and advocates from Honduras and Guatemala were able to participate in a deep exchange of ideas and experiences. The inclusion of an international cohort also enhanced the degree to which the international convening was an authentic exchange. A video entitled “Coming Together” from the international exchange further elaborates on these ideas and can be viewed [here](#).

  *I think the experience that was most meaningful for me there was getting to meet Indigenous people from that area who were doing similar work. And really having a shared learning experience. So we were learning alongside them. And the whole language justice [piece], being able to communicate with them in ways that I might not otherwise have been able to. So having translators there... [created] just a really open space to talk about the challenges that they were facing, but then also share the challenges that I faced in my own work. And feeling like it's not a competition or it's not “Oppression Olympics,” but it was really like genuine learning from each other.* – Cohort 4 MM

  *It's that relationship, the sustainable authentic relationships that I now have with folks [in Mesoamerica]. We're texting each other or we're chatting with each other online... And sending resources and sharing information about companies and these big corporations and what they're doing there.* – Cohort 4 MM

- **New opportunity for a “domestic exchange.”** To create a space for Movement Makers that could not travel to Guatemala, MEV faculty hosted a domestic exchange in Houston, Texas.

---

3 **Just Associates (JASS)** is a NoVo Foundation Grantee. They are a global human rights network of activists, popular educators, and scholars who operate in 31 countries, including throughout Central America.
This domestic exchange brought in a group of activists from Houston to discuss anti-Blackness, transphobia, and immigrant rights. Conversations and highlights from this domestic exchange can be found here.

The Domestic Exchange, led by MEV faculty Trina Greene Brown, was a push forward in a positive direction towards unification and equitization – through learning from the doers and taking direction from the ones who are impacted. Through actively learning, we learned how we can give a hand and how to practice actual solidarity. – Cohort 4 MM

- **Shift in power to the cohort through co-design and cohort-only time.** MEV first incorporated co-design by cohort members into Cohort 2, strengthening that aspect of the program with Cohort 4. The Cohort 4 Movement Makers also felt that it was important for them to meet as a group without faculty present, so during Convening 5, MEV built cohort-only time into the formal convening agenda. The intention was for Movement Makers to use this time to deepen relationships with one another and discuss how to push the movements forward.

  I’ve learned that even when people are exhausted and overstretched because of the work that they are committed to doing in the world, it does not mean that they want to be passive participants in a transformative journey. They want to have say, agency, and autonomy. – MEV Faculty

- **Movement away from structured activities as a way of demonstrating the MEV core fundamentals.** Finally, as MEV leans more into cohort leadership and spaciousness, it is shifting away from structured, faculty-led and designed activities that unintentionally replicate hierarchy and deficit thinking. Instead of directly teaching the fundamentals, MEV has moved towards demonstrating them through the larger structure and culture of the program, which requires more flexibility and “presence” from faculty.

  There is a lesson about shared leadership that we’ve learned. Over Cycles 1 to 4 and toward 5, we’ve learned to be in greater partnership with folks in the cohort and making sure that we’re building what they want, rather than just building something we want... I think we’ve learned to be more humble and sort of easier with our offering, and to over-design less. – MEV Faculty

  You can have a big plan, and a big idea, and a hope and direction you want to head in, and... that could all be gone in a heartbeat, depending on the people in the room and what they need. This idea of presence over practices has been a big lesson learned, for me and maybe the whole system at MEV. – MEV Alumni

**Overview of Cohort 4**

To the extent possible, MEV is holding the full spectrum of women and girls who are most impacted. And it’s imperfect, because perfection is not real.
But I think this was an attempt to hold the full spectrum and demonstrate a real commitment. – Cohort 4 MM

As stated earlier, Cohort 4 was unique from previous cohorts in that it was made up of all women of color and it included two transgender Movement Makers. Cohort 4 Movement Makers come from all over the country and work at organizations ranging considerably in size and operating in varied but interrelated facets of the movements to end violence (e.g., sexual violence prevention, racial justice, criminal justice, reproductive health, economic justice). When selected to participate in MEV, nine of the Movement Makers were executive directors, six were directors, and six were in associate or organizer positions. As a group, SPR’s baseline social network survey showed that they were far less connected to one another or to MEV alumni than any previous cohort.

Several of the faculty and staff of MEV said that they went into Cycle 4 under the assumption that having a cohort of all women of color would facilitate the development of a sense of safety, making it easier for the group to begin work with one another. In fact, it took more time, or at least as much time, as it had taken previous cohorts to develop mutual trust. Some cohort members questioned why they were selected, wary of tokenism. Several faculty and Cohort 4 members noted that, in the absence of whiteness, the group struggled more openly with internalized racial oppression and movement habits, such as rescuing behaviors. Cis-gender privilege and transphobia were also a challenge for cohort members and faculty. One Cohort 4 member described,

I think it is important to understand how much time it takes for marginalized people who are consistently used to being mistrusted, scrutinized, marginalized, constantly having to work hard to prove themselves... I think it takes much longer to be able to trust. – Cohort 4 MM

The degree of professional and personal challenges faced by Cohort 4 members over the course of their participation speaks powerfully to the challenges facing women of color leaders in movements to end violence. By the end of Convening 4, eight Movement Makers had gone through a professional transition over the course of their cohort experience, and several women had been pushed out of their positions in ways that were painful and traumatic. Some of these Movement Makers experienced serious financial difficulties, as they sought to find other positions in the field. On a personal level, at least two cohort members experienced the death of a loved one and at least four Movement Makers, all executive directors of their organizations, developed stress-related illnesses or injuries. Finally, Cohort 4 was the first cohort to occur entirely during the Trump administration, which impacted Movement Makers personally and professionally, contributing to their feelings of overwhelm and burnout. As an MEV coach explained,

There is a lot of trauma in this group, but ancestral trauma, like trauma through their lives, and trauma through this political moment, and then the trauma of being a woman of color leader in a nonprofit structure that is really not made for them. – MEV Coach
Although it took time for Cohort 4 to develop trust, by Convening 6, many had formed deep, caring relationships with one another. Many described these relationships as particularly close because they were able to share with one another what they go through “as women of color in this work.” They also built a sense of cohort identity around the unique perspectives they have as resilient women of color leaders who are also survivors. As one Cohort 4 member described, “We’re the last girl that MEV is talking about. We are an entire cohort of the last girl that MEV is talking about.”

The Cohort 4 Movement Makers, Faculty, and Staff

Overview of the Report

The remainder of this report consists of three chapters. In Chapter II we present an overview of each Cohort 4 convening and offer highlights of the cohort members’ feedback on MEV program elements. In Chapter III we present our assessment of Cohort 4-specific outcomes at the individual, organization, and cohort levels. Finally, Chapter IV surfaces lessons learned and implications as they pertain to next steps in advancing the movement-building work of the MEV program.
II. REFLECTIONS ON MEV PROGRAM DESIGN AND IMPLEMENTATION

This chapter discusses the elements of the Cohort 4 cycle, both intended and actual, highlighting cohort members’ feedback on the core elements of the program. This feedback comes from convening evaluations and interviews done with Movement Makers halfway through and at the end of their cohort cycle. The chapter includes an overview of the program design and highlights each of the six convenings to provide context for the findings explored throughout the report. The chapter then delves into core themes arising from Movement Makers’ feedback on the convenings and organizational development supports provided by the program. This chapter concludes with feedback from coaches related to their coaching relationships with Movement Makers.

Overview of the Cohort 4 MEV Program Design

Exhibit II-1 presents an overview of Cycle 4’s program design, outlining the six convenings and supports available to Movement Makers. The narrative that follows provides a focused description of each convening from the perspective of the Movement Makers, including key agenda offerings in each convening, “ah-hahs and breakthroughs,” as well as areas for future exploration. The convening descriptions provide insight into how the cohort evolved over the course of Cycle 4 to set the foundation for exploring cohort feedback.

Exhibit II-1: Timeline of Cohort 4’s major activities

---

4 Due to space limitations the Convening 4 domestic exchange, which was offered as an alternative to the international exchange, is not covered here. For more details on the domestic exchange, see pages 5 & 6.
Convening 1: Orientation to MEV Movement Building, Self-Care, Beloved Community (Santa Ana Pueblo, New Mexico)

**Key Agenda Offerings**

- Locating self and story circles
- Grounding in Indigenous leadership & community at Santa Clara Pueblo
- Principles of Forward Stance

**Areas for Further Exploration**

- Some cohort members noted that others in the cohort tended to take up more space and recognized the importance of holding space for everyone. They therefore encouraged facilitators to use the “step-up, step-back” approach to ensure that all voices were heard. There was also a desire to further explore inclusion and radical connection to LGTBQ and transgender women of color.
- Movement Makers valued learning from one another through shared stories, especially in informal and non-organized settings, and looked for more opportunities to learn about cohort members’ unique skills and life and work experiences in authentic ways.

**Ah-has and Breakthroughs**

- Centering oneself. Many convening evaluation comments spoke about the benefits and deeper understanding cohort members gained around the importance of grounding and connecting with the mind and body. The Tai Ji in particular helped several realize the role of breath and movement in this centering process.
- Creating safe spaces for cohort members and community. Some Movement Makers felt triggered by the discussions and topics during the convening. Experiencing and witnessing these emotions served as a reminder of the need to build beloved community with one another and consider how cohort members and faculty intentionally center and create safety, especially for transgender Movement Makers. Similarly, others noted the need to put love over fight. These safe spaces are not only needed for the cohort members, but also for the communities to which each individual returns.

The embodiment practices were powerful. I’ve been thinking a lot about how I carry grief and fear in my body, and what does it mean to center myself in a practice of care and tenderness. – Cohort 4 MM

It also would have been great to have fishbowl opportunities for Movement Makers [rather than just for faculty]. We could have really talked more about what it took for us to get to this point in the movement, who we are, what we are up against, etc. I think these items spilled over for some of us at different points over the week because there was no place to really say this, bring our whole selves, besides the intros. – Cohort 4 MM
Convening 2: Liberation & Equity (Asheville, North Carolina)

Ah-has and Breakthroughs

- Connecting through open space breakouts. The structure of these breakout spaces facilitated sharing and storytelling among cohort members and faculty, which was a highlight for some cohort members. The sessions also provided a space for self and group reflections, which were helpful for several Movement Makers.

- Appreciation for healing resources. In particular, cohort members, especially those who had not previously experienced it, found Reiki to be a powerful method in practicing self-care and healing. Some mentioned that they appreciated the opportunity to step away from the convening and they hoped Reiki would continue to be offered in future convenings.

- Body movement, spaciousness, and physical practice. Building off the work of Convening 1, these embodiment elements were felt deeply by some Movement Makers in Convening 2. Cohort members described these elements as nourishing and important to their participation.

Key Agenda Offerings

- Equity culture community agreements
- Systems of oppression and liberatory practices, including pillars of white supremacy & IRO
- (re)Imagining gender
- Cohort-led discussions

Areas for Further Exploration

- Movement Makers questioned cisgender privilege and how to be in solidarity with transgender women and transgender women of color. Some cohort members also asked how the cohort could better support and create a safe space for transgender cohort members at convenings.
- Cohort members continued to navigate perceived power dynamics between the faculty and the Movement Makers and within the cohort itself. Cohort members expressed a desire for more transparency and engagement around the co-creation process and to feel more like partners, rather than “participants” with “expert” faculty. Additionally, within the cohort itself, some Movement Makers were concerned that contributions from some cohort members might overshadow the contributions of quieter members.
- Movement Makers maintained the desire to develop stronger relationships with one another by connecting over shared life experiences. There was also a call to incorporate more time for joy at the convenings.

All of the breathing! I didn’t realize how disconnected I am from my breath every day. I have taken these practices home and am utilizing them (I’d be lying if I said daily) when tension begins to build around me or when I am looking to be creative.

– Cohort 4 MM

I discussed with some faculty after the convening that it felt like faculty was the hierarchy and participants were just participants. In addition, three faculty or consultants were there and it changed the dynamics tremendously. – Cohort 4 MM
Convening 3: Transformational Leadership Development (Los Angeles, California)

**Ah-has and Breakthroughs**

- **Increased sense of bonding and togetherness.** Cohort members reflected on the continued relationship-building that emerged organically outside the organized convening space and during the cohort-only times. Several Movement Makers had the sense that these bonds were deepening their connections and were based in solidarity and holding space for one another.

- **Connecting through storytelling circles.** Cohort members appreciated hearing each other’s stories and learning from each other in the cohort-led storytelling circles. Many Movement Makers noted that this medium was a way to step more strongly into their power and purpose as movement leaders.

- **Continuing to practice self-care.** Cohort members highlighted the importance of self-care in staying present and grounded both inside and outside of convening spaces.

- **Leaning into language justice.** Many Movement Makers appreciated hearing multiple languages in the room and reflected that the language justice and experimentation collaborative, Antena Los Ángeles, helped them expand their ideas around what language justice really means.

**Key Agenda Offerings**

- Transformative leadership, self-care, & core strengths
- Feedback practices
- Cohort storytelling circles
- Black & Indigenous courageous conversation circle
- Forward Stance & embodiment
- Intro to the International Exchange & language justice

**Areas for Further Exploration**

- As Movement Makers delved into deeper conversations about themselves and their personal stories, several cohort members reflected on the need for additional supports to work through unresolved and vicarious trauma. Strategies that were suggested included having a mental health professional at the convening space, practicing feedback, and calling in when community agreements were not followed.

- While cohort members continued expanding their personal ties to one another, they yearned for more opportunities to explore formal collective work in hopes of being able to collaborate more intentionally.

---

The story sharing activities were good, but felt more like people were sharing their personal histories rather than about their work, their organizations, their projects or campaigns...

People need to build trust before choosing to build politically or in a work relationship, so I understand the need for personal sharing. I just wish this would have happened in Convening 1 or 2, so that by now we could work on collective strategy or potential work collaborations. Some of these relationships are happening organically, but I wish there was more intentional space for this building built into our agendas during convenings.

– Cohort 4 MM
Convening 4: International Learning Exchange Mesoamerica (Guatemala)

Ah-has and Breakthroughs

- Connecting the domestic and global movements. Several Movement Makers commented on the nuances of connecting movements globally, noting both the importance and challenges. They saw and felt the intersections between the Mesoamerican and U.S. movements to end violence, particularly in terms of the roles of capitalism, patriarchy, and neocolonialism. There was strong interest among both MEV and JASS cohorts to continue building connections and relationships with each other. Movement Makers further reflected that understanding inter-cultural dynamics was essential to bridge contexts for global, movement-level considerations.

- Continued deepening of language justice practice. For several Movement Makers, the focus on language justice led to deep reflections about their own language practices and histories, and how they could practice language justice more authentically. A few cohort members shared how they formed warm kinships with the Mesoamerican cohort despite not knowing each other’s languages, and the opportunity to lean into non-verbal communication was particularly profound.

There are many times I had my [ah-ha] moments as I was learning from the women in Guatemala from Honduras. Everything resonated with me as I work directly with women campesinas that come from these two countries. Learning more about their stories directly - gives me more strength as I admire and validate even more their resistencias and their resiliency. It just gets to my heart. – Cohort 4 MM

I learned tremendously from an exchange between two of our cohort members and the cohorts in Guatemala City. I wish a similar exchange and brainstorming between immigration/legal experts had taken place. – Cohort 4 MM

Key Agenda Offerings

- Ritual, ancestral wisdom, history and memory & healing
- Explorations of identity
- Connecting movements to end gender-based violence with women-led struggles for land defense
- Nurturing intergenerational movements & supporting young leaders
- Teach-in on migration
- Building transnational solidarity

Areas for Further Exploration

- Given the connections between Mesoamerican- and U.S.-based movements, cohort members longed to explore more deeply an explicit discussion of migration and the migrant caravan.
- Movement Makers noted the U.S.’s role in the oppression of Indigenous peoples and sought to strengthen solidarity across geographies.
- Cohort members continued to make an effort to center the voices of Black and Indigenous women. The caucus experience was used to address anti-Blackness. Furthermore, there was a desire to support and strengthen the caucus experience for mixed-race, Asian, and Latinx Movement Makers.
Convening 5: Movement Building for Social Change (Montgomery, Alabama)

Ah-ahas and Breakthroughs

- Intentionally centering Black women’s leadership and organizing. Cohort 4 represents the first cohort to convene in Montgomery, Alabama. The setting was powerful for Movement Makers and for many, provided an opportunity to deepen knowledge around and witness civil rights history.

- Cohort bonding through Movement Maker panels and cohort-only time. Movement Makers described Convening 5 as a pivotal convening for deepening cohort bonding. Supporting one another through the “painful and empowering” experience of grounding in Montgomery, learning more about each other’s work through Movement Maker panels, and having dedicated cohort-only space brought the cohort closer together.

- Multigenerational impact. For the first time, MEV hosted a camp for Movement Makers’ children, called the Freedom Futures Camp. The camp had a significant impact on both Movement Makers and their children. The multigenerational space allowed Movement Makers’ children to learn about the movement and become a part of the same community as their parents.

Key Agenda Offerings

- Grounding in Black women-led movements in the South
- Visit to Legacy Museum and National Memorial for Peace & Justice
- Cohort conversations on transformative movement-building
- Cohort-led time on how philanthropy can be in radical solidarity
- Freedom Futures Camp
- Cohort Mapping

Areas for Further Exploration

- Cohort members saw value in the mapping exercise for learning more about one another’s work. To build on this, they desired additional time together—perhaps starting sooner in the convening cycle—and more resources to truly understand each Movement Maker’s personal and professional background and form lasting collaborations.
- While MEV provided several opportunities for healing and self-care, the past traumas brought up during the Montgomery Convening highlighted the continued need to hold space for past trauma, explore how to best support one another through this healing process, and integrate healing throughout movement work.

It was painful and empowering at the same time to be in Montgomery. I experienced the pain, lynchings, and death in my body. I also felt proud to learn more and be located where one of the most important U.S.-organized resistances was born. – Cohort 4 MM

One of the issues, not just for our cohort but for women of color as a whole, is how do we acknowledge our pain and trauma in a way that doesn’t harm those around us. I’m not talking about truths that are hard to hear or being called in when we’re not acting right, but how do we process what we need to process without going to each other’s guts. How can I heal my wounds without leaving someone else bleeding on the floor? – Cohort 4 MM
Convening 6: Cross-Cohort Convening (Aptos, California)

Ah-has and Breakthroughs

- **Connecting with the larger MEV community.** The Cross-Cohort convening provided a space for Cohort 4 to meet and engage with MEV alumni from previous cohorts. Cohort members were able to learn about the work being done by MEV alumni, and in some instances form new collaborations.

- **Celebrating women of color’s leadership.** Several cohort members noted that they were moved by how the Movement Maker conversations highlighted the leadership of women of color. It felt important for many cohort members to see a spotlight on women of color and center their experiences throughout the Movement Maker conversations.

- **Continued multigenerational impact.** Building on the experience from Convening 5, the Cross-Cohort Convening continued to include multiple generations through hosting the Pachamama Children’s Camp. Movement Makers reflected upon the profound impact this opportunity had for both themselves and their children, which is captured in this video.

Key Agenda Offerings

- Reflections on Cohort 4’s Journey
- Cross-cohort panel on underpinning of violence against women & girls
- Cross-cohort panel on a community-led feminist response to fascism
- Shared experiences of language justice, healing justice, physical practice, Club MEV, and Pachamama Kids Camp

Areas for Further Exploration

- Given the current socio-political climate, some cohort members wanted **more time to discuss strategy and policy agendas.** They felt a sense of urgency to use convening time to strategize for the upcoming election year, as well as discuss key issues currently faced by vulnerable populations (e.g., immigration, supporting Black transgender women). While the convening offered emergent space to host discussions such as these, some felt that more framing and guidance was needed to make them happen.

- Movement Makers valued the opportunity to meet MEV alumni and connect with the broader MEV community, though some felt **challenged with balancing the desire to meaningfully closeout Cohort 4 and taking the time needed to meet new people.** Movement Makers noted that it required time and energy to engage with new people, and this was at times difficult when simultaneously trying to spend intentional time with Cohort 4 members.

*It was nice to be able to be seen, physically, by people that actually came to connect with us, people came to connect with us and also to reconnect with each other within their cohort, which is great. [The cross-cohort convening] was good overall. I just wish there could have been more opportunities ahead of time, outside of the very last of our program, to experience [cross-cohort connections] at some level. – Cohort 4 MM*

*There was a huge missed opportunity to talk about this political moment and upcoming 2020 strategies that leaders are planning to engage in or are curious about. Not enough discussions were had about proactive safety planning and resource sharing to support vulnerable communities right now. – Cohort 4 MM*
Cohort Feedback on MEV’s Structures and Supports

This section highlights Cohort 4’s feedback on MEV structures and supports. It is organized into two parts: the first centered around feedback related to convenings, and the second around organizational development supports. The tables below are organized by key categories with the overarching themes bolded in the left column and supporting quotes from Movement Makers in the right column. As highlighted in Appendix A, all but one Cohort 4 Movement Maker is quoted in this chapter and no Movement Maker is quoted more than five times.

Feedback on MEV Curriculum & Convening Structure

As described in Chapter I, Cohort 4 represents the first all-women of color-cohort and the first to include transgender Movement Makers. The absence of whiteness and inclusion of transgender women of color made for a distinct set of cohort needs and a unique cohort experience. Thus, as some cohort members articulated, MEV “worked really brilliantly for some of us and not so brilliantly for others.” Key reflections on this feedback are as follows:

- **Intentionally supporting an all women of color, including transgender women, cohort:** All cohort members provided feedback around what it meant for MEV to support an all women of color cohort, including transgender women. While women of color have been a part of MEV in prior years, Movement Makers lifted up feedback specific to what transpires in the absence of whiteness and the need for transgender faculty. As will be discussed in future chapters, this feedback not only resulted in key learning for MEV, but also for funders and the larger movements.

- **Reflecting and valuing self-care and spaciousness:** Throughout Cycle 4, MEV staff and faculty focused on providing space and resources for self-care, spirit, and healing. Furthermore, convening agendas became increasingly spacious in Cycle 4. Movement Makers shared that the attention on self-care, spirit, and healing assisted with processing, reflecting on, and learning from their MEV experiences. Additionally, Movement Makers saw MEV’s example of prioritizing self-care and spaciousness as further validation for incorporating these practices into their own organizations and movement work.

- **Tailoring programming to Movement Makers at different places in their careers:** Movement Makers who were at different phases in their career trajectories, provided different types of feedback on the MEV curriculum and structure. Specifically, some Movement Makers wanted more time learning directly from faculty while others saw more value in using that time to develop advocacy strategies with fellow cohort members. In most cases, those that provided positive feedback on more structured, faculty time were earlier in their careers and recognized that they had a lot they wanted to learn from faculty.
Alternatively, those in later career stages hoped for less structured time to discuss larger issues (e.g. 2020 election strategizing).

The tables below highlight Movement Makers’ feedback to provide further nuance and detail into how their experiences varied.

**Content & Structure of Convenings**

<table>
<thead>
<tr>
<th>THEMES</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cohort members were thankful that self-care and healing were prioritized by MEV.</strong> One Movement Maker was especially moved when, at a convening after a busy work week, she was told, “Just go rest. Just go take care of yourself.” Another cohort member recalled conversations about healing justice, what it means for the movement, and what it would look like to incorporate it into their organizations.</td>
<td>Folks were not over-scheduled. In fact, that’s the one thing I kept hearing over and over again from folks. They were just really appreciating that there was a lot of space to [just] be. Either to participate in different pieces of the programming or not. And just to take care of what folks needed to take care of.</td>
</tr>
<tr>
<td><strong>There was a perception among some Movement Makers that aspects of the MEV structure “did not work” for Cohort 4 because Cohort 4 was the first cohort to include all women of color and transgender women.</strong></td>
<td>I really loved the healing spaces. I do love that each time when we met, there was healers in the room. I think that’s extremely important. My agency is made out of many different races and cultures. I don’t think I can bring back one particular [healing practice], but I’m bringing back the option to be open to all of them.</td>
</tr>
<tr>
<td></td>
<td>I think this cohort taught MEV about what it really means to bring together this group, in terms of thinking of its curriculum, in terms of thinking of how it holds the group and what to prioritize... The structure that was created didn’t work for us because of the interpersonal stuff, because of the trust building, because of the trauma, because of all the challenges, what it means being a woman of color in this work and the pressures and the tension.</td>
</tr>
<tr>
<td></td>
<td>What our cohort, I think, is really saying is, “No, we need resources to continue the momentum that you’ve laid out for us. We’ve responded to the call and look where we’re at and actually</td>
</tr>
</tbody>
</table>
### THEMES

<table>
<thead>
<tr>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>we’re holding up a mirror and saying, “You know what? I think you’re wrong in these assumptions that we should be sunsetting or we should be going some other direction.”</td>
</tr>
</tbody>
</table>

Some cohort members felt that the **convenings could have better used the expertise of the Cohort 4 Movement Makers**, rather than calling in so many outside experts.

<table>
<thead>
<tr>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>If you’re bringing together all of these really amazing people... all of us have something valuable to learn from each other, but what would it have meant to really process that from the beginning?</td>
</tr>
<tr>
<td>These are people who have been in their fields for a long time and I think [there was] this notion of the curriculum and sort of starting from scratch, or an assumption of being maybe a little less skilled than the group they had in front of them. And so part of the need for cohort time was to [build] relationships, but also was to share knowledge with each other.</td>
</tr>
<tr>
<td>It felt really good to see some of my cohort sisters step up and really facilitate and lead critical discussions that we needed to have as a group.</td>
</tr>
</tbody>
</table>

Movement Makers felt that **convening spaces should be better equipped to manage and help them move through trauma.**

<table>
<thead>
<tr>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Even though we want to be recognizing that everyone’s an adult and they have to manage their own stuff, sometimes it’s beyond our capacity to comprehend how you feel until it actually happens. I think the intensity of Montgomery, and walking, literally, on top of soil that’s blood-drenched by such violence, by slavery, that can be very destabilizing. I was worried about being triggered the whole entire time. Being able to hold that as a collective, I think that’s something that’s consistent throughout the MEV experience, too. It’s not just a responsibility of only the faculty or staff.</td>
</tr>
</tbody>
</table>
### THEMES

<table>
<thead>
<tr>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>it’s knowing that we have that resource and money. Most of us are doing the work because we are survivors ourselves, and also there’s a lot of vicarious trauma in our work, even if you’re not directly impacted as a survivor.</td>
</tr>
<tr>
<td>I think that there are some major structural changes that need to happen. I don’t know if MEV needs to do research with people who do support trans people who have had experiences with trauma and particularly state violence, to think through how to structure the program in a way that is affirming and validating and can uphold them fully.</td>
</tr>
</tbody>
</table>

#### While Movement Makers appreciated spaciousness in the agenda, for some of the “emergent spaces,” expectations for participation were unclear at times.

Several Movement Makers did not fully understand the purpose or intent of emergent spaces and what they should be getting out of them, which resulted in missed opportunities for growth and learning.

#### The whole idea around the emergent spaces [was that they] were supposed to be self-organized. For me that’s always hard. I’m just not one of those people that takes to that. It’s like almost an invitation to not do it. And so for me, I do need that guided facilitation or that consultant or faculty member or whatever term you want to give them, to sort of be there and help guide the conversation. That’s just the way I learn, that’s just the way I want to engage in community and in conversation, because a lot of times I find emergent self-organized spaces to be really chaotic and so it’s just not the way I learn.

---

### Co-Design and Cohort-Led Spaces

#### THEMES

<table>
<thead>
<tr>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The co-design process created time and space for Movement Makers to build on their own experiences and knowledge. For several</td>
</tr>
<tr>
<td>I think what was beautiful about that was it was intentionally designed to give a lot of space for the cohort to build on our own experience,</td>
</tr>
<tr>
<td>THEMES</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td>cohort members on the co-design team, being part of the planning process and working alongside staff was a rewarding experience.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Some Movement Makers would have liked to see more transparency in the co-design process, especially around who was asked to join the team or speak on panels.</td>
</tr>
</tbody>
</table>
### THEMES

**Nearly every Movement Maker wanted more time together as a cohort.** A highlight for many cohort members was the time spent with each other. Around the time of Convening 5, many Movement Makers began to recognize the need for more time together, and several wished they had more time as a cohort before the final cross-cohort convening.

To me, my mother used to have this saying: If you did something late, although it was good and impactful, you’re a day late and a dollar short. The conversations we were having, we should have been having from convening one. It was a lot of support that was needed within the cohort that, as members, we could have given each other. We were at Convening 5 and we’re [just now] doing this?

**Similarly, cohort members valued cohort-only spaces where they could share the lived experience that existed within the cohort itself.** Conversation topics included how to build solidarity with each other, ways to support one another, and how best to stay in touch coming out of the MEV experience.

To have that time in Alabama, when it was such an emotional and impactful time for the sisters who have some connection to the African diaspora was pretty amazing. It was really needed, because then we got to really find out how people were managing and surviving outside of the cohort and the struggles that folks were facing.

It felt really good to see some of my cohort sisters step up and really facilitate and lead critical discussions that we needed to have as a group. And really talk about what does it mean to be in solidarity with each other and each other’s movements and what that looks like in real life and how do we organize beyond a movie? How do we stay in contact? How do we support each other? And it wasn’t faculty led at all. It was just completely like grassroots cohort members coming together and trying to identify ways that we could continue to work together. I feel like the space really lends itself to people like me who are an introvert to speak up, because sometimes I don’t feel comfortable in large groups but having kind of a peer-to-peer conversation really helped me to actively
### THEMES

<table>
<thead>
<tr>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>engage in those conversations that were being held.</td>
</tr>
<tr>
<td><em>I think for the cohort members to also be in a space to say, &quot;We actually don’t need faculty to facilitate, we actually need our own conversation,&quot; that had a lot to do with the trust that’s been built for the last two years between cohort and faculty. That’s one of my reflections... I think after being in that space and people just feeling the need to get to know each other, to build trust among the cohorts... it was a much needed space. I don’t know if it could have been done with faculty in the room, and so I’m glad that that happened. And something that happened during that gathering was that for the first time we were learning [from] and trusting each other.</em></td>
</tr>
</tbody>
</table>

---

### Role and Responsiveness of Faculty

<table>
<thead>
<tr>
<th>THEMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Throughout the cycle, cohort members acknowledged the difficult job MEV faculty faced and appreciated the thoughtfulness and thoroughness of faculty in setting up convening spaces and responding to cohort needs.</td>
</tr>
<tr>
<td>ILLUSTRATIVE QUOTES</td>
</tr>
<tr>
<td>Every single one of us are forever changed by the way the information was conveyed, by the communication and also the modeling that these trainers did, that the team did. And hearing us and then incorporating what we asked for into how they continue to implement. That right there was just the best offering ever.</td>
</tr>
<tr>
<td>Getting to sit in a circle with [faculty], and getting to sit in the workshop space with them, it [was] really impactful for me, getting to witness their leadership. It really means a lot to me. It’s like seeing a possibility role model, and</td>
</tr>
</tbody>
</table>

---
### THEMES

<table>
<thead>
<tr>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>All these different ways I can show up as a leader, and getting to see their vulnerability and their modeling around vulnerability and their modeling around conflict, how to manage conflict and address it, has been really helpful to me.</td>
</tr>
</tbody>
</table>

| There was a strong need for transgender faculty, who could more actively interrupt cisgender privilege and transphobia. Although MEV staff included Trans*Visible in Convening 2, cohort members did not feel that they reflected the gender diversity in Cohort 4. After the fact, cohort members suggested that transgender Movement Makers should have more of a say in transgender faculty that are brought on. Additionally, two Movement Makers felt isolated because they did not have a faculty ally who could relate to their lived experiences. |
| I just think the faculty needs to be made up of people who reflect these identities so that when folks are triggered or have reactions or responses, whatever the case may be, they have an ally of someone who looks like them or someone who had a similar experience who can support them in moving through it in a good way. |

<p>| Furthermore, some Movement Makers felt dissatisfied with the way the faculty handled missteps involving the transgender women in the cohort. These cohort members saw missed |
| I think about the gender piece, when that was in Convening 2 that ended disastrously, that train did not land and it didn’t go anywhere. |</p>
<table>
<thead>
<tr>
<th>THEMES</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>learning opportunities for the whole cohort from the incidents.</td>
<td>That was another example of what MEV tried to do and it just didn't go anywhere because of who they decided to bring in and how that space was structured that just failed. At the end of the day, no one took away anything from that. So I think we challenged the space to say, “This is not working for us,” and then it didn’t go anywhere. The conversation didn’t go anywhere. There was no other sort of follow up.</td>
</tr>
<tr>
<td><strong>Cohort 4 also communicated that they wanted time with their fellow cohort members without the faculty present.</strong></td>
<td>I think the Montgomery convening was probably my favorite out of all of them. I feel like there was a lot of feedback that was heard around the way we envision things running. And I think it was also like the time where I think we, as a cohort, really got to spend a profound amount of time with each other that wasn’t just at night... So I think those spaces became a place for us to talk about not just what were the gaps for us, but also then what are we shifting and asking for?</td>
</tr>
</tbody>
</table>

Organizational Development Support and Workshops

As has been true with previous cohorts, there was broad variation in the degree to which Cohort 4 members were able to take advantage of organizational development supports. Specifically, the organization development supports and usage statistics were as follows:

- **Individual Coaching**: This support entailed time spent with coaches focused on individual leadership development. This typically occurred through coaching calls, text, and email correspondence. On average, Movement Makers spent about 10 hours of coaching time over the course of Cycle 4. Five Movement Makers spent less than five hours of coaching time, eleven spent between five and 15, and five spent more than 15.

---

5 The usage statistics reflect data collected on February 7th, 2020. However, coaching hours extended beyond this time, so the number do not represent the full scale of OD supports experienced by Cohort 4.
• **Organizational Development (OD) Coaching:** This support reflects hours spent on activities geared toward Movement Makers’ organizations, including: site visits, organizational assessments, support around the OD grant proposal, or group sessions with the staff and/or board. Almost half of Movement Makers used organizational development support. Among those nine, hours spent on organizational development varied significantly—from as low as 1.5 hours to as much as 123 hours. However, the majority of Movement Makers who used the resources used between seven and 20 hours.

• **Bring It to You Workshop:** Overall, more than half of Movement Makers (13) were able to take advantage of the Bring It to You Workshop. This support gave Movement Makers the opportunity to select a workshop on an MEV fundamental to bring home to their organization.

• **GIFT Fundraising Conference:** MEV gave Movement Makers and/or their colleagues the opportunity to attend the GIFT Fundraising Conference. Six Movement Makers attended the conference and one Movement Maker sent her colleague.

• **Management Center Workshop:** Ten Movement Makers attended the Management Center Workshop. Additionally, three Movement Makers sent a colleague.

• **Rockwood 360:** This support is a leadership assessment designed to help Movement Makers learn and grow as leaders within their organizations. In total, 10 Movement Makers completed the Rockwood 360 Assessment.

• **Liberation and Equity Regional Workshop:** This regional workshop took place in New York and Miami and was open to Movement Makers, their colleagues, and the broader MEV community. Four Movement Makers attended the Liberation and Equity workshop.

• **Building Community Power Regional Workshop:** This regional workshop took place in New York and the Bay Area and was also open to Movement Makers, their colleagues, and the broader MEV community. Eleven Movement Makers attended this workshop and one Movement Maker sent her colleague.

Overall, at least one hour of coaching and one workshop or assessment was utilized by all but three Movement Makers. Furthermore, eight Movement Makers participated in individual coaching, organizational development coaching, and at least three workshops or assessments. Only one Movement Maker did not utilize any organizational development support. MEV organizational development supports received a range of feedback from Movement Makers. Overall, for those that utilized the OD resources, there were concrete benefits for Movement Maker’s personal leadership development and their organizations. Feedback from Movement Makers suggested that while these supports were helpful, they may be improved by introducing the coaching resource earlier and more often so Movement Makers know how to utilize their coach/resources and MEV...
can step in earlier to help troubleshoot if a coach is not a right fit. Specific feedback is highlighted in the table that follows.

**Individual Leadership and Coaching Support**

<table>
<thead>
<tr>
<th>THEMES</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>At the individual level, coaches helped two Movement Makers <strong>think through transitions in and out of organizations.</strong></td>
<td>When I realized that we needed to move, having those coaching sessions really, really helped me talk through some of the conversations I needed to have with both the new organization and the old organization and with NoVo, because I needed to make it clear that I know I was selected for MEV but the project needed to be able to move. We needed to be able to move the whole project, not just me. Having those conversations helped me to understand how to articulate it in a way that I didn't get frustrated and say, “The heck with everybody.”</td>
</tr>
<tr>
<td>For 10 Movement Makers, coaching provided a way for them to <strong>reflect on their personal visions for their career and leadership.</strong></td>
<td>I really appreciated that the emphasis in the coaching is on me and what it is that I wanted to do, because the other coaches that I’ve had have been about how I do my job for the organization. I think the first part of my coaching was really focused on her kind of guiding me and challenging me to reflect on my own strength, to reflect on... how do I authentically show up in my leadership, and really just deepening my understanding of that and being proud of it.</td>
</tr>
</tbody>
</table>
| In addition to providing professional support, coaches also **made an effort to support Movement Makers personally and emotionally**, which many acknowledged and appreciated. | I really have gotten a lot out of it. Sometimes when she drops in, I'm at my lowest. And just the fact that she thought of me and thought enough of me to drop in, to check me out, show me her space, ask to see my space, and then talk to me just like wherever I'm at, and go out...
of her way to show me that she cares. I do get a lot out of her.

Organizational Development Coaching Support

<table>
<thead>
<tr>
<th>THEMES</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>In a few cases, coaches supported broader organizational development on issues such as human resources, scheduling, and role definition.</td>
<td>“So I think that the coaching, I mean it was a lot of things. [It took] me to think about how I want to apply [my leadership] in the organization, how I’m showing up, what I need from my team, and really encouraging how to create a culture of feedback that is not punitive or rewards-based but more like a furthering of the mission and purpose-based.”</td>
</tr>
<tr>
<td>At least two Movement Makers’ coaches came to visit their organization in person to help facilitate trainings or discussions. These Movement Makers stated that these in-person visits were extremely helpful for furthering organizational development.</td>
<td>[The coaches] came and facilitated, and I think they sort of fell in love with our whole staff, and what we’re trying to do, and so it was really wonderful to have them there really doing that. And so we are now... writing up and putting together a proposal for an organizational development grant so that we can do three more in-person meetings with the staff, to carry forward some strategic planning at work.</td>
</tr>
</tbody>
</table>

Missed Opportunities for Utilizing Coaching

<table>
<thead>
<tr>
<th>THEMES</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some Cohort members attributed their underutilization of coaching to lack of effort and responsiveness on their part to engage their coach, simply because of their own levels of overcommitment.</td>
<td>I think since the last time I was interviewed I don’t even know that I’ve met with my coach. She went on sabbatical and I think she has a reputation for not being the most easily accessible. And at some point, after the sabbatical, I think I just took on another job actually. I just haven’t prioritized making that space.</td>
</tr>
<tr>
<td>THEMES</td>
<td>ILLUSTRATIVE QUOTES</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Some Movement Makers said that relationship building with their coach developed slowly, in part because they did not have an opportunity to meet in person at the onset of their MEV experience.</td>
<td>What I would recommend be done differently is that, rather than introducing different faculty for content areas, I would have the coaching onsite with the cohort members much sooner, literally in Convening 1, 2, 3, so that the coaches get to know people, people get to know their coaches. If you have that downtime, you can spend some of that downtime building relationship with a coach. I didn't build a relationship with the person until much later and I was unclear when I was supposed to start, how I was supposed to start, and then it becomes another burden, something like, &quot;Oh, right, I have to do this,&quot; rather than, &quot;This person is a part of this whole program.&quot; Personally, it didn't feel like they were a part of the program or the experience until much later.</td>
</tr>
<tr>
<td>At least three Movement Makers stated that they were not fully aware of how to take advantage of the coaching resource.</td>
<td>It was only through the cheerleading through a couple of people who said, &quot;Why don't you talk your coach?&quot; I'm like, &quot;Oh, I didn't know I could talk to my coach about these things.&quot; I've never really had a coach before, I've never really had robust OD, so I really don't know what that looks like, and what kind of support it will look like. And I've been thinking about what could have made that better. Maybe having a coach in from the very beginning would have been helpful; and also maybe in our first cohort session, having someone come in and just talk about how do you use this to the fullest... in order to do this more fully, write down the things that you're involved in, what do you need to let go of and ... I don't know. I just think</td>
</tr>
</tbody>
</table>
### Themes & Illustrative Quotes

<table>
<thead>
<tr>
<th>Themes</th>
<th>Illustrative Quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td>having some kind of tool or process to help me would have been very, very helpful.</td>
<td></td>
</tr>
</tbody>
</table>

## Feedback on Workshops and Additional Resources

<table>
<thead>
<tr>
<th>Themes</th>
<th>Illustrative Quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional workshops were well-received, particularly since they provided an opportunity for the cohort to bring along colleagues and other individuals from their organizations. These workshops were critical vehicles for their organizations’ staff to learn about MEV and be exposed to MEV concepts. Specifically, for those Movement Makers that were working on developing their organization in a way that aligned with MEV’s framing (e.g., self-care, spaciousness, racial equity and liberation), staff participation in MEV opportunities supported organization uptake of these new ideas.</td>
<td>I loved it. I think it’s any time we can be led by women of color talking about building power from two very different fields, where it was about space building, and it was formal and informal building, and also being able to have that community space about building with other folks. I thought it was energizing. And having the opportunity to bring my staff with me is really important.</td>
</tr>
<tr>
<td>For some, the organizational development offerings were not aligned with their needs. For example, some Movement Makers had already done the Rockwood 360 training prior to MEV and did not see a purpose in repeating the assessment. Others felt that the community power-building topic was not relevant to their organization’s needs.</td>
<td>The [Building Community Power Workshop] itself wasn’t really helpful for us, because it was too basic for us. I imagine it’s helpful for other people. I think if there was an offering again, I would have some sort of self-assessment in advance, [to know] how advanced or how beginner you’d be, for people to self-select themselves to come... I was excited because it was about organizing, so I thought I would be aligning with other MEV folks that were organizing too, but a lot of them, they were just learning. The facilitators can only move at the level that they’re spending with people, because the majority of people are still learning. It was basic for us. As an organization</td>
</tr>
</tbody>
</table>

MEV Cohort 4 Final Report 29
### THEMES

<table>
<thead>
<tr>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>we didn’t benefit much, and then [other] people are still learning.</td>
</tr>
<tr>
<td>I just wasn’t sure what I needed and I didn’t know how to talk through that... I think I needed, ‘Here’s a list of organizational development tools that’s out there; [including] In house, [and also] what’s out there. Please feel free to select and go to these things. I think that would have been really helpful for me. Even in doing the oppression workshop and all that, like that was good; but also seeing there are other people who can do it and they do it amazingly well too. So basically looking outside - other resources to help. Because I think us women of color, we come from a very rich, deep place and we need a little bit more than maybe what the faculty is equipped to provide.</td>
</tr>
</tbody>
</table>

Among those Movement Makers that attended the **Gift conference and Management Center Trainings**, their experiences were positive and resulted in new learnings and connections.

I think what I appreciated about the management training is that it finally felt like an opportunity to actually have a conversation with someone in the room who did similar work or who knew or who came from an agency. It was a little bit more diverse and I think it helped. I mean it brought up some conversations around multicultural management that ordinarily I wouldn’t have been able to address. I think that is helpful. I even think actually the framework of the day was really helpful. I pay attention to all of them too.

They funded us to do a grassroots fundraising workshop in Georgia last year. From that, I was really able to learn about LOIs, RFPs, how to ask for funds, who to ask for them, how to get salvation funding, how to get individual donors
<table>
<thead>
<tr>
<th>THEMES</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>to fund you. I learned all of that. In that, I began to do my own little fundraising for certain issues, for my coalition work.</td>
<td></td>
</tr>
</tbody>
</table>

**The Coaches’ Perspective**

<table>
<thead>
<tr>
<th>THEMES</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaches were intentional in talking about not only what was happening with work, but <strong>also what was happening in the Movement Makers’ personal and home lives.</strong></td>
<td>For a lot of them, their needs are really similar in the sense that they’re really at a particular stage in their leadership. And it’s both where your leadership and your life actually converge, and how do you construct a life that allows you to express and be experienced and drive the vision of your own leadership.</td>
</tr>
<tr>
<td></td>
<td>There were a few calls where I think she just cried, and I was like, &quot;I’m just here. I’m going to... you can talk if you want, or you don’t have to. I’ll just be with you.&quot; It’s kind of awkward, because we don’t know each other that well, but it’s like, &quot;I’m here for you, and I really care about you.&quot;</td>
</tr>
<tr>
<td>Coaches recognized that many Movement Makers (particularly those leading younger organizations) <strong>needed support with operational processes, such as balancing budgets and creating hiring protocols.</strong> This had to be balanced with time spent coaching around each Movement Maker’s leadership skills and career trajectory. Thus, support for operational processes could be something missing from the current MEV curriculum.</td>
<td>How do we support Movement Makers with the spectrum of things that they need, and sometimes they needed more than we could offer. There’s fundraising and development support, there’s systems and financial systems and audits and 990s and the things that are real, and it’s hard to focus on Forward Stance and those things. So one thing is just to anticipate that those other organizational needs are there, especially if we’re talking about organizations that are predominantly led and staffed by women of color.</td>
</tr>
<tr>
<td>THEMES</td>
<td>ILLUSTRATIVE QUOTES</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Coaches were also mindful to ensure that the Movement Makers were not “drowning in support.” In other words, recognizing that Movement Makers may have other coaches or support systems that need to be balanced alongside their own coaching.</td>
<td>I think not everybody is in that position where they’re getting multiple levels of support, but for those folks that are, just to consider creative ways... [For example,] with one of the Movement Makers, we're closing out with a previous capacity building provider, and we tried to overlay our work together. So it felt seamless, where they're closing out something here, and how do you take the lesson from that and move it forward with the work they're doing with me? And just to ask about the world around the Movement Maker and to not assume that this is the only place that they're getting some support. But what we could do is offer some coordination or some streamlining.</td>
</tr>
</tbody>
</table>

**Conclusion**

As highlighted throughout this chapter, Cohort 4 members’ reflections on the MEV program design and implementation varied significantly. Feedback from cohort members reflect differences in their lived experiences, positionality within their organizations and the broader movement, and their expectations about the program. Despite these differences, cohort members shared a desire for increased voice in the content and structure of the program, as well as more discretion over how they spent their time.
III. OUTCOMES

Informed by survey and interview data, this chapter begins with a detailed qualitative discussion of the individual and organizational impact of the MEV program on Cohort 4 members. It then moves into a discussion of Cohort 4’s perspectives and reflections on progress toward the overarching goals of the MEV program, including aligning the movement, strengthening individuals and organizations, enhancing the movement’s capacity for social change, building critical mass, and engagement of funders. As highlighted in Appendix A, all but one Cohort 4 Movement Maker is quoted in this chapter and no single Movement Maker is quoted more than five times. It concludes with a description of how Cohort 4’s network of relationships changed over the course of their participation in MEV.

Stories of Impact

Individual-Level Impact

Overall, Cohort 4 members felt that the MEV program had a significant impact on them as individuals. Through interviews, at least 11 individuals shared specific stories describing the ways in which they have been personally impacted by their participation in MEV. As shown below, these stories of impact ranged from concrete skills and knowledge from the MEV curriculum, to impacts related to MEV culture and broader leadership development processes. A common theme, however, was the impact of MEV on developing Movement Makers as leaders in the movement.

**Becoming Leaders**

<table>
<thead>
<tr>
<th>THEME</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Many Movement Makers felt that their involvement in MEV increased their confidence in their individual leadership. Specifically, Movement Makers shared that they have a greater belief in their abilities to lead organizations, feel more equipped to advocate for themselves, and can better own their power as a leader.</td>
<td>I think that in the past I have really struggled with my imposter syndrome, with whether or not I’m the right person for these different spaces that I find myself in. And I think that through the program I really have built a lot of confidence, and it has cemented the belief in my personal power and my voice and my experiences, that no matter what space I move into, I belong. I definitely think my confidence had been faded, as far as being a leader, and then finding,</td>
</tr>
<tr>
<td>THEME</td>
<td>ILLUSTRATIVE QUOTES</td>
</tr>
<tr>
<td>-------</td>
<td>---------------------</td>
</tr>
<tr>
<td></td>
<td>believing... reignited an awareness of opportunities and possibilities for myself.</td>
</tr>
<tr>
<td></td>
<td>[I learned] through the VISIONS framework, just how to have conversations that need to be had and from a place of being an advocate for myself, but also holding that my feelings are just that. That other folks’ actions or responses might be based on other things that I might not be aware of. I definitely used the VISIONS framework for an important conversation I needed to have last year. I continue to hold that learning with me even as I move through the world now.</td>
</tr>
</tbody>
</table>

Some Movement Makers described how their MEV participation provided valuable time to reflect on their leadership to more **clearly define their purpose as a leader**. For example, Movement Makers shared that they have a deeper understanding of the “why” behind their work, their purpose in the broader movement context, and their own strengths as a leader.

|       | It was so what I needed; and it just re-reminded me of why I do what I do. And it was my faith. That I was doing the work and I was kind of leaving my faith off the table. Even though I show up in it, but I needed to do more intention with it. So I can’t go along and do this work, and not understand how much my faith guides me in it. |
|       | The way I think about myself, “What do I want to do? How do I want to do it?”, this is what the last convening taught me—to make space for myself. It helped me say to myself, “Relax, take this time for yourself.” I used to follow other people [all the time], but now I want my own space. I have thought about this more, and since I have a stronger character, I am more conscious around that. |
|       | I brought back a reflection of how I don’t want to do my work. I don’t want to do work that's

---

6 The VISIONS Inc framework refers to an organizational development resource shared by Ana Perez
### Leadership Practices

<table>
<thead>
<tr>
<th>THEME</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>For some Movement Makers, MEV resources, support, and opportunities</td>
<td>They call it organizational development, but all of the conferences and workshops and training support that they offer to us as Movement Makers and as leaders that really help us to develop our leadership.</td>
</tr>
<tr>
<td>strengthened their skills and knowledge around how to lead organizations.</td>
<td>I don’t think I would have been able to sustain all the work without the fellowship because of how squarely our organizational progression lands on my back. It’s on me to forward it.</td>
</tr>
<tr>
<td>THEME</td>
<td>ILLUSTRATIVE QUOTES</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Without the level of support that I got from NoVo and from MEV, I don’t know if I would have been able to do it, unless maybe some other fellowship would have come through, but I needed to be invested in it, me as an individual. I needed to be invested in it in a way that allowed me to be a single parent. Not a lot of fellowships allow for that.</td>
<td></td>
</tr>
<tr>
<td>The MEV curriculum supported Movement Makers with acquiring language, frameworks, and practice opportunities (e.g., opportunities to facilitate during convenings) that supported and validated their development as a leader.</td>
<td>I didn’t have half the language then that I have now, understand that concept framework, and the concepts of liberatory practices, and liberatory leadership altogether. I didn’t have any of that, and I didn’t really see it necessarily as a goal and understand the way to think about how to implement it right where I am in my organization, and in my community and how to take that upward. The way that I was already thinking about things was being told that I was thinking about them wrong. And to be able to find MEV and then have them affirm what I was already thinking about was super important for me to feel confident in my leadership. So an example of that is I was already thinking about work-life balance. I was already thinking about this concept that now I have a term for, which is “spaciousness.” Before I didn’t have that term.</td>
</tr>
<tr>
<td>MEV supported Movement Makers to push their thinking around their positionality and power within the movement to further develop their leadership.</td>
<td>I try to think about my own power. Like my positional power, the power that I bring in because of my own class... What does it mean for me, then, to center, and listen to folks? Listen to people who we say that we’re fighting for, but sometimes just don’t want to listen to?</td>
</tr>
</tbody>
</table>
### Leading Across Movements and Generations

<table>
<thead>
<tr>
<th>THEME</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some Movement Makers reported they were more likely to reach out and collaborate within the MEV community, as they had grown their professional community and felt “legitimized” by MEV.</td>
<td>I see a bigger mapping of a world that I have access to because of the cohorts, some level of validation to reach out.</td>
</tr>
<tr>
<td>A lot of these organizations and leaders within MEV, I’ve worked with them. But I’ve always worked with them in silos, and so I feel like the MEV platform has allowed me to be more national, which I think is great for my leadership.</td>
<td></td>
</tr>
<tr>
<td>MEV’s support of multigenerational spaces was not only impactful for Movement Makers’ children, it also was an affirming and powerful experience for the Movement Makers themselves.</td>
<td>For me to be able to witness what it is like to have your children in the movement that you’re trying to work in and have that supported... You’re the primary caregiver and you’re also being offered money for a caregiver to actually keep them engaged and keep them fed and keep them taken care of so that you can focus on your work and you’re able to still see them</td>
</tr>
</tbody>
</table>
Throughout the day. That was a really powerful experience for me and one that really pushed me to think about how I want to continue to incorporate that in the work that we do.

They had a youth camp coincide with [the convening] and it was incredible. It was a very meaningful experience for my mother and my children and they were educating me on stuff that they learned. I want to make note of that because movement building really does need to be intergenerational.

### Healing and Wholeness

<table>
<thead>
<tr>
<th>THEME</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some Movement Makers described that MEV had kept them in the movement by <strong>deepening their practices related to sustaining themselves and preventing burnout.</strong></td>
<td>Throughout the whole program, I was coming out of burnout, so I think MEV was so key for me to transform out of that, otherwise I don’t think I would even be in the industry anymore.</td>
</tr>
<tr>
<td>The MEV spaciousness and Spirit Space allowed Movement Makers to <strong>deepen their practice around healing and self-care</strong> and strengthen their emotional and spiritual intelligence.</td>
<td>The fact that I was refusing to create an organizational culture that was centered on metrics and productivity and all of that was something that was communicated to me as not being good enough, and then to actually be involved with MEV and learn about the need for spaciousness, to learn about the need for self- and community-care and how that impacts</td>
</tr>
</tbody>
</table>
being strategic. I think all of that was very integral to deepening my understanding of my own relationship, of my own leadership, and really giving me back that confidence that I was actually thinking about all of this in the right way.

I’m used to meditating but the Tai Chi felt good. It was very relaxing. Breathing and just taking in and being present in the moment. That was a learning experience for me... I feel like it taught me to take a step back here and there.

Providing direct services is on, on, on. You’re always on. It’s a self-care piece that I could utilize in my everyday life, not just through work but also in home life as well. Take a step back and breathe and motion and being present. I would say that it changed the way I looked at just always being on and never taking a break from that or stepping away from that.

Organization-Level Impact

For many Cohort 4 members, incorporating MEV into their organizations represented an ongoing, and sometimes challenging process. Specifically, the Movement Makers who transitioned organizations during the cohort cycle and Movement Makers in mid-level positions voiced their difficulty with engaging in the organizational development supports. This range of organizational development support resulted in impacts for some Movement Makers more so than for others.

Despite these challenges, cohort members discussed the ways in which they were putting MEV ideas into practice and were working toward aligning their organizations with MEV values, vision, and mission. Cohort 4 members expressed their gratitude for the opportunities to “bring staff along,” both literally and figuratively, to the learning opportunities provided by MEV. The table below presents summaries of these themes, as well as illustrative quotes from cohort members.
<table>
<thead>
<tr>
<th>THEME</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some Movement Makers were able to integrate MEV concepts and culture into their organizations such as self-care, feedback, and racial equity and liberation.</td>
<td>Community agreements is something that we’ve done a lot throughout the years, pretty much since the inception of our programming, but over the years we’ve always practiced and piloted different ways, trial and error ways, of doing things, and I feel like MEV deepened and enhanced our understanding of how complex and nuanced these conversations are and gave us some language around that. So concepts like simultaneity and the “both/and” of needing an urgent response and understanding that there’s no quick fix, really uplifting all of those complexities.</td>
</tr>
<tr>
<td>For some Movement Makers, coaches helped them look beyond their organization’s immediate situation and explore possibilities for the organization that align better with Movement Makers’ values.</td>
<td>We had to let go of [a key staff member] this summer. That could have been really, really messy, and I was mad... Having someone to process and think through all of the potential situations, the liabilities for me personally, for the organization, how to be fair to the individual, even though I was angry with them, how to be fair given their contributions, really getting to map it all out allowed me to create</td>
</tr>
<tr>
<td>THEME</td>
<td>ILLUSTRATIVE QUOTES</td>
</tr>
<tr>
<td>-------</td>
<td>----------------------</td>
</tr>
<tr>
<td></td>
<td>real solutions that were in alignment with our organizational values.</td>
</tr>
<tr>
<td>Resources such as the “My Healthy Organization” assessment and the Management Center workshop helped some Movement Makers’ organizations build capacity in ways in which they did not previously have access.</td>
<td>I’d say we’ve also identified some key capacity-building priorities, which I don’t think we had the data [before], but through MEV, we did a My Healthy Organization assessment, which has us collect specific data about how our organization is doing and to identify capacity-building priorities. So that’s really helpful, because as executive leadership, it gives me some clarity on what I need to be focusing on to grow the organization and help us to be sustainable.</td>
</tr>
</tbody>
</table>
| For Movement Makers that were able to attend regional workshops and invite staff, regional workshops helped Movement Makers build the capacity of their organizations and get organizational buy-in. | The ability that we’ve had to bring staff from our organizations to the different meetings or to the boosters has really helped in shaping capacity at the local level. Because when I was at my former organization, my staff were learning things that I was learning and it was helping to reinforce the different practices and change that we were leading within our own community.  
[Because of] the regional work, the New York [workshop] that I was able to bring other staff to experience with me, I was able to hold that knowledge with another person. That’s so key, |
Because a lot of times, as an executive director, there’s only so much you can hold and steward as a leader to make change. You have to have another person to hold that knowledge and help you make the shift, too…. someone to bring it back home with and really think through whether it works and how it would work if you did it together.

For some organizations that might be considered on the margins of the mainstream movement, being involved with MEV put them in a better position to engage other funders.

[Being a part of MEV] legitimized us and stabilized some of our funding. It puts you out into their world, and so I feel like that went hand-in-hand. That’s really important for organizations like ours.

I still felt hyper-isolated because of my perspective around gender-based violence, a lot of times those were a little validation of our work because there’s no pre-existing, long-term work around it. We’re kind of seen as this outlier. If anything, now that there’s a cohort, at least I have that angle to reach out. That’s been really helpful for me to be part of the cohort on the larger level.

**Movement-Level Impact**

Although MEV was intentionally designed to make deep investments in a select group of individuals and organizations, the hope is that the impact of this deep investment will be felt beyond those who participated in the cohort experience and ripple out into the broader movement. As articulated in the logic model presented in Appendix A-2, the MEV program has five overarching program-level goals: 1) aligning the movement, 2) strengthening individuals and organizations, 3) engagement of funders, 4) enhancing the movement’s capacity for social change, and 5) building critical mass. Although these goals have shifted over time, MEV has retained the original logic model for consistency and because they haven’t had the capacity to revisit it. In the next section, we briefly highlight findings associated with each of the five overarching goals from the interviews at the end of Cohort 4’s participation in the program.
### Aligning the Movement

<table>
<thead>
<tr>
<th>THEME</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cohort 4 helped to shape the movement’s understanding of how violence against women and girls impacts women of color. Cohort 4 contributed to the narrative around the importance of listening to women of color for deepening this understanding.</td>
<td>I think that because women of color are women who are not afraid to speak out against violence, who are not afraid to talk about the impact that violence has had on their lives, I believe that this cohort really played a significant role in bringing that to life. Understanding that women of color see violence at a much higher rate than white women, and speak out against it more than white women. I think this cohort really helped to shape the narrative. Although they’ve come out with MeToo and all of the other folks that have now begin to talk about sexual violence, intimate partner violence, gender-based violence, I think woman of color still stand at the forefront of making the narrative fit women of color, and their voices are not silenced.</td>
</tr>
</tbody>
</table>

I think our experience as a cohort definitely contributes to [alignment of the movement]. I think that considering how some of my cohort sisters have been pushed out of their job, that certainly had us thinking about class and economic security. As far as race, I think for me just talking about the Black and Indigenous solidarity. But I think also even beyond that, there are folks in the cohort who are Latinx, who are Asian Pacific Islander, who are from immigrant backgrounds. I think that as far as contributing to the movement, our lived experiences are contribution enough. The way that we struggled with each other and built with each other. Even if there aren’t tangible outcomes, I think that what we were able to do with each other speaks to contributing to the movement.
**Engagement of Other Funders**

<table>
<thead>
<tr>
<th>THEME</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional funders are looking to the MEV model to shape their own initiatives. Thus, MEV principles and programming are influencing how funders are thinking about their own grantmaking.</td>
<td>A lot of folks are reaching out to me to ask about MEV as they create their programs. And, I would say that even some of the visions that I have about programs, that I would love to be developing or contributing to, [have] come out of my learnings from MEV. Sterling Network has hit me up to ask questions. I’m blanking on some of the others, but there’s an RFP that I responded to that’s looking to create what, to me, sounds like a blend between something like BOLD and MEV, specifically, in St. Louis, Missouri to support new and emerging Black leadership.</td>
</tr>
</tbody>
</table>

I am really noticing this dynamic shift of being less concerned with chasing grant dollars. We’re all chasing money, don’t get me wrong. We’re trying to. But there’s more and more effort towards philanthropy and I think it’s actually an impact of the NoVo Foundation, quite frankly... When I came into the movement, everybody had an OVW grant, everybody was working on OVW. And just how restrictive and oppressive that is, those federal grants. So I’m seeing people actually being more invested into what the community’s asking for and getting more creative instead of just having to rewrite their programs every two years, every five years based on what OVW new objectives are coming out.
<table>
<thead>
<tr>
<th>THEME</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Movement Makers are sharing MEV concepts with the rest of the movement, particularly around racial equity and how the movement can support women of color leaders.</td>
<td>I think that they've trained multiple cohorts that are taking home these really important lessons and then it’s reflected back in our work and that's built a community of folks that have a shared language and a shared way at times to think or process the work and how we show up in the work, both [collectively and individually] I think that’s an important impact that MEV is having.</td>
</tr>
<tr>
<td>Just the fact that even Monica's race, equity, immigration work for many people was a first in the MEV space and, then, now, the fact that you see that framework and that approach to talking about racial justice, having gone so much further outside of the anti-violence movement, it’s pretty significant. I would say this having both impact in the anti-violence movement and across movements.</td>
<td>Two different days [at Convening 6] were really a way for members of the different cohorts to share what they’re working on and also share their political perspective on the topics...I was really happy to hear from the other panelists that [Feminist Movement Building] is something they feel is important and in their local community work are contributing to...It seems like there is a hunger for this kind of movement building. And the moment is ripe for that. So, that was inspiring. So those two panels were, I would say, a high point for me.</td>
</tr>
</tbody>
</table>
Building Critical Mass within the Movement and with Other Movements

<table>
<thead>
<tr>
<th>THEME</th>
<th>ILLUSTRATIVE QUOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through the international exchange, MEV has helped <strong>forge international links and push domestic thinking</strong> around creating a stronger global movement to end violence against women and girls.</td>
<td>[<em>Grassroots Global Justice is</em>] trying to put together a platform that's within the United States for global feminists to join in and actually have some questions to post for these candidates. It's like a candidates’ forum to talk to the candidates. I was definitely interested in that. Since then, we’ve been talking about different collaborations that we can do and projects that we can work on.</td>
</tr>
</tbody>
</table>

Building the Network

To better document Cohort 4’s connections to each other and program alumni, SPR collected social networking information on their informal exchanges and formal collaborations at two points in time: prior to joining MEV—what we call the baseline—and after Convening 6, the conclusion of their participation in MEV as a cohort. As with previous cohorts, our definition of informal exchanges included sharing information on events, campaigns, and program services, as well as trading notes on strategies and best practices. Formal collaborations included participating in the same coalition or network, presenting at summits and conferences together, or working on advocacy efforts together. At both the beginning and end-point of Cohort 4’s participation in MEV, we used in-depth interviews to triangulate and build on survey results. Drawing on the social network analysis, this section presents maps and measures of the evolving MEV network over time.

The evaluation team collected Cohort 4’s ratings on their relationships to other Cohort 4 Movement Makers, MEV Alumni, and organizations connected to MEV. At baseline, 19 out of the 21 Movement Makers responded to the full SNA survey (90% response rate). At post, only 7 Movement Makers provided full responses and 7 provided partial responses. While having a low response rate is not unusual for surveys administered at the end of a program, the lack of responses for the final MEV survey was much lower than that of previous MEV cohorts. The busy holiday season and survey fatigue may have contributed to the low response rate, but it also is in keeping with other data about the level of demand that these cohort members experienced outside of the convening space. Fourteen Movement Makers rated their connections to other Cohort 4 members, yielding a 67%
response rate for the Cohort 4 post-Convening 6 SNA map. Due to the low response rates for the MEV alumni and organizations connected to MEV, this section focuses on the Cohort 4 maps only.

Connections Among Cohort 4 Members
At baseline, Cohort 4 was less connected to one another than any previous cohort. Like previous cohorts, over the course of MEV, Cohort 4 became much more interconnected. Exhibit III-1 shows all connections (both formal and informal) at baseline and the end of the MEV program, clearly demonstrating a marked increase in connections. Specifically, the total number of cohort ties increased from 5% at baseline to 46% at the end of the MEV program. And, given the lower response rate during the second administration of the survey, this 46% is a conservative estimate. Notably, at baseline, five Movement Makers did not have a single connection (either formal or informal) to anyone in Cohort 4. By the end of the MEV program, all Cohort 4 Movement Makers had at least five connections.
Exhibit III-2 shows informal exchanges at baseline and at the end of the MEV program. Like the all connections maps, this map shows that all Cohort 4 members are now connected through informal exchanges. Specifically, **the total number of informal exchanges increased from 5% at baseline to 34% at the end of the MEV program.** Qualitative data from interviews and open-ended survey question responses suggest that these informal exchanges largely occurred through having conversations at convenings. These conversations were an opportunity for Movement Makers to learn more about one another’s work, provide support, exchange strategies and ideas, and hear about others’ professional experiences.

**Exhibit III-2: Cohort 4’s Informal Exchanges From Baseline to End of MEV Program**

Exhibit III-3 shows formal exchanges at baseline and at the end of the MEV program. The formal connections maps show substantial improvement from baseline to the end of the program. Specifically, the total number of formal exchanges increased from 1% at baseline to 16% at the end of the MEV program, with Tonya and Wakumi showing the most formal exchanges. Exhibit III-3 further details the types of formal exchanges made throughout Cohort 4’s MEV experience.
Exhibit III-3: Cohort 4’s Formal Collaboration
From Baseline to End of Program

Fall 2017: Baseline
Before Participation in MEV

Fall 2019: Follow-up
After End of MEV Participation

I do think that the work that Wakumi and Sarah and Kristen and Ana did around the Black and Indigenous Alliance work [has] a lot of possibility and juiciness there. I also think that the work that Monique and Isa N did around immigration and trans women and the migrant crisis, I think that there’s possibility and opportunity there. – MEV Faculty

One of the big takeaways is that some of the work that we initiated, especially towards the end of the convening, some of the work that we initiated is important work. And we were only able to initiate it the way we did because we were finally at a point where we had built trust with each other and could move with each other in an impactful way. I think the work that we did, which then carried through to Convening 6 moved us away from the possibility of transactional relationships to truly collaborative relationships where we know that we’re in this together and we’ve got each other’s back. – Cohort 4 MM
## Examples of Formal Collaborations Among and Across Cohort 4 Members

<table>
<thead>
<tr>
<th>TYPES OF COLLABORATIONS</th>
<th>EXAMPLES</th>
</tr>
</thead>
</table>
| Training and technical assistance | • Collaborative work around assets/needs assessments  
                                         • Coaching calls with other Movement Makers’ staff  
                                         • Serving as an advisor on Movement Maker projects  
                                         • Training Movement Maker organizations’ staff at an economic policy leadership regional meeting  
                                         • Providing support around Human Resources policies |
| Conferences, presentations, and productions | • Speaking on panels for other Movement Makers’ organizations  
                                              • Production of the [Wakanda Dream Lab](#)  
                                              • Collaboration on Women of Color Gender Based Violence Research Project  
                                              • Collaboration as co-editors for Beyond Borders  
                                              Me and my colleagues [including Cohort 4 Movement Makers] at Wakanda Dream Lab just produced an anthology on reimagining gender. And that's proven to be really fruitful. – Cohort 4 MM |
| Resonance activities and groups | • Three Movement Makers worked together on a Resonance Innovation Lab project to bring more play into Movement Maker spaces |
| Campaigns and emerging coalitions and groups | • Collaboration on a feminist coalition  
                                              • Collaboration on a Black/Indigenous working group  
                                              • Collaboration on the movement to end mass incarceration  
                                              • Collaboration on an Uber Safety Coalition  
                                              One of my cohort members invited me to sit on this coalition to make Uber more safe. It was like a working group. So that was really interesting to sort of be able to share the experiences of Muslim communities and sit on that group. – Cohort 4 MM |
| Other formal collaborations | • Organizational membership at Grassroots Global Justice (a Movement Maker’s organization)  
                                    • Serving as a board member on another Movement Maker’s organization |
Over the course of Cycle 4, Movement Makers showed substantial and concrete progress toward strengthening connections within Cohort 4. Clear exchanges emerged, ranging from organizational development assistance to supporting personal leadership development. While many Movement Makers wanted more time to build formal collaborations, the majority expressed a deep appreciation for the connections they made with Cohort 4 Movement Makers and have identified ways to continue collaborating beyond Cycle 4.

Conclusion: Joint Action on Philanthropy Letter

_We went to the board table and spoke with NoVo. I teared up...And what made me tear up is just the power in the way [our cohort] brought to light a lot of the challenges and what we really want and what we deserve. As marginalized women or oppressed women, we're so conditioned to not ask for things that we deserve and there was real modeling in just being very transparent and putting it on the table._ – Cohort 4 MM

As detailed throughout this chapter, Cohort 4 Movement Makers developed as individuals, but they also worked toward strengthening their bonds with one another to develop into a cohesive cohort. Qualitative and quantitative data presented in this chapter illustrate the ways in which relationships between cohort members developed over the course of their participation. Increased connectivity not only supported cohort members to develop personally and professionally, but also strengthened movement ties across sectors and content areas to contribute to movement-level impacts.

The most profound example of this increased cohesiveness was the decision by the majority of Cohort 4 Movement Makers to unite in order to push the movement around what they named as “Radical Philanthropy.” In a letter to NoVo developed largely at the cohort only break out time provided at Convening 5, 17 Cohort 4 Movement Makers detailed recommendations for philanthropy to consider when funding women of color’s organizations. The letter outlined requests in the following areas:

1. Redress for Cohort 4 Movement Makers that did not receive full funding.
2. NoVo’s commitment to continue advancing women of color’s leadership by:
   a. Offering multi-year funding for Cohort 4 organizations.
   b. Providing continued access to MEV coaches.
3. NoVo’s commitment to continue strengthening the network for women of color leaders by:
   a. Providing opportunities for alliance and coalition building.
b. Providing opportunities to continue the Convening 5 mapping exercise and relationship building.

4. Recommendations for Cohort 5
   
   a. All women of color with gender diversity in faculty
   b. Centering of language justice
   c. Peer coaching

As is detailed in the next chapter, the letter reflects the unique challenges Cohort 4 Movement Makers face as women of color leaders who have been directly impacted by violence and outlines concrete ways for philanthropy to effectively support women of color leaders, given their unique challenges. Thus, this letter was a profoundly important outcome of Cycle 4 for Movement Makers. It represented the improved cohesion of Cycle 4 and consensus by the majority of Cohort 4 Movement Makers on what it takes for philanthropy to continue to support women of color leaders.
IV. LESSONS & IMPLICATIONS FOR MOVING FORWARD

We’re still leading in under-resourced, disenfranchised ways, but our leadership is what creates the most innovative, social movement change... What [will it take for] philanthropy to actually invest in our leadership as women of color, but particularly as women of color who are on the margin and who are most impacted by state violence and interpersonal community violence? What does it mean to actually invest in our leadership? – Cohort 4 MM

The powerful women of Cohort 4 ended their cohort cycle with an ask that the NoVo Foundation and the broader field of philanthropy consider what it really means to center and empower the leadership of those that are most impacted. What is the level of care and investment that is needed in order to genuinely support women of color leaders in the movement, given the many obstacles that they face? Philanthropic engagement is one of the stated goals in the original MEV logic model, but it is positioned as the work of NoVo Foundation, rather than that of the MEV program. As MEV enters its final cycle, it seems relevant to ask the foundation: What work is left to be done? Where are resources most needed in order to push innovative social change forward?

It seems appropriate that Cohort 4 would end their cycle with a provocation, in that they tested and questioned the MEV model and approach all along the way. They hastened shifts in the program that had been planned by faculty but not yet implemented, many of which brought MEV more closely in line with its values. For instance, they asked for more cohort-led spaces and called for more intensive healing support to address trauma. They also cast light on deep challenges or fractures within the movement that inhibit progress, such as transphobia, anti-Blackness, internalized racial oppression, and the limitations of our nonprofit system to support leaders of color and to influence real sustainable change.

In this final chapter, we reflect on the lessons learned from Cohort 4’s experience and their implications. We also draw from interviews with Cohort 4 members, faculty, and alumni to identify recommendations for Cycle 5, as MEV enters the last two years of the program.

Lessons on Movement Building

Each Cohort experience yields lessons on the complexity of movement building. Furthering the findings presented in Chapters II and III, the following are some such lessons from Cohort 4:
Lesson 1: Supporting women of color leaders is an essential movement strategy to end violence against women and girls worldwide. Although not all the respondents that we interviewed felt that MEV was ready to “hold” another all-women of color-cohort, there was broad agreement that supporting women of color’s leadership is a necessary movement strategy. As articulated in the cohort’s letter regarding radical solidarity with philanthropy, the external challenges faced by members of this cohort and their initial levels of distrust of one another speak to the need for women of color-only spaces, where they can talk about the unique circumstances they face and better understand their shared experience. As a movement strategy, it is important to expand the field’s understanding of who is a leader and what experiences, skills, and insights are needed in order to influence real social change.

We had a pretty traditional idea of a movement leader in the first few cohorts. [They were] executive directors of organizations that specifically focus on gender-based violence and people who were working in this movement, narrowly defined... [We have expanded that] to include folks that work in different areas of the movement... We talk about leadership from those most impacted all the time and have very little opportunities to really create a structure that maps to that... It is quite revolutionary to say that is something we’re doing with one of our cohorts. – MEV Alumni

It was invaluable to be in the space of all women of color. It was so rich, just so powerful. So many things to learn from one another. It was really incredible. And we don’t get to be in those spaces all the time... We need that. We need those spaces. – Cohort 4 MM

I think, overall, it was a powerful experience for sure. Coming together, struggling with interpersonal stuff, building trust. I think it’s what women of color leaders need to do... In this moment where we are often feeling isolated, or in silos, or feeling burnt out or feeling challenged in the movement... MEV created for us a space to come together and tackle these issues. But it’s just so much more support was needed to tackle those issues. – Cohort 4 MM

Lesson 2: There is a lot of work to be done in order to address cis-gender privilege and transphobia within the movement. MEV engaged Trans*Visible to provide training at their faculty retreat prior to the launch of Cohort 4 in order to raise their awareness around issues of gender justice. The faculty team was aware that they were moving into unchartered territory. Yet, still, the team was caught off guard by how quickly cis-gender privilege and transphobia surfaced within the cohort and the dynamic that it created in the group. There were clear missteps taken in how faculty addressed incidents of transphobia: their responses were not as proactive or immediate as they could have been. In addition, although they had a transgender man on faculty, who engaged the group in Convening 2, they would have benefited
from having a transgender woman on faculty who could relate more directly with
the needs of members of the cohort. If these issues surface so clearly in the MEV
community, then it is certain that they are a much larger issue within the broader
movement. In short, there is a lot more work to be done here.

_The lack of preparation of the system to really affirmatively welcome and
respond to the needs of trans women in the space was [a surprise]. It wasn’t
a surprise, as if it’s like, “Oh my God, I had no idea.” But it was like, “Oh,
oww. This is showing up in a considerable way.” It was pretty significant._ –
MEV Faculty

_I don’t think we are there. I don’t think MEV is there. But I do think there is an
openness and willingness to continue to explore and grow. Especially when
you are talking about folks who are in leadership but also are impacted.
Those two identities and those two experiences can at times come into
conflict… Because what I saw is that, trans women, especially black trans
women, who are the most impacted, their life of marginalization, of violence,
of oppression, I think that even in a setting like our cohort, where it’s possible
to see them as connected, even in that setting, there is so much [more
needed] in order to have equity. There is so much more that is needed for
them and with them._ – Cohort 4 MM

**Lesson 3: MEV can make a significant contribution to the field by supporting a broader
conversation about how anti-Blackness and Indigenous invisibility impede collective action
in allied movements.** Cohorts 3 and 4 have both grappled with the issues of anti-Blackness
and Indigenous invisibility and the often unspoken tensions that exist in the movement
around these issues. The faculty team and alumni that were interviewed consistently raised
this as an area where MEV could surface insights that could have significant influence over
the broader field.

_The conversation that often comes up in these spaces… and that’s
continuously coming up in MEV is Black and Indigenous solidarity, raising the
visibility of Indigenous folks, while also acknowledging the hyper-visibility of
Black folks… How that is often a place of tension… [We’ve] begun to have
some of those dialogues in a deeper way than we’ve had before, but I think
it’s an ongoing thing that we have to continue to work on._ – MEV Faculty

_I think that there were a lot of the unsolved questions and dynamics of Black
and Native competition What are the things that Black people never want to
hear Native people say, what are the things Native people never want to
hear Black people say? All of those things that could be more
transformational given the dynamics around competition, given the
dynamics around transgender women. We never got there. There were
moments where we could have and I just think that that required a lot more
time._ – Cohort 4 MM
Lesson 4: Co-design and co-leadership are essential building blocks of transformative leadership development and movement building. One of the most persistent themes from our final round of interviews was the value of co-design, both for the cohort members and the faculty team. One faculty member said, “It really deepened [the cohort’s] ability to practice together and gave them an opportunity to practice their leadership in a different way. And it provided a way for them to practice modeling and accountability in other spaces within the practice community.” Several respondents noted the personal power of the experience of participating in the co-design process, with one indicating that it provided her with new and unique insights into the types of issues with which faculty are grappling. Others talked about how important it is that Movement Makers see that their voice is valued by faculty and that they are recognized as movement leaders as they come into the program. Finally, one faculty member spoke about how MEV is moving away from the “expert” model that was part of the initial framework for MEV, towards the process of co-discovery and shared leadership.

Lesson 5: Responsiveness, flexibility, and humility are fundamental characteristics of facilitation for transformative change. Since the first cohort, MEV’s willingness to pause, reflect, and course-correct has been one of its strongest features. Even given this history, several faculty members spoke about how Cohort 4 surprised them in unique ways that were at times emotionally taxing. As with previous cohorts, the faculty of MEV shifted and adapted the structure of convenings to respond to cohort dynamics, in this case giving the cohort more space to hold their own conversations. One of the largest lessons from MEV’s work is that adaptability, responsiveness, and deep listening are perhaps the most essential roles that faculty play.

Never underestimate the level of impact of showing deep, deep care and attention to folks, in a way that witnesses and affirms their experience in leadership and doesn’t try to fix things. – MEV Faculty

Lesson 6: Beloved community takes time to develop and it is not conflict-free: it requires holding each other accountable in a spirit of love and shared purpose. In Cycle 4, faculty were purposeful about dispelling the belief that beloved community is about everyone “getting along.” In contrast, they framed beloved community as a process of operationalizing the values that the movement is striving for and reflecting on the ways that one is or is not in alignment with those values. Instead of avoiding conflict, being in beloved community requires that people identify when harm has occurred and hold each other accountable so that trust can be restored and alliances can be held.

[MEV] has taught me a lot about when wonderful people that you respect deeply don’t necessarily think about their position. Or even have a conversation to respond to and acknowledge it. Like "Yes, we [messed] up." Because no one is perfect. I mean, that's what I keep landing on. No one is perfect, but what matters is your response. So I think this process has taught me a lot about holding spaces, being attuned to what people are saying, even when you don’t want to hear it. – Cohort 4 MM
Lesson 7: There is tremendous power in using values as a guiding framework for engaging in the work (including both operations and programming). As discussed in the introduction, in the last several years, MEV has made significant shifts in how it approaches its work, which has helped to bring the program more fully into alignment with its values. This includes the co-directorship structure, the children’s camp, the Spirit Space, the healing practitioners, and so on. It also includes how MEV chooses to enter a convening space. Over the course of Cohort 4, the MEV team conducted site visits to all the convening spaces and held at least one planning meeting with convening space staff on gender, race, and class, as well as on the hotel’s safety protocol.

It’s not just that we have a hotel contract with you. We invite the hotel staff to partake in our art, to spend time in Spirit Space... There’s a reciprocity. It’s not just the stance of people serving us and accommodating our needs, but we’re really engaging. -MEV Faculty

Questions for Consideration

The following questions were surfaced by interviewees and the evaluation team as we sought to make sense of the data. Reflection on these questions may be useful as MEV moves into its fifth and final cohort.

- **How and in what ways does solidarity look different within all-people of color-spaces (in the absence of whiteness)?** How do trauma and gender-based violence impact the formation of cross-racial solidarity?
- **How can MEV as a program be better equipped to address the trauma and internalized oppression that often surfaces for Movement Makers in the convening space?**
- **What is the role of foundations as holders of learning spaces such as MEV?** How does having a funder in the learning space alter the dynamics? What does it mean for foundations to make a long-term investment in movement building? What does sustainability look like, particularly within the context of supporting the leadership of those most impacted?
- **How can MEV be more connected or responsive to current issues or inflections in the broader movement?** For instance, is there a role for MEV in providing a space for Movement Makers to weigh in collectively on issues such as MeToo or detention of immigrants as they happen?
- **What steps can be taken to make funding decisions more transparent to Movement Makers?** How can MEV proactively communicate how it handles Movement Maker transitions from one organization to another? Or situations where a Movement Maker loses her position or is unemployed for an extended period of time?
- **How can MEV better set expectations for applicants and selected cohort members?** MEV cohort members often come into the program with extraordinarily high expectations, which are sometimes out of alignment with the structure of the program and that often interfere with their ability to accept the program as it is. How can MEV better prepare selected cohort members for what to expect?
Recommendations for Cohort 5

Below are recommendations for Cohort 5 that arose from our conversations with Cohort 4 members, MEV faculty, coaches, and alumni. Most of the recommendations have been part of ongoing conversations among MEV staff about the structure of Cycle 5.

- **Develop a faculty team that aligns with the characteristics, lived experiences, and needs of the cohort.** Cohort members and faculty agreed that the absence of a transgender faculty member, specifically a transgender woman of color on faculty, contributed to missed opportunities for connection and leadership. Although it is impossible to find faculty that share the complex identities of every Movement Maker, intentionality behind identifying a faculty team that meets the needs of the specific cohort is important.

  *Monica Dennis is the bomb, and the other Black women on faculty are fabulous, but if you haven't been in prison and you haven't lived a life on the street, you haven't lived a life on the street. That's it... So they're not going to relate. They're not going to be able to build those deep bonds. That's just a fact. What does it look like for us to have faculty that actually do that?* – Cohort 4 MM

- **Conduct additional outreach to specific communities to broaden the diversity of strong applicants and carefully screen for readiness.** Several respondents said that the limited number of transgender and gender non-conforming applicants that MEV received for Cohort 4 limited their selection pool and opened them up to perceptions of tokenism in the selection process. As MEV selects the members of its fifth and final cohort, respondents said that care should be taken to screen for readiness and interest in engaging in an intensively reflective leadership development process, as well as an ability to “show up in community.” To the degree possible, respondents recommended that MEV screen out those that are interested primarily in the grant resources or the perceived status that comes from being selected for the program.

- **Communicate more clearly in advance of the first convening about what people can expect from the program.** Interestingly, many Cohort 4 members said that it took several convenings before they fully understood what MEV was and what was being asked of them. It may be useful to communicate more with cohort members prior to their arrival at their first convening about the convening structure and the organizational development supports. Because it can be hard to really understand what it is like to be a cohort member at the beginning, it might be useful to pair each new cohort member with an “alumni mentor” who can provide firsthand experience of what it is like to go through the program. This would be particularly helpful for Movement Makers that do not already have close relationships with any MEV alumni, as was the case for Cohort 4.

- **Dedicate a day in the first convening to having cohort members talk with the coaching team, so that they can be paired with an organizational development coach that meets their needs.** One of the strongest themes arising from the interviews was a desire on the part of coaches and cohort members to improve how the organizational support coaches are introduced to the cohort. Although Movement Makers are encouraged to reach out to
coaches and talk with them before indicating their choice, cohort members and coaches indicated that this was not sufficient for a good match to be made. Several felt that the matches were not a good fit, or that the cohort members were reluctant to respond or reach out to coaches that they had not met in person.

*I do feel like ideally there would be a way that the coaches and the Movement Makers could talk and then select each over... There has to be some way for them to say, “Oh, this person seems interesting, I would like to work with them...” There is something about the matching process that I think could have used a little more attention.* – MEV Coach

*It would be really good at the beginning, like in Convening 1, for us to be able to actually meet our coaches because I feel like we developed a relationship over long distance. I was kind of hesitant and I didn’t know this person, so I wasn’t completely open in the beginning and it took a while for us to develop that relationship. Now, we text, we talk, we’re on social media. I wish we had developed that relationship sooner.* – Cohort 4 MM

- **Shorten the length of the convenings, with flexibility to accommodate additional days for cohort-led discussions and trainings.** One of the issues raised in interviews was the desire among some cohort members to limit the time that they are away from their families and jobs. This is particularly important given that, as women of color leaders, they often have limited scaffolding and support, which makes it more difficult for them to “leave their lives” for long periods. Faculty also could see the benefit of a condensed and more focused three-day convening, with flexibility to accommodate additional cohort-led discussions before or after the primary convening.

*A five-day convening... that’s wonderful on the intensity side, the beautiful places we went, the level of care, the level of support, everything. I thought everything was wonderful. And, I think that for many of us as women of color who have families, who have communities that we are central to in terms of taking care of others, it becomes more cumbersome and more of a burden than what’s intended... What would it look like to do shorter convenings but more convenient? And spaciousness and rest and all that could be introduced in a three-day or four-day convening for most of them.* – Cohort 4 MM

- **Dedicate time for cohort members to get to know one another’s work in a more concrete way so that they can begin working on shared projects earlier in the process.** Every cohort has expressed the feeling of wanting to know one another’s organizational work better. Given the current environment and the need for collective thinking and action, however, Movement Makers have gotten more and more impatient to “do work” with one another. They also want the opportunity to talk more about their work in the early convenings, and to have time to strategize about how they can collaborate. The mapping exercise that the cohort completed prior to and at Convening 5 was seen as a helpful start, but it would have been more effective had it been done earlier so they would have had more time to explore and strategize around potential connections.
• **Be more purposeful in choosing locations for convenings that are meaningfully tied to movement history or that allow for cohort members to share their work.** The Cohort 4 convening in Montgomery was very powerful for Movement Makers, because Montgomery is such a powerful site of resistance and movement history. Rather than selecting “restorative locations,” MEV might want to consider how their convening sites could serve as a teaching tool. As a way of bridging this recommendation with the previous one, MEV might want to locate convenings in places where Movement Makers could visit one another’s organizations or share some of their movement work with each other, or alternatively provide resources for cohort members to independently visit one another’s programs.

*We are definitely committed to doing more place-based relationship building... How do we have that combination of being in a beautiful space, but also being in a space where we can actually build with people who are organizing on some of these issues?* – MEV Faculty

• **As MEV moves into the last cycle, it is important to strengthen the ties between the different cohorts.** This is a fairly universal sentiment, though individuals had different opinions about how this could be done. One idea was to include a parallel cohort of alumni or include some alumni in the cohort, as a way of forming a stronger connection and “through line” between the work of the cohorts. Another suggestion was to include an advisory circle of alumni who could help facilitate the curriculum and also serve as resources or coaches. Finally, several faculty raised the idea of having more than one cross-cohort convening. Cohort 4 members also felt that they would have liked to have the cross-cohort convening sooner, and not to have it overlap with the last gathering of the cohort. Finally, it is important that, despite the presentation by Resonance at the final convening, cohort members were not clear how and in what way Resonance was going to help them stay connected to one another.

*I have always advocated for greater involvement of alumni in the curriculum and program... I could imagine some sort of advisory circle of previous alumni that would actually help to inform and sort of hold the cohort as they move forward. I think there is a lot of room for more meaningful involvement of alumni and I do think that as we prepare for MEV as an assembled institution to evaporate, [it is important] to ensure that the work belong to the movement and that we don’t hold on to the work and take it away with us.* – MEV Faculty

**Conclusion**

As MEV enters the last two years of this 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. The care and curation that has been put into the MEV community was evident at the cross-cohort convening in October, with its intergenerational and cross-racial celebration of spirit, health (in body and in mind), expression, and the power and promise of feminism. It showed how far MEV
has come at building an inclusive coalition of powerful leaders, while also illustrating what beloved community looks like.

As MEV enters this final phase it is important that it share out the outcomes and lessons of this grand experiment. MEV represents a truly unique opportunity to observe the long-term effects of individual and organizational transformation on network and movement development. Over 75 Movement Makers have now gone through the cohort experience, and most continue to work in the antiviolence movement or allied movements. How has MEV influenced how Movement Makers engage as individual leaders and as agents of social change? How have they applied what they learned from MEV to their movement work and what difference has it made? What lessons does MEV have for how to promote transformational leadership in a way that promotes healing and that does not replicate power inequities, hierarchies, and movement habits? What implications does MEV have for the movements to end violence and for other social change movements? As MEV’s long-term evaluation partners, we look forward to partnering with MEV to explore these questions.