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Executive Summary

Six years after NoVo launched the Move to End Violence (MEV) program, MEV begins recruitment for its fourth cohort of movement makers. Although MEV was intentionally designed to make deep investments in a select group of individuals and organizations, the hope is that the impact of the deep investment will be felt beyond those who participated in the cohort experience and ripple out into the broader movement.

Now as MEV moves past the half-way point of the 10-year initiative, we can begin to see the ripples of MEV’s “grand experiment” and to examine how and the extent to which MEV has influenced the theory, strategy, and action of the broader movement. Informed by data from the last years of the initiative, as well as evaluations of related work (such as Engaging the Mainstream and Resonance), this report explores the degree to which MEV has impacted the broader movement. In addition to drawing on longitudinal data on the experiences of each cohort, Social Policy Research Associates (SPR) interviewed all 20 Cohort 3 members, and interviewed 16 and surveyed 21 movement leaders, program alumni and faculty, to understand the direct and indirect “ripple effects” of MEV.

Direct Movement Level Engagement

Over the last two years, MEV has directly engaged the broader movement through a number of means, from regional workshops to virtual learning sessions, webinars, and online events. While most of these opportunities were primarily intended for Cohort 3 members, they were deliberately open to cohort members’ organizational and movement allies, to MEV alumni, and many to the movement at large. These direct engagement activities represented opportunities to share the principles and practices of MEV with the larger movement.

Overwhelmingly, evaluations of these direct engagement offerings (the regional workshops, the webinar, the virtual learning community, and Self-Care Challenge) were positive, and many respondents expressed deep gratitude at being able to participate, gain exposure to MEV, and connect with others in the movement. Exhibit ES-1 summarizes participants’ quantitative assessments of each direct engagement activity.

Exhibit ES-1: Overview of Average Overall Rating Across Direct Engagement Activities

<table>
<thead>
<tr>
<th>Direct Engagement Activities</th>
<th>Overall Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anti-Oppression and Liberation Workshops</td>
<td>3.6</td>
</tr>
<tr>
<td>Race, Equity, and Liberation Virtual Learning Community</td>
<td>3.5</td>
</tr>
<tr>
<td>Forward Stance Workshops</td>
<td>3.5</td>
</tr>
<tr>
<td>Strategic Thinking Workshops</td>
<td>3.5</td>
</tr>
<tr>
<td>Self-Care Challenge</td>
<td>3.2</td>
</tr>
<tr>
<td>Transformational Movement-Building</td>
<td>3.4</td>
</tr>
</tbody>
</table>

1 Averages are based on the following 4-point scale: (1) Strongly Disagree, (2) Disagree, (3) Agree, (4) Strongly Agree.
Informed by participants open-ended reflections, Exhibit ES-2 presents major takeaways, successes, and areas of further opportunity for each topic explored through direct movement engagement.

**Exhibit ES-2: Overview of Qualitative Themes Across Direct Engagement Activity Topics**

<table>
<thead>
<tr>
<th>Anti-Oppression and Liberation</th>
<th>Major Takeaways</th>
<th>Successes</th>
<th>Future Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Facilitated deeper self-reflection.</td>
<td>• Facilitation.</td>
<td>• Support developing actionable strategies and integrating learnings into organizational policy and practices.</td>
</tr>
<tr>
<td></td>
<td>• Liberated gatekeeping.</td>
<td>• Inclusion of personal stories and representation of multiple voices and perspectives.</td>
<td>• Space for further connection and networking.</td>
</tr>
<tr>
<td></td>
<td>• Deeper understanding of structural racism and systems of oppression.</td>
<td>• Brought leaders and allies into conversation and community.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forward Stance</td>
<td>Major Takeaways</td>
<td>Successes</td>
<td>Future Opportunities</td>
</tr>
<tr>
<td></td>
<td>• Engaging in physical and embodied practice.</td>
<td>• Inclusion of allies and friends.</td>
<td>• More and repeated Forward Stance Workshop offerings.</td>
</tr>
<tr>
<td></td>
<td>• Cultivating 60/40 stance.</td>
<td>• Connection with other leaders and allies.</td>
<td>• Opportunities, practices, and tools to integrate and apply learnings.</td>
</tr>
<tr>
<td></td>
<td>• Examining gates and identifying core strengths.</td>
<td>• Facilitation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Thinking</td>
<td>Major Takeaways</td>
<td>Successes</td>
<td>Future Opportunities</td>
</tr>
<tr>
<td></td>
<td>• Creating sustainable rhythm.</td>
<td>• Inclusion of other allies and friends.</td>
<td>• Include more small group work and discussion.</td>
</tr>
<tr>
<td></td>
<td>• Identifying and honing purpose.</td>
<td>• Connection with movement leaders and Movement Makers.</td>
<td>• Opportunities and tools to integrate and apply learnings.</td>
</tr>
<tr>
<td></td>
<td>• Applying and integrating strategic thinking.</td>
<td>• Facilitation.</td>
<td>• Provide more background and context for key terms and ideas.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-Care</td>
<td>Major Takeaways</td>
<td>Successes</td>
<td>Future Opportunities</td>
</tr>
<tr>
<td></td>
<td>• Sense of community.</td>
<td>• A greater understanding of self-care.</td>
<td>• More concrete examples and deeper explanations of self-care.</td>
</tr>
<tr>
<td></td>
<td>• Giving oneself “permission” to practice self-care.</td>
<td>• Concrete steps for self-care.</td>
<td>• Scaffolding for continued self-care.</td>
</tr>
<tr>
<td></td>
<td>• Turning the focus inward has outward benefits.</td>
<td>• Treating the concept of self-care with humor.</td>
<td>• More time to learn about and practice self-care in community.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transformational Movement-Building</td>
<td>Major Takeaways</td>
<td>Successes</td>
<td>Future Opportunities</td>
</tr>
<tr>
<td></td>
<td>• Defining vision and purpose.</td>
<td>• Presenters and facilitation.</td>
<td>• Spaces for further connection and networking.</td>
</tr>
<tr>
<td></td>
<td>• Importance of building honest and authentic relationships and creating the bigger “We”.</td>
<td>• Emphasis on practical strategies and successful models from other movements.</td>
<td>• Longer sessions to cover depth and breadth of topics.</td>
</tr>
<tr>
<td></td>
<td>• Understanding of transformation strategies vs. change focused strategies.</td>
<td>• Shared participation across individuals and organizations.</td>
<td>• Access to additional resources</td>
</tr>
</tbody>
</table>
**Summary of Key Findings on Cross Movement Engagement**

Based on cross analysis of direct movement engagement activities, Exhibit ES-3 below highlights MEV’s key successes in movement engagement and opportunities where further support may help to catalyze larger movement-level impacts.

Exhibit ES-3: Summary Key Themes Across Direct Engagement Activities

<table>
<thead>
<tr>
<th>✓ Successes</th>
<th>× Future Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Creating community, conversation and relationships across the movement.</td>
<td>• More concrete tools and actionable strategies to apply key concepts.</td>
</tr>
<tr>
<td>• Making space for allies, movement leaders, and alumni to come together.</td>
<td>• More clarity about workshop topics and what they will cover.</td>
</tr>
<tr>
<td>• Establishing physical practice and self-care as movement strategies.</td>
<td>• More opportunities for networking and relationship building.</td>
</tr>
<tr>
<td>• Facilitating a deeper understanding of MEV concepts in the larger field.</td>
<td>• Define language and provide context.</td>
</tr>
</tbody>
</table>

**Movement-Level Ripple Effects**

In addition to these direct outward facing activities, MEV is influencing movement-level change through the more indirect influence of program alumni. To better understand how MEV and the ripples of MEV alumni are influencing the movement, we draw on survey and interview data with alumni, movement leaders, and faculty.

• **Expanding the interconnected MEV network.** MEV participants from Cohorts 1, 2, and 3 have formed a deeply interconnected network. Over the course of the two-year program, ties within each cohort increased multi-fold for both informal connections and formal collaborations. Additionally, as shown in Exhibit ES-4, all Cohort 1, 2, and 3 members were connected to other cohorts in numerous informal and formal ways, reflecting a dense and highly interconnected informal network. Connections between cohorts were more likely to be formal connections, reflecting participation in structured cross-cohort activities.
Connections to the broader field. Exhibit ES-5 illustrates informal and formal connections between each MEV cohort, Engaging the Mainstream participants, and other movement allies. When including connections to other movement allies, cohort members—particularly Cohort 3 members—appear to be more integrated into the network. Furthermore, there is clear clustering by whether or not allies are engaged in Engaging the Mainstream or not. This illustrates a clear division within the broader network between movement allies at mainstream organizations and those at more marginal organizations.
• **Assessment of the movement and MEV’s influence.** On alumni assessments of the state of the movement, “Aligning the Movement” was rated the highest and “Engagement of Funders” the lowest of the five overarching MEV program outcomes. Findings also indicate that alumni perceptions of movement strength increased over time, particularly in the areas of building critical mass (+.32) and movement alignment (+.28). MEV alumni from both Cohort 1 and Cohort 2 rated the movement as stronger for each of the five overall areas in 2017 compared to the end of their time in the program. Alumni also had increasingly positive assessments MEV’s influence on the movement. Exhibits ES-6 and ES-7 provide a high-level summary of MEV alumni ratings of the current strength of the movement and MEV’s influence with respect to MEV outcomes.

• **Movement from theory to action.** MEV alumni were also asked to rate progress on key components of moving from theory to action, which aligned with the survey the Engaging the Mainstream (ETM) participants completed in Fall 2016. Analysis of MEV and ETM participant responses, revealed that, unsurprisingly, individuals from mainstream organizations participating in the Engaging the Mainstream work generally perceived less progress than MEV participants. The perceptions of progress also varied by cohort. Cohort 1 was most positive in assessments of progress in moving from reactive to proactive approaches and promoting open, participatory, and peer drive leadership. Cohort 2 was most positive about progress towards breaking down silos and integrating service with an advocacy and social change mind set. Finally, Cohort 3 was most positive in their ratings of progress towards prioritizing racial justice/equity, embracing a margins-to-center approach, and catalyzing beloved community.

• **Reflections on movement shifts.** Movement leaders, alumni, and faculty discussed several key shifts taking place in the work to end violence against women and girls: 1) interviewees suggested that there is a developing intersectional lens in the movement and increasingly race, equity, and liberation are being centered; 2) there is a shift towards de-criminalization efforts and more work being done to develop alternatives; 3) the movement is increasingly collaborative and more cross-movement work is taking place; and 4) the analysis surrounding root causes of violence against women and girls is deepening and the movement is becoming increasingly social justice focused.
• **Reflections on the impacts (ripples) of MEV.** Many interviewees struggled to identify the exact impact and role of MEV in precipitating these shifts. However, they all agreed that MEV has influenced the tenor and urgency of certain key conversations, and identified four key areas where these MEV “ripples” have been particularly impactful in the larger movement: 1) fostering a shared vision and language; 2) cultivating a sustainable movement through self-care; 3) opening up conversations on race, equity, and liberation; and 4) creating partnerships, community and a shared sense of movement identity.

**Reflections and Lessons Learned**

Key findings from interview respondents’ reflections on MEV’s model, lessons learned from MEV thus far, and implications for movement building are highlighted below:

**Reflections on the Model**

• **Intensive Focus on Leadership Development.** Movement leaders generally felt that MEV’s focus on individual leadership was powerful. They pointed to the work of individual MEV alumni as evidence of how MEV had helped motivate individuals to be more active in the movement. Opinions on MEV’s influence on organizations were more mixed.

• **Cohort Structure.** Three distinct threads emerged about the cohort structure: 1) a strong sentiment that the cohort structure is essential for building beloved community, 2) a worry among some that the “exclusive” nature of the cohort creates unintended tensions within the movement, and 3) a sense that increased connections across cohorts and between cohort members and the broader movement is essential for MEV to effectively reach critical mass.

• **Role of the Expert Faculty.** There was an overarching view that faculty were top-notch and that they added a tremendous depth to the program. At the same time, a few alumni and one faculty member felt that there were “too many cooks in the kitchen” and that the total number of faculty could be reduced.

• **Focus on Cross Movement Alliances.** Several movement leaders discussed MEV’s focus on intersectionality and forming cross-movement connections, with emphasis on the degree to which mainstream leaders of the domestic violence and sexual assault movements are “standing up for” or standing in alliance with women of color.

**Moving Beyond the Cohort: Lessons Learned**

Through participant evaluations and interviews, the following best practices and lessons learned emerged around how MEV can build capacity and exchange ideas with non-cohort members:

• **Lesson 1:** The importance of skilled facilitators cannot be understated.
• **Lesson 2:** Providing space for self-reflection can lead to deep learning.
• **Lesson 3:** Learning happens best in collaborative environments.
• **Lesson 4:** Learning alongside organizational allies helps to make change “back at home.”
• **Lesson 5:** There is a need to define what further support looks like for participants of movement learning opportunities.
• **Lesson 6:** The promotion of leadership of color continues to be important moving forward.
Conclusion

In conclusion, this report finds that the core values and practices promoted by MEV are reaching a broader cross-section of the movement, resulting in shifts in understanding, organizational behaviors, and relationships. By creating spaciousness for reflection and courageous conversations, the movement has achieved greater clarity on what is needed to end gender-based violence. Further, there is an expanding network and continued progress towards outcomes, and a sense among many alumni that MEV is approaching critical mass.
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I. INTRODUCTION

The beauty about the Move to End Violence is that it is not telling you what to do, but it is inviting you to think about the movement with a different lens... to connect intentionally to why we’re doing this... and build towards the greater social justice purpose. - Movement Leader

In May 2017, the Move to End Violence (MEV) program launched recruitment for its fourth cohort of Movement Makers, almost exactly six years after the NoVo Foundation launched the program, and eight years since the launch of the stakeholder interviews that informed its design principles and approach. Although MEV was intentionally designed to make deep investments in a select group of individuals and organizations, the hope was that the impact of the deep investment would be felt beyond those who participated in the cohort experience. Part of MEV’s “grand experiment” was to test whether and how the work of the cohorts would ripple outwards to influence the theory, strategy, and action of the broader movement.

Building on data from the last six years, as well as evaluations of related work (such as Engaging the Mainstream and Resonance), this report explores the degree to which MEV has influenced the broader movement. In addition to drawing on longitudinal data on the experiences of each cohort, Social Policy Research Associates (SPR) staff interviewed 16 and surveyed 21 movement leaders, program alumni and faculty, to understand the direct and indirect “ripple” effects of MEV. We also surveyed alumni to understand how their relationships and ties to MEV have changed after their completion of the formal cohort experience. (See Appendix B-D for an overview of cohort members’ demographics, location of grantee organizations, and a list of interviewees).

Overview of MEV Program

Move to End Violence (MEV) is a 10-year initiative designed to strengthen the collective capacity of the movement to end gender-based violence in the United States. The comprehensive program is guided by four interconnected and mutually reinforcing fundamentals: (1) transformative leadership development, (2) organizational development (OD), (3) movement building, and (4) social change. Through these fundamentals, the program seeks to make deep investments in and have an impact at the individual, organizational, and movement levels—all of which will ultimately contribute to a strong, innovative, and sustainable movement to prevent 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 experience 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. Although program elements have evolved over the course of the program, the cohort experience consists of several main components: (1) a series of six convenings in restorative locations, including an international learning exchange; (2) interim work and trainings,
including self-care and strategic thinking workshops for cohort organizations and allies; and (3) ongoing organizational development (OD), including support through both a significant general operating grant and an organizational capacity-building grant.

Each cohort has brought to MEV their own unique personality. Cohort 1 was comprised of “sparks,” who built a deep sense of beloved community and embraced the goal of reaching the “last girl.” Alumni of Cohort 1 founded “Engaging the Mainstream” and “Resonance” (or “The Network”) to help achieve critical mass and translate MEV’s values into action. Cohort 2 was comprised of “strategists” and organizers, who centered issues of race, class, power and privilege. Finally, Cohort 3 were selected because they had the quality of “humble rock stars” and the capacity to be “bridge builders.” More than any previous cohort, they held the tension needed to engage in courageous conversations, for instance, about anti-Blackness and Native invisibility, while remaining firmly rooted in beloved community. In keeping with their reputation as bridge builders, several Cohort 3 members were active in Engaging the Mainstream and Resonance activities even before completing their cohort experience. (To learn more about the cohort experience, see SPR’s Final Reports on Cohort 1, 2, and 3.)

As is described in more detail below, this report focuses on movement-level outcomes and lessons, by honing in on the work of cohort alumni and MEV’s “outward facing” activities, which became a much more focal part of the program during the Cohort 3 cycle. These key outward-facing activities included regional workshops (on self-care, strategic thinking, and anti-oppression), the Transformational Movement-Building webinar series; the Race, Equity, and Liberation (REAL) virtual learning community, the Alumni Fund, and NoVo Foundation grants to support cohort alumni’s social change and movement building work.

**About the Evaluation**

SPR’s overall approach is driven by a dual focus on capturing the multi-level outcomes of the NoVo Foundation’s investment in the MEV program, while simultaneously drawing out key learnings emerging from this innovative field-building project. We designed the evaluation to allow for flexibility in making mid-course adjustments to ensure that our efforts can evolve with any changing directions that MEV work may take.

Our overall evaluation is guided by the MEV logic model, which framed our data collection and analysis and which builds upon the more in-depth MEV theory of change. The model identifies 15 short-term (one to three years) to intermediate (three to six years) outcomes (Appendix A). For this evaluation report, we are focusing on the direct and indirect effects of MEV on the broader movement. The framework in Exhibit II-1 illustrates the relationship between and ripple effects of each of the three cohorts, alumni efforts through Engaging the Mainstream and Resonance, and MEV’s outward facing engagements.

As illustrated in the Exhibit, MEV has helped create direct change through the engagement of each cohort. In addition, with Cohort 3 came two levels of “outward facing” engagements, represented by the concentric blue circles around Cohort 3. The inner circle includes activities, such as the regional convenings, that involved both the cohort members and others in their organizations or community.
The outward circle includes action designed to communicate primarily with the world beyond Cohort 3, including both series of virtual learning and the online Self-Care Challenge. Marked by white flowers, the activities of Engaging the Mainstream and Resonance represent “indirect” effects of MEV, as they were developed and orchestrated by MEV alumni after their completion of the program.

This report focuses primarily on the “direct” ripple effects of MEV, referencing SPR’s evaluation reports of Engaging the Mainstream and Resonance as needed to describe some of the more far reaching indirect effects. It is important to note, however, that movement leaders and others that are external to MEV do not always see the distinctions between these efforts. There is a blurring of initiatives given the degree to which the work of Engaging the Mainstream or Resonance is fundamentally rooted in the principles of MEV, drawing on the same frameworks and often on the same faculty. Both Engaging the Mainstream and Resonance, however, have elements that are not grounded in MEV, and as such have clearly become their own independent drivers of change.
Exhibit I-1: MEV’s Direct and Indirect Influences

Engagement of the Mainstream Coalitions
- Race and Gender Justice
- State Violence and Alternatives to Criminalization
- Movement Building

Resonance: Building Power at the Margins
- Practice Groups
- Pop-up Groups and Circles
- Innovation Fund
- Network Learning Platform

Cohort 1
Cohort 2
Cohort 3

Self-Care Workshops
Strategic Thinking Workshops
Anti-Oppression Workshops
Organizational Coaching
Alumni Fund

Racial Equity and Liberation Virtual Learning Community
Transformational Movement-Building Webinar
Self-Care Challenge
Data Sources

This report references data gathered over the course of the last six years, but draws most heavily on data gathered between May 2015 and June 2017. It is also important to note that, as the evaluators for Engaging the Mainstream and Resonance, we are knowledgeable about their structure, activities, and outcomes over the last two years, so that perspective is built into our analysis for this report.

<table>
<thead>
<tr>
<th>Method</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Document Review</td>
<td>For this report, we reviewed key planning, implementation, and product documents generated by the MEV staff, faculty, and cohort dating from May 2015-June 2017, as well as previous evaluation reports dating back to 2011.</td>
</tr>
<tr>
<td>Observations</td>
<td>We observed key events between May 2015 and June 2017, including Convening 1 and Convening 6, a regional anti-oppression workshop, and a regional strategic thinking workshop. To capture the key decision points and dynamics between and within the cohort and faculty, we took semi-structured observation notes.</td>
</tr>
<tr>
<td>Workshop and Webinar</td>
<td>We reviewed the regional evaluation and reflection forms for the Anti-Oppression and Liberation, Forward Stance, Strategic Thinking, and Self-care workshops. We also analyzed evaluation and reflections forms for each of the 6 Transformational-Movement Building webinar series and the 6 sessions of the REAL virtual learning community series.</td>
</tr>
<tr>
<td>Workshops and Reflection Forms</td>
<td>We reviewed evaluations and reflection forms for the Anti-Oppression and Liberation, Forward Stance, Strategic Thinking, and Self-care workshops. We also analyzed evaluation and reflections forms for each of the 6 Transformational-Movement Building webinar series and the 6 sessions of the REAL virtual learning community series.</td>
</tr>
<tr>
<td>Interviews</td>
<td>Between June 2016 and April 2017, we completed a total of 26 interviews focused on assessing movement-level outcomes, including 10 interviews with Engaging the Mainstream participants and 16 additional interviews with movement leaders (7) faculty (3) and alumni (6). We also completed interviews with all 20 Cohort 3 members, all of which included a set of questions focused on MEV’s overall model and influence on the movement. See Appendix D for a list of interview respondents and Appendix E to reference the movement-leader protocol.</td>
</tr>
<tr>
<td>Surveys</td>
<td>As an accompaniment to movement-leader interviews, we administered surveys to all 20 of the Cohort 3 members and 24 program alumni. This survey captured (1) ongoing networking and collaboration activities with each other and movement allies; and (2) their assessment of movement strengths and impact of the MEV program. Additionally, we looked across Engaging the Mainstream data and included relevant findings and comparisons from the 89 movement leaders surveyed for Engaging the Mainstream.</td>
</tr>
</tbody>
</table>

Overview of the Report

The remainder of this report consists of three chapters. In Chapter II we present an overview of the MEV’s Direct Movement-Level Engagement, including feedback on the content and influences of these efforts. In Chapter III we present the Movement-Level Ripple Effects associated with the expanding network of alumni and movement leaders’ assessment of MEV’s influence. In Chapter IV we discuss movement leader, alumni, and faculty respondents’ reflections on MEV’s model, the lessons learned from MEV thus far, and implications for future movement building.
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II. DIRECT MOVEMENT-LEVEL ENGAGEMENT

Over the last two years, MEV has directly engaged the broader movement through a number of means, from regional workshops to virtual learning sessions, webinars, and online events. While most of these opportunities were primarily intended for Cohort 3 members, they were deliberately open to cohort members’ organizational and movement allies, to alumni, and to the movement at large. Movement engagement opportunities covered the following topics:

- **Anti-Oppression and Liberation**: regional workshops and virtual learning community
- **Forward Stance**: regional workshops
- **Strategic Thinking**: regional workshops
- **Self-Care**: organizational workshops and online event
- **Transformational Movement Building**: webinar series

For all of these topics and types of engagement, MEV thoughtfully designed and created learning opportunities that would spread the principles and practices of MEV throughout the movement. While participants always expressed the desire for more time to learn and connect, they overwhelmingly appreciated the chance to come together with their colleagues and movement allies to learn and practice in community. The ripple effects of these opportunities will certainly be felt throughout the movement, as participants bring back the learnings to their organizations and their personal lives.

This chapter presents MEV’s direct engagements with the movement by topic area, including a discussion of each topic and its importance to the individual participant and to the collective work of the movement. Within each topic, we provide a summary of participants’ assessment of direct engagement activities. Informed by an aggregation of qualitative data from participant evaluations, we also discuss major takeaways, successes, and areas of further opportunity for each topic. The chapter concludes with a discussion of the overall successes MEV has achieved thus far through its direct movement engagement, and the areas of opportunity for MEV as it considers how it will directly engage the movement in the future.

**Anti-Oppression and Liberation**

In order to end violence against women and girls, MEV aims to support movement leaders in dismantling all systems of oppression. Liberation from systemic oppression requires the practice of courageous conversations about equity—particularly racial equity—and the understanding of one’s own place and story within the world. Only through these conversations and grounding can the movement identify the root causes of inequitable power systems and begin to address them.

To bring the practices of anti-oppression and liberation to the movement, MEV put together a series of multi-day Anti-Oppression Workshops for Cohort 3 members in Fall 2015. The workshops were held in California, Minnesota, and New York and were open to MEV alumni as well as organizational colleagues and allies of the current cohort members. Led by MEV faculty Monica Dennis and Rachael Ibrahim, these regional workshops focused on dismantling issues of race, class, power, and privilege from the
individual to movement levels. All 20 Cohort 3 members participated in one of the regional workshops, and workshop evaluations show that at least three alumni and 21 organizational and/or movement allies attended with Cohort 3 members.

Complementing the Anti-Oppression Workshops, in March and April of 2017, MEV supported Monica and Rachael in creating a virtual learning community focused on Race, Equity, and Liberation (REAL). This opportunity consisted of a series of six virtual learning sessions held on Zoom, which included interactive discussions of a number of interrelated topics around racial equity. For each learning session, MEV alumni and other movement leaders appeared as keynote speakers to tell their own stories and experiences of liberation. Throughout the learning sessions, the facilitators led participants in reconnecting to themselves, understanding how violence and oppression are woven into their lives and into our society, and building relationships with each other as a broad community. While session evaluations indicate that at least 189 individuals participated in the virtual learning community, it is likely that the number of participants is actually over 400.

Anti-Oppression Workshops and REAL virtual learning community sessions garnered high ratings on participant quantitative evaluations. Participants reported that their knowledge and understanding of key workshop and virtual learning community objectives increased as a result of their attendance. Below Exhibit II-1² shows the average ratings of objectives across regional workshops. Results demonstrate that, on average, participants in all three regional workshops agreed or strongly agreed that the workshop objectives were met. These ratings suggest that the regional workshops were effective in furthering participants’ understandings of key objectives.

2 Averages are based on the following 4-point scale: (1) Strongly Disagree, (2) Disagree, (3) Agree, (4) Strongly Agree.
Exhibit II-1: Overall Impressions of Anti-Oppression Workshops

<table>
<thead>
<tr>
<th>Workshop Objectives</th>
<th>Location</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CA</td>
<td>MN</td>
</tr>
<tr>
<td>Increased awareness of the influence of U.S. history, both on me as an individual and on the movement to end violence against women and girls.</td>
<td>3.4</td>
<td>3.6</td>
</tr>
<tr>
<td>Increased understanding of institutional and structural power and how it influences my personal and professional life.</td>
<td>3.6</td>
<td>3.6</td>
</tr>
<tr>
<td>Enhanced ability to use storytelling as an approach to build and strengthen community.</td>
<td>3.4</td>
<td>3.6</td>
</tr>
<tr>
<td>Increased understanding of modern racism.</td>
<td>3.8</td>
<td>3.6</td>
</tr>
<tr>
<td>Increased understanding of dominant cultural habits.</td>
<td>3.4</td>
<td>3.7</td>
</tr>
<tr>
<td>Increased understanding of implicit bias.</td>
<td>3.6</td>
<td>3.7</td>
</tr>
<tr>
<td>Increased understanding of the influence of these factors on the movement (e.g., modern racism, habits, biases).</td>
<td>3.6</td>
<td>3.6</td>
</tr>
<tr>
<td>A greater sense of connection with potential allies interested in anti-oppression work in the movement.</td>
<td>3.8</td>
<td>3.7</td>
</tr>
<tr>
<td>Overall</td>
<td>3.6</td>
<td>3.6</td>
</tr>
</tbody>
</table>

The following Exhibit II-3\(^3\) displays the average ratings across all six virtual learning sessions, as well as average ratings for each outcome across the entire virtual learning community experience. Results show that, across the learning sessions, respondents agreed or strongly agreed with the outcomes listed, with an average 3.5 rating. The most effective outcome across the sessions, with an average 3.7 rating, was that respondents would recommend the virtual learning opportunity to their colleagues. Based on the ratings, all sessions were felt to be effective and impactful, with the May 19 “Levels of Racism” learning session having the highest average score of 3.7.

\(^3\) Averages are based on the following 4-point scale: (1) Strongly Disagree, (2) Disagree, (3) Agree, (4) Strongly Agree.
In their open-ended responses, Anti-Oppression Workshop and REAL virtual learning community participants provided a rich discussion of “aha” moments and major takeaways. Across workshops and virtual learning community sessions, three key areas of growth and learning were raised by participants as particularly impactful: 1) enhanced self-reflection surrounding mechanisms of oppression, 2) increased awareness of the practice and importance of liberated gatekeeping, and 3) facilitation of a deeper understanding of structural racism. Below, Exhibit II-3 summarizes these themes and provides supporting quotes from workshops and virtual learning community participants.
Exhibit II-3: Anti Oppression and Liberation Major Takeaways

<table>
<thead>
<tr>
<th>Major Takeaways</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
</table>
| Facilitated deeper self-reflection surrounding mechanisms of oppression such as bias, internalized oppression, and single-stories. Participants in both the REAL virtual learning community and the Anti-Oppression Workshops discussed the ways in which they developed greater self-awareness surrounding their own positionality, biases, and habits. | • Having to name my own internalized superiority and hearing about others' internalized inferiority was disturbing and illuminating. – Workshop Participant  
• Learning about internalized oppression and how it plays out in everyday work. The last exercise made me reflect on how I am complicit in accepting status quo. Thanks to the workshop I am more aware and mindful and will use that to question "instructions." – Workshop Participant  
• I am deeply reflecting on how I have internalized ways that others have single-storied me and therefore how I have single-storied myself. I am conscious more than ever of how I have single-storied co-workers and people around me. I work so much on not being biased toward participants, but it is crucial to pay as much attention to my implicit bias toward everyone in my life and community, not just participants, obviously, and not be so ignorant to think that I don't have implicit bias. – Virtual Learning Community Participant  
• I'm able to understand my privilege on a deeper level and check myself and my biases to ensure I'm engaging and lifting up ALL voices in my work. – Virtual Learning Community Participant |
Open-ended responses for both the Anti-Oppression Workshops and the REAL virtual learning community sessions were overwhelming positive. Participants repeatedly cited the ways in which the holistic experience including grounding, movement, facilitation, and personal story telling was highly successful. Many expressed their gratitude at being able to participate. One workshop participant described: “I left the group with such gratitude and awe of the awesomeness in the room. I commit to examining these intersections in my professional and personal life.” While many participants spoke generally about the success of the Anti-Oppression Workshops and the REAL virtual learning community, three specific areas were noted by respondents as particularly effective: 1) the facilitation of the workshops and webinars; 2) the inclusion of personal stories and the representation of multiple voices; and 3) fostering collaboration and connection across leaders and allies. Exhibit II-4 summarizes key successes and offers supporting quotes from workshop and virtual learning community participants.

Exhibit II-4: Anti-Oppression and Liberation Successes

<table>
<thead>
<tr>
<th>Successes</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
</table>
| Facilitation. Participants in both the workshops and virtual learning community highlighted the facilitation of sessions as a major success. | • Everything was great. I appreciate the wisdom, kindness, and positive the facilitators brought to this and I loved that we all had opportunities to engage. – Workshop Participant  
  • The facilitators, Monica and Rachael, were amazing. They are really good at this. – Workshop Participant  
  • Rachael and Monica offered just the right amount of structure and pacing to the conversation. – Virtual Learning Community  
  • In both sessions, last week and this, I love the facilitators’ openness and honesty. Monica and Rachael create a truly safe and affirming space that demonstrates how humility and humor are essential components to the journey. I really appreciate their leadership. – Virtual Learning Community Participant |
| Inclusion of personal stories and representation of multiple voices and perspectives. Respondents reflected that the inclusion of personal stories was a powerful tool that fostered personal connections and deeper understanding of the material. | • The stories participants told of their personal experiences with oppression or privilege were powerful reminders of how little we know about the lived realities of others and how important it is that we come together and have serious, rich, courageous conversations. – Workshop Participant  
  • The insights and experiences the panelists shared were so powerful and thought-provoking. I learned a lot from both of them and they put into words so many things I’ve felt and thought. – Virtual Learning Community Participant  
  • Hearing other’s stories and experiences, just being able to connect with other humans on such a personal level virtually is so amazing and is opening up something in me I haven’t been able to connect with in a while. – Virtual Learning Community Participant |
Successes

Bringing leaders and allies into conversation and community. Participants in both the REAL virtual learning community and the Anti-Oppression Workshops discussed the ways in which these spaces created valuable and important opportunities for connection and conversation across movement leaders and alumni.

Open-ended responses also suggested ways in which participants could continue to be supported in applying and integrating workshop and virtual learning material. Specifically, participants identified a desire for: 1) more support to develop actionable strategies and integrate learnings into organizational policy and practice; and 2) more support to foster collaborations and connections with other participants. Below, Exhibit II-5 summarizes future learning opportunities and provides exemplary quotes from workshop and virtual learning community participants.

Exhibit II-5: Anti-Oppression and Liberation Future Opportunities

<table>
<thead>
<tr>
<th>Future Opportunities</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
</table>
| Support developing actionable strategies and integrating learnings into organizational policy and practices. Participants reflected a desire for more support and tools to assist them in bringing their learnings home and integrating them into their work. While many found the workshops and webinars to be personally transformative, applying the material at an organizational or movement level remained an area where many felt they needed further support. | • I would have enjoyed a little more conversation about situating these lessons in the context of the anti-violence movement. – Workshop Participant  
• I think some guidance for how to bring training components back to our organizations would be helpful. I would also be very excited to work with the cohort on strategies to address and undo structural racism within the movement (as well as outside the movement). – Workshop Participant  
• How can I get this lens (understanding the violence we enact upon ourselves and others and how it relates to fighting for racial equity) wider spread at my white-led nonprofit? I was so inspired (and usually am when I attend webinars by you all) but feel so hopeless when I turn and think about how to integrate these ideas into my organization. — Virtual Learning Community Participant  
• Just a little more tools for how to take action and to use what we are learning in our organizations or communities. Otherwise it’s a great individual reflection. – Virtual Learning Community Participant |
### Future Opportunities

**Space for further connection and networking.** Both workshop and virtual learning community participants expressed the desire to have more support to connect with other participants. Notably, participants in the virtual learning community felt that more opportunities to engage with other participants would be beneficial. While they recognized that the virtual format makes this a challenge, respondents suggested creating small discussion or practice groups outside of the virtual sessions.

<table>
<thead>
<tr>
<th>Exemplary Quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <em>Would be so great to connect with the participants and facilitators afterwards and to have space at the end to make this happen more formally.</em> — Workshop Participant</td>
</tr>
<tr>
<td>• <em>Contact information for the participants and opportunities to continue building relationships across anti violence movements.</em> — Workshop Participant</td>
</tr>
<tr>
<td>• <em>I would have loved the opportunity to interact with other participants about it. I know that can be difficult with a webinar, and with a group this size—maybe there is a way to convene small chat groups that are interested?</em> — Virtual Learning Community Participant</td>
</tr>
<tr>
<td>• <em>I wish there were more time for group sharing or learning (in smaller groups). I am finding ways to connect with people I know outside of the webinar to talk through what we are learning as a means of holding ourselves accountable to applying what we learn.</em> — Virtual Learning Community Participant</td>
</tr>
</tbody>
</table>

### Forward Stance

A concept created by Norma Wong, Forward Stance brings physical and experiential elements to movement building work. The philosophy is built on the premise that the mind and body are interconnected in ways that allow for the physical experience to shift the intellectual experience. Forward Stance encourages individuals to see change as a state of being, and therefore to physically embody the changes they wish to see in the movement and in the world through the concepts of stance, energy, rhythm, and awareness.

In the Fall of 2015, Norma Wong held three regional workshops in California, Minnesota, and New York to teach the principles of Forward Stance to Cohort 3 members and to guide them in applying those principles to their movement work. All but one of the cohort members (19 total) attended a workshop, and most brought organizational colleagues (at least 20 in total) to attend the training with them. According to the workshop evaluations, at least two alumni also attended in different regions.

Exhibit II-6\(^4\) below presents the average ratings across regional workshops as well as participants’ assessments of each key objective across workshops. Ratings indicate that participants felt regional Forward Stance workshops were successful in realizing key outcomes. Participants rated highly the overall content of the workshop, and agreed and strongly agreed that workshop content was useful and relevant (3.8). Further, participants identified the strongest outcome across regional workshops as increased appreciation of how to apply Forward Stance principles to career and work.

\(^4\) Averages are based on the following 4-point scale: (1) Strongly Disagree, (2) Disagree, (3) Agree, (4) Strongly Agree.
Exhibit II-6: Overall Impressions of Forward Stance Workshops

<table>
<thead>
<tr>
<th>Overall Workshop Experience</th>
<th>Location</th>
<th></th>
<th></th>
<th></th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understood the purpose before coming</td>
<td>CA</td>
<td>3.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The overall content was useful and relevant</td>
<td>MN</td>
<td>2.9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>NY</td>
<td>3.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overall</td>
<td>3.0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Assessment of Workshop Objectives**

| Increased understanding of Forward Stance principles (stance, awareness, energy and rhythm). | CA | 3.6 | MN | 3.3 | NY | 3.7 | Overall | 3.5 |
| Increased appreciation of how Forward Stance principles can be applied to further the impact of the movement. | CA | 3.8 | MN | 3.4 | NY | 3.7 | Overall | 3.6 |
| Increased appreciation of how I can apply Forward Stance principles in my career to deepen the impact of my work. | CA | 3.8 | MN | 3.4 | NY | 3.8 | Overall | 3.7 |
| Increased interest in transformation as a means for supporting individuals and organizations to be more potent agents of change. | CA | 3.8 | MN | 3.6 | NY | 3.5 | Overall | 3.6 |
| A greater sense of connection with potential allies interested in the movement to end violence. | CA | 3.4 | MN | 3.4 | NY | 3.5 | Overall | 3.4 |
| Overall Workshop Averages | CA | 3.6 | MN | 3.4 | NY | 3.6 | Overall | 3.5 |

Forward Stance Workshop participants’ open-ended responses reflected their positive quantitative ratings. As with the REAL virtual learning community and the Anti-Oppression Workshop evaluations, many noted they were grateful to be invited and included. One respondent articulated: “Thank you very much for making me part of this workshop.” Another echoed: “[I’m] thankful for everything that I learned and congratulate you on your work.” Further, respondents discussed applying their learnings from this workshop to many aspects of their work and lives. Specifically, open-ended responses revealed three major takeaways: 1) engaging in physical and embodied practice; 2) cultivating 60/40 stance; and 3) examining gates and identifying core strengths. Below, Exhibit II-7 summarizes Forward Stance Workshop participants’ major takeaways and provides supporting quotes.
### Exhibit II-7: Forward Stance Major Takeaways

<table>
<thead>
<tr>
<th>Major Takeaways</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
</table>
| **Engaging in physical and embodied practice.** The incorporation of physical practice and the emphasis on mind/body was a powerful takeaway discussed by many workshop participants. Respondents articulated the ways in which embodied practices opened up new ways of thinking about and engaging in their work. | • Breathing exercises and how to use our bodies and spirits to reach our goal.  
• The connection of our bodies to our work. Simple, but enlightening.  
• The embodied practices are extremely valuable for me. Thinking about direction, rhythm, pace, energy, stance as they relate to my body gives me a resource that is always accessible when I need to evaluate where I or my organization may be at any given moment and to think about how to be where I/we want to be. |
| **Cultivating 60/40 stance.** Respondents discussed developing a better understanding of 60/40 stance. Further, participants described the ways in which they are cultivating 60/40 stance in both their professional and personal lives. | • Forward Stance of 60/40 as the ideal stance for most of the time. I will apply it to my work (am about to launch a social venture) and also in terms of my own energy management.  
• This was an excellent refresher of 60/40 stance and practice. I’ve been working on it for myself and was reminded of my agencies need for 60/40. I also got good feedback from a colleague that she doesn’t feel like the agency supports me when I’m at 70/30 and that we should address staffing changes. This is something I knew but it was helpful to hear from a young and new staff member. |
| **Examining gates and identifying core strengths.** Respondents discussed gaining a deeper understanding of their own “gates”—the internalized assumptions that act as barriers for individuals to being their authentic selves. | • Major “ahas” for me came around the relationship between gates, power, energy and transformation that is available to me.  
• Time to consider core strength, gates, and principals related to transformation. |

While many respondents discussed the overall success of the Forward Stance workshops, participants highlighted three key elements which contributed to their effectiveness: 1) the inclusion of allies and friends; 2) the connection created across alumni and movement leaders; and 3) the facilitation. Below, Exhibit II-8 summarizes key success and provides supporting quotes from participants’ Forward Stance Workshop evaluations.
## Exhibit II-8: Forward Stance Successes

<table>
<thead>
<tr>
<th>Successes</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
</table>
| **Inclusion of allies and friends.** Participants felt that the inclusion of friends and allies in the workshop worked well and helped to expand the conversation and community. | • Thank you for allowing allies/friends to participate! I learn so much in these spaces and feel truly energized and more nourished to continue to work on my own practice.  
• I appreciate the invitation for friends/allies/colleagues to expand the community. |
| **Connection with other leaders and allies.** Participants appreciated the chance to be in one space with other movement leaders. MEV alumni noted they were able to get to know alumni from other cohorts. Many who were participating as allies or friends noted that the opportunity to connect with MEV and alumni was a valuable part of their experience. | • Connecting with other advocates and activists. Being part of a very diverse group of allies.  
• Being able to connect with other MEV folks. |
| **Facilitation.** Participants saw the workshop’s facilitation as highly successful. They highlighted the effectiveness of both Norma’s skills as a presenter and the format and flow of the workshop. | • Norma is magical. She embodies the breath, the story, the core. This is “being” part of the leadership work.  
• Norma’s format is masterful. I have no improvements to suggest.  
• Norma is amazing—her ability to connect and see with such a large group and as time went by I could see my comfort level and everyone else increase. |

Two areas where future learnings could be further supported emerged from participant open-ended responses: 1) more and repeated workshop offerings, and 2) more opportunities to put workshop material into practice and tools to integrate learnings at organizations and in the movement. Exhibit II-9 details future learning opportunities and provides supporting quotes from participants’ Forward Stance Workshop evaluations.
Exhibit II-9: Forward Stance Future Opportunities

<table>
<thead>
<tr>
<th>Future Opportunities</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>More and repeated Forward Stance Workshop offerings.</strong></td>
<td>• I would like for these workshops be repeated with more time/days.</td>
</tr>
<tr>
<td>Participants expressed a desire for further opportunities to engage with workshop material and develop their practice. Participants also noted wanting workshops to be repeated and to be open more broadly to include more people. Additionally, others suggested increasing the frequency of workshops in order to reduce the number of participants at each session.</td>
<td>• Extend the invitation of this workshop so that more people can benefit from such a valuable workshop.</td>
</tr>
<tr>
<td>• Expanding this training more.</td>
<td>• Access to Norma and more workshops with a smaller number of participants.</td>
</tr>
<tr>
<td><strong>Opportunities, practices, and tools to integrate and apply learnings into daily life and work.</strong></td>
<td>• Opportunities to discuss with potential allies (other participants) how to specifically apply/take back learned principles to the organization.</td>
</tr>
<tr>
<td>Participants expressed a desire to have more opportunities to work on applying these practices. They suggested including more tools and concrete examples of how they could apply and integrate learnings.</td>
<td>• Examples of ways these concepts can be applied to our work and movement—something a bit more concrete.</td>
</tr>
<tr>
<td>• I would like to learn more practices that I integrate into my daily life. I would like to talk about my experiences integrating these practices into my daily life and learn from others who are doing the same.</td>
<td>• Integrating this into my work with the movement makers and having ongoing conversations about this with my team.</td>
</tr>
<tr>
<td>• Integrating this into my work with the movement makers and having ongoing conversations about this with my team.</td>
<td>• More practice on the exercises and connecting them on a personal level towards my work.</td>
</tr>
<tr>
<td>• More practice on the exercises and connecting them on a personal level towards my work.</td>
<td></td>
</tr>
</tbody>
</table>

Strategic Thinking

A key goal of MEV is to increase the capacity of movement leaders to think strategically about social change—which, for MEV, means being open to multiple possibilities, anticipating impact and consequences, and making timely choices. These practices can lead to a shift away from focusing on tactics towards expanding vision to create the opportunities for social change to occur. Through their experience in MEV, cohort members are trained to practice strategic thinking by critically exploring the nature of the problems that the movement aims to solve and targeting the root causes as the area for action with the greatest impact.

In Spring 2016, Norma Wong led three regional workshops in California, Minnesota, and New York focused on the practice of strategic thinking. These workshop were open to Cohort 3 members, their organizations and allies, and alumni Movement Makers. Participants explored the stance and conditions required for strategic thinking, the process of strategic thinking, and best practices to expand
awareness. Through these skills-building workshops, attendees increased and deepened their capacity to see, analyze, create, and make decisions more strategically. Thirteen Cohort 3 members participated, bringing at least 33 allies and two alumni with them.

Across regional convenings, Strategic Thinking Workshop participants’ rated their overall experience and key workshop objectives highly. Exhibit II-10\(^5\) provides a summary of the average ratings across the three regional workshops and the average ratings for each outcome. Workshop participants reported strongly agreeing or agreeing that the overall content was useful and relevant (3.6), the presenters and facilitators were effective (3.6), and that the pace and sessions methods were appropriate (3.5). With an average of 3.5, the most effective outcome across workshops was an increased understanding of strategic principles.

**Exhibit II-10: Overall Impressions of Strategic Thinking Workshops**

<table>
<thead>
<tr>
<th>Overall Workshop Experience</th>
<th>Location</th>
<th>CA</th>
<th>MN</th>
<th>NY</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understood the purpose before coming.</td>
<td></td>
<td>3.4</td>
<td>3.3</td>
<td>3.3</td>
<td>3.3</td>
</tr>
<tr>
<td>The overall content was useful and relevant.</td>
<td></td>
<td>3.6</td>
<td>3.6</td>
<td>3.6</td>
<td>3.6</td>
</tr>
<tr>
<td>Overall, the presenters, facilitators and staff were effective.</td>
<td></td>
<td>3.6</td>
<td>3.6</td>
<td>3.6</td>
<td>3.6</td>
</tr>
<tr>
<td>The session methods were appropriate and conducive.</td>
<td></td>
<td>3.5</td>
<td>3.6</td>
<td>3.5</td>
<td>3.5</td>
</tr>
<tr>
<td>The pace of the convening was appropriate.</td>
<td></td>
<td>3.5</td>
<td>3.6</td>
<td>3.3</td>
<td>3.5</td>
</tr>
<tr>
<td>Increased understanding of strategic principles such as positioning, leveraging, creating and taking advantage of opportunity.</td>
<td></td>
<td>3.6</td>
<td>3.3</td>
<td>3.6</td>
<td>3.5</td>
</tr>
<tr>
<td>An enhanced understanding of the importance of establishing a rhythm, anticipating consequences, etc.</td>
<td></td>
<td>3.5</td>
<td>3.4</td>
<td>3.1</td>
<td>3.3</td>
</tr>
<tr>
<td>Increased and deepened capacity to see, analyze, create, and make decisions more strategically.</td>
<td></td>
<td>3.4</td>
<td>3.4</td>
<td>3.4</td>
<td>3.4</td>
</tr>
<tr>
<td>Overall Workshop Averages</td>
<td></td>
<td>3.5</td>
<td>3.5</td>
<td>3.4</td>
<td>3.5</td>
</tr>
</tbody>
</table>

\(^5\) Averages are based on the following 4-point scale: (1) Strongly Disagree, (2) Disagree, (3) Agree, (4) Strongly Agree.
In their open-ended responses, respondents reflected on the value and impact of their participation in the Strategic Thinking Workshops. Participants discussed the ways in which they developed a better understanding of and ability to engage in strategic thinking. Specifically, they cited three primary takeaways: 1) creating sustainable rhythm; 2) identifying and honing purpose; and 3) applying and integrating strategic thinking. See Exhibit II-11 for summaries of participants’ major takeaways from Strategic Thinking Workshops and supporting quotes.

**Exhibit II-11: Strategic Thinking Major Takeaways**

<table>
<thead>
<tr>
<th>Major Takeaways</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
</table>
| Creating sustainable rhythm. Participants discussed gaining an increased understanding of the ways in which cultivation of maintainable rhythm and pace is essential to creating a sustainable movement. | • *Metaphorically speaking, the "space" between the beats of the rhythm is incredibly important to the overall sustainability of the process.*
  • *Rhythm and pace and how to be conscious of these dynamics in intercultural movements. Being more conscious and intentional about my role in strategic conversations (and helping to name others’ roles). Need for space/pause in many places to be able to act powerfully and strategically.* |
| Identifying and honing purpose. Participants felt that the workshop helped them to better understand their purpose as well as the relationship between purpose and strategic thinking. Further, they discussed learning to differentiate their purpose from their values and to evaluate if they are thinking strategically about how to realize their purpose. | • *I appreciated having the space to think about and really hone in on my purpose in order to target my strategic thinking in that direction.*
  • *The need to define a purpose, have actions guided by values, and to utilize core strengths to achieve the purpose.*
  • *Purpose, then strategies, then the minimal structure needed to move forward. Make sure values don’t become purpose. There is a place for mutual relationship and for exchange relationship. We need to show what alternatives are possible to excite people toward new realities.*
  • *Loved purpose discussion and alignment of purpose and articulating explicitly purpose and values.* |
| Applying and integrating strategic thinking. Participants articulated gaining increased clarity around what strategic thinking means and the distinction from strategic planning. They also noted feeling better able to apply and integrate strategic thinking into their work. | • *There were many moments during the workshop that felt illuminating for me. Mostly, I walked away with more clarity around what strategic thinking is and isn’t, and an invitation to think more deeply on what my purpose is and isn’t, and what my best contribution can be in my community/at my organization.*
  • *Understanding the difference between strategic planning and strategic thinking.*
  • *New insights on how to integrate strategic thinking into my work.* |
In their open-ended responses, participants highlight many of the same successes identified in the Forward Stance Workshops. Participants suggested that key successes of the Strategic Thinking Workshops included: 1) presence of other allies and friends; 2) the connection created with Movement Makers and movement leaders; and 3) the facilitation. Below, Exhibit II-12 summarizes key successes and provides supporting quotes.

### Exhibit II-12: Strategic Thinking Successes

<table>
<thead>
<tr>
<th>Successes</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inclusion of other allies and friends.</strong> Participants felt that the inclusion of friends and allies in the workshops worked well and helped to expand the conversation and community.</td>
<td></td>
</tr>
<tr>
<td>• Thank you for allowing allies/friends to participate! I learn so much in these spaces and feel truly energized and more nourished to continue to work on my own practice.</td>
<td></td>
</tr>
<tr>
<td>• I appreciate the invitation for friends/allies/colleagues to expand the community.</td>
<td></td>
</tr>
<tr>
<td>• I truly enjoyed this workshop and I am incredibly grateful for being included in a strategic conversation with these amazing women and men. Thank you for including allies to our MEV movement maker colleagues.</td>
<td></td>
</tr>
<tr>
<td><strong>Connection with movement leaders and alumni.</strong> The chance to be in one space with allies, movement leaders and alumni was highlighted as a key success. Participants appreciated the opportunity to network and connect with others in the movement. Further, several participants highlighted the benefit of participating with regional colleagues.</td>
<td></td>
</tr>
<tr>
<td>• Networking with other folks in the ant-violence movement. Learning how this framework can apply to various programs and breaking down each section.</td>
<td></td>
</tr>
<tr>
<td>• Most valuable was to be through this with regional colleagues. This gives us shared strategic, thoughtful movement forward.</td>
<td></td>
</tr>
<tr>
<td>• Being with other like-minded folks who want to break out of silos and do the work that they do with greater impact.</td>
<td></td>
</tr>
<tr>
<td><strong>Facilitation.</strong> Participants felt the facilitation was highly successful. Many noted that Norma is not only an expert in the workshop content but also in her communication and delivery of the material.</td>
<td></td>
</tr>
<tr>
<td>• Norma Wong is a treasure! In every way in this session she embodies and practices the strategic thinking in the process and outcomes of this Strategic Thinking workshop.</td>
<td></td>
</tr>
<tr>
<td>• Norma using the ‘hands on’ and participatory activities that helped me grasp the content. Her way of slowing things down and being mindful of how much content she shared and how much we could absorb was extremely helpful!</td>
<td></td>
</tr>
<tr>
<td>• Norma has been the most wonderful teacher/presenter, very wise, so gentle and kind. I feel fortunate for being in her workshop.</td>
<td></td>
</tr>
</tbody>
</table>
While participants provided overwhelmingly positive feedback on open-ended responses, several areas emerged where further support could help participants deepen and develop their understanding of the material and their capacity to integrate it into their work. These areas for additional support include: 1) more small group work and discussion; 2) more opportunities and tools to integrate and apply learnings into daily life and work; and 3) more background and context for key terms and ideas. Exhibit II-13 details areas where there are opportunities for future support and offers exemplary quotes from participants Strategic Thinking Workshop evaluations.

Exhibit II-13: Strategic Thinking Future Opportunities

<table>
<thead>
<tr>
<th>Future Opportunities</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Include more small group work and discussion.</strong></td>
<td>• I absolutely loved the workshop. I do find that I sometimes want a little more time in pairs or small groups to synthesize and talk about all the things that I'm learning, find interesting, questioning and have deep meaning for me.</td>
</tr>
<tr>
<td></td>
<td>• I wish there was more room to dialogue in small groups about the concepts. There were folks in the room whose voices I did not hear. If there was some mechanism to the group work to have folks reflect and each person engage and participate.</td>
</tr>
<tr>
<td></td>
<td>• I enjoyed the breakout sessions but I feel I could have benefited more from smaller group discussion, more hands on activities and more visual aids. I struggled to really grasp and understand the concepts being presented which made it difficult for me to engage in discussions.</td>
</tr>
<tr>
<td><strong>Opportunities and tools to integrate and apply learnings into daily life and work.</strong></td>
<td>• Examples of a political action or campaign that utilized strategic thinking; applied examples or working through case study that we can follow.</td>
</tr>
<tr>
<td></td>
<td>• Some of the explanations and examples were a little convoluted and theoretical when trying to break down the concepts. More concrete examples and organizational applications would be appreciated.</td>
</tr>
<tr>
<td><strong>Provide more background and context for key terms and ideas.</strong></td>
<td>• I could tell that the cohort members or alumni were really grooving with the content. As a visitor, I frequently felt lost and like I was on the outside looking in, instead of being a full participant with the full knowledge and language everyone else had.</td>
</tr>
<tr>
<td></td>
<td>• I feel that there were a handful of references made during the workshop (e.g. the four gates) that newcomers like myself (folks who had not done a workshop with Norma before) may not have previously been exposed to and thus could have benefited from some brief foundational overview of these concepts.</td>
</tr>
</tbody>
</table>
Self-Care

Self-care is a core practice of MEV. Individuals within the movement often experience severe fatigue, which impacts their ability to be both creative and strategic. The conscious practice of self-care combats this fatigue, making it critical for the sustainability of the movement, as only when movement leaders take care of themselves can they attend to the needs of others. MEV incorporates the practice of self-care into all its elements, from convenings to workshops to online events.

Cohort 3 members and their organizations were invited to participate in a two-day workshop on Self-Care for Sustainability and Impact. Hosted at each organization, these workshops were led by the organizations’ respective Organizational Development (OD) Coaches. The workshops engaged organizations in deeply examining and shifting their habits and practices that were either conducive or counter-productive to self-care. Nineteen of Cohort 3’s organizations participated in the spring of 2016, reaching over 200 individuals. Participants in the Self-Care Workshops did not complete evaluation and reflection forms, as such, workshop quantitative ratings are not discussed. However, each OD Coach completed an assessment of each workshop after its conclusion, providing rich qualitative data.

As a corollary to the Self-Care Workshop and to reach a broader audience, MEV launched the 21-Day Self-Care Challenge in Fall 2015. The Challenge aimed to shift movement habits and encourage sustainable practices by offering daily self-care reminders and resources to participants via email. The purpose of the reminders and resources was to aid individuals in creating intentional and regular practices of self-care to sustain themselves on a daily basis. Due to the excitement and popularity of the Self-Care Challenge, MEV now hosts it regularly. While 202 individuals responded to the evaluation of the first Self-Care Challenge, it is estimated that thousands of people have participated since the Challenge began.

Exhibit II-14 displays a summary of participants’ overall assessment of the Self-Care Challenge and its key objectives. Results indicated that increased appreciation for the relationship between self-care, sustainability and impact (3.4) and a depended commitment to self-care (3.4), represented the two strongest outcomes.

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6 Averages are based on the following 4-point scale: (1) Strongly Disagree, (2) Disagree, (3) Agree, (4) Strongly Agree.
Exhibit II-14: Overall Impressions of Self-Care Challenge

<table>
<thead>
<tr>
<th>Assessment of Self-Care Challenge Objectives</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased appreciation for the relationship between self-care, sustainability and impact</td>
<td>3.4</td>
</tr>
<tr>
<td>A deepened commitment to self-care</td>
<td>3.4</td>
</tr>
<tr>
<td>An enhanced personal practice of self-care</td>
<td>3.2</td>
</tr>
<tr>
<td>An enhanced organizational practice of self-care</td>
<td>2.9</td>
</tr>
<tr>
<td>An engaging online community of self-care via social media</td>
<td>2.9</td>
</tr>
<tr>
<td>Overall Challenge Average</td>
<td>3.2</td>
</tr>
</tbody>
</table>

Although many were familiar with the notion of self-care, open-ended responses suggested that participants found the workshops and the Challenge to be powerful reminders of the importance of self-care. They also articulated that the Self-Care Challenge provided them concrete tools to cultivate and deepen their self-care practices. Across responses, participants and OD Coaches highlighted three key outcomes of the workshops and the Challenge: 1) sense of community; 2) giving oneself “permission” to practice self-care; 3) turning the focus inward has outward benefits. Exhibit II-15 provides a summary of participants’ assessment of major takeaways from the Self-Care Challenge and Self-Care Workshops and provides representative quotes.

Exhibit II-15: Self-Care Major Takeaways

<table>
<thead>
<tr>
<th>Major Takeaways</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
</table>
| **Sense of community.** Participants felt that engaging in self-care built a sense of community among coworkers and other advocates. Some respondents said that by encouraging each other to practice self-care, they felt they were changing organizational culture and creating a sense of accountability to themselves and to their colleagues. | • I really enjoyed the community-building and sharing around the Self-Care Challenge. It was fun to build up to do it and then practice together. – Self-Care Challenge Participant  
• The group seemed closer to one another [after the workshop], articulating that they hadn’t had much time and opportunity to simply talk about these things together. – OD Coach  
• The notion that rest(oration) is not only stopping was big for them. They’ve thought of self-care as what you do outside of work, not how you work. – OC Coach |
| **Giving oneself “permission” to practice self-care.** Several respondents mentioned that the daily reminders about self-care gave them “permission” | • I realized I needed self-care, but I wouldn’t give myself permission to do that, and actually felt bad if I took that time. My thinking big happens best when I leave work and take a hike. I should feel guilty about that because I come back refreshed and with a plan of action. – Self-Care Challenge Participant |
Major Takeaways

to take care of themselves without feeling guilty.

Exemplary Quotes

- I think I need reminders of self-care to get me back on track and relieve stress. These are things I try to be mindful of, but can get busy and stressed and forget to do! – Self-Care Challenge Participant
- They gave me permission to take time out of my day for myself, reminding me that I can’t be of service to others if I am not taken care of myself. – Self-Care Challenge Participant

Turning the focus inward has outward benefits.
Respondents appreciated the focus on self-awareness, spaciousness, and breathing, and felt that having the time to make these a priority also made them better able to do their jobs.

Exemplary Quotes

- I liked everything but my most favorite is spaciousness. To feel spacious both inside and outside, at my working space and elsewhere and know that I can ‘expand’ if I pay attention to me. – Self-Care Challenge Participant
- Remembering to breathe, and reconnect with my inner being. Breathing is something that I guess I’ve come to take for granted, and not embrace the beauty in good breathing technics. Low & Slow... – Self-Care Challenge Participant
- [Participants gained] a deeper understanding of the relationship between self-care and sustainability and impact. – OD Coach

In addition to these key takeaways, respondents also identified elements of the Challenge and workshop which contributed to their effectiveness, citing gaining a greater understanding of self-care through their participation. Additionally, they appreciated the concrete steps and practices outlined and the ways in which humor was incorporated. See Exhibit II-16 for a summary of key success and exemplary quotes.

Exhibit II-16: Self-Care Successes

Successes

A greater understanding of self-care. Participants came away from the Challenge and workshops with a deeper understanding of what self-care is and why it is crucial for both individual and organizational sustainability.

Exemplary Quotes

- Their understanding of self-care was more expansive (self-care is in the everyday) and more personal. – OD Coach
- By the end of the workshop, participants expressed increased clarity about what self-care was, greater understanding of their own self care practices (and non-practices), and gratitude for the experience. Most participants left with clear self-care plans, and there was a clear direction for an organizational self-care plan, as well as excitement about it. – OD Coach

Concrete, easy steps for self-care. Respondents expressed great appreciation for the concreteness and the specificity of the self-care practices shared.

Exemplary Quotes

- I like specific action steps that I can take to deepen my self-care practice. – Self-Care Challenge Participant
- [I appreciated the] actionable self-care activities that were not daunting to accomplish during the work day. – Self-Care Challenge Participant
- Everyone created an individual self-care plan that was bite-sized and manageable that they could start right away, everyone had a support person to help them follow through on their plan, and the group landed on two clear organizational self-care priorities. – OD Coach
### Successes

**Treating the concept of self-care with humor.** The humor with which self-care was introduced made it a less daunting idea for many participants.

- I loved the gentle reminders, little humor, simple instructions. – Self-Care Challenge Participant
- I appreciated the humor, quick and easy to integrate into my day. – Self-Care Challenge Participant
- The humor made it so I can relate. – Self-Care Challenge Participant

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Open-ended responses also revealed insight into areas where individualism could be further supported in the cultivation of their self-care practice. Specifically, respondents cited: 1) more concrete examples and deeper explanations of self-care; 2) scaffolding to support continued self-care; and 3) more time to learn about and practice self-care in community. Exhibit II-17 summarizes areas where there are opportunities for future learnings and needed and provides representative quotes.

### Exhibit II-17: Self-Care Future Opportunities

<table>
<thead>
<tr>
<th>Future Opportunities</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
</table>
| **More concrete examples and deeper explanations of self-care.** Specific suggestions from respondents included providing longer-term organizational development tools, discuss the root causes of the lack of self-care, and additional resources. | • Suggestions that were more open-ended or did not give a more concrete take-away in the moment I would forget about. – Self-Care Challenge Participant  
• I need more variety in concrete examples of self-care strategies. – Self-Care Challenge Participant  
• Sometimes the explanation of the impact of how we can create social change through self-care felt surface level. Deeper explanation and reflection questions could make it more connecting. – Self-Care Challenge Participant |
| **Scaffolding to support continued self-care.** Several respondents called for further supports to help organizations create sustainable and consistent self-care practices. | • The group needs a good amount of support in continuing self-care and sharing leadership. They also need support in putting some internal structures in place. They have articulated a need for some scaffolding. – OD Coach  
• They definitely could use some strategic thinking and space holding for working through some of their internal processes to support self-care. – OD Coach  
• If Move to End Violence could provide support and incentive for organizations to make structural/cultural changes around self-care, that would be incredible. – OD Coach |
Future Opportunities
More time to learn about and practice self-care in community. Some respondents stated that they would have enjoyed a Challenge longer than 21-days, or having more frequent cycles of the Self-Care Challenge. Workshop respondents seemed to echo this need for more time to explore self-care.

Exemplary Quotes
• Extra time would have allowed people to go deeper in terms of individual self-care. – OD Coach
• I wish I had more time to do the tasks, tweet about them, and have the longer discussions with coworkers. Just do more of it! – Self-Care Challenge Participant

Transformational Movement-Building
MEV recognizes that the success of the movement does not rely simply on social change, but on complete transformation. In order to develop the strategy for that transformation, movement leaders must be ready to expand their visions of the future and connect with others who are similarly ready for bold transformation. In Winter 2016, MEV hosted a series of Transformational Movement Building Webinars, led by Mimi Ho of Movement Strategy Center, and MEV alumni Aimee Thompson and Annika Gifford Brothers. The webinar led participants through a series of lessons and discussions, which aided attendees in understanding the differences between incremental change and transformation, provided a framework for transformation in movement building, and shared how transformative organizational and individual practices can lead to strategy for broader social transformation. The evaluations of each webinar show that at least 61 people attended the series, although it is more likely that there were several hundred participants.

Exhibit II-18 summarizes cumulative ratings for each webinar session as well as participants’ ratings of webinar objectives across each session and the entire series. With an average rating of 3.5, the session on “Leading with Vision and Purpose” represented the highest rated session over all.

7 Averages are based on the following 4-point scale: (1) Strongly Disagree, (2) Disagree, (3) Agree, (4) Strongly Agree.
## Exhibit II-18: Overall Impressions of Transformational Movement-Building Webinar

<table>
<thead>
<tr>
<th>Webinar Objectives</th>
<th>9/02</th>
<th>10/04</th>
<th>10/25</th>
<th>11/15</th>
<th>11/29</th>
<th>12/13</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>As a result of this webinar, I gained new and valuable insights.</td>
<td>3.2</td>
<td>3.5</td>
<td>3.2</td>
<td>3.2</td>
<td>3.4</td>
<td>3.4</td>
<td>3.3</td>
</tr>
<tr>
<td>The subject matter was presented effectively.</td>
<td>3.3</td>
<td>3.5</td>
<td>3.2</td>
<td>3.2</td>
<td>3.5</td>
<td>3.4</td>
<td>3.4</td>
</tr>
<tr>
<td>The pace of the webinar was appropriate.</td>
<td>3.2</td>
<td>3.5</td>
<td>3.3</td>
<td>3.3</td>
<td>3.4</td>
<td>3.4</td>
<td>3.4</td>
</tr>
<tr>
<td>The duration of the webinar was sufficient for the material presented.</td>
<td>3.2</td>
<td>3.2</td>
<td>3.2</td>
<td>3.2</td>
<td>3.2</td>
<td>3.1</td>
<td>3.2</td>
</tr>
<tr>
<td>The speaker(s) were knowledgeable about the subject matter.</td>
<td>3.6</td>
<td>3.8</td>
<td>3.6</td>
<td>3.6</td>
<td>3.7</td>
<td>3.6</td>
<td>3.7</td>
</tr>
<tr>
<td>I plan to apply what I learned in this webinar to my work.</td>
<td>3.2</td>
<td>3.5</td>
<td>3.3</td>
<td>3.3</td>
<td>3.4</td>
<td>3.6</td>
<td>3.4</td>
</tr>
<tr>
<td>Overall</td>
<td>3.3</td>
<td>3.5</td>
<td>3.3</td>
<td>3.3</td>
<td>3.4</td>
<td>3.4</td>
<td>3.4</td>
</tr>
</tbody>
</table>


In their open-ended responses, participants described gaining a deeper understanding of transformational movement building and insight into integrating transformative strategies into their work. Key takeaways highlighted in participant evaluations included: 1) defining vision and purpose; 2) recognizing the importance of relationship building and creating a bigger “We;” and 3) gaining a deeper understanding of transformation focused vs. changed focused strategies. Below, Exhibit II-19 summarizes participants’ major takeaways from webinar sessions and provides illustrative quotes.
## Exhibit II-19: Transformational Movement Building Major Takeaways

<table>
<thead>
<tr>
<th>Major Takeaways</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
</table>
| **Defining vision and purpose.** Participants gained insight into the relationship between purpose and vision, including the ways in which purpose and vision are connected with everyday tasks and lived experience. Further, for many the notion of defining vision in terms of what you are “for” rather than “against” represented a powerful takeaway. | • The depth and breadth of how vision can shape day-to-day work and how teams are composed.  
• It became so clear to me during the webinar that we need to start by delving into staff and board individual purposes, deeply listening to each other and the diverse groups we work with and then linking to a broader theory and path of change.  
• Vision—not just what we are against but what we are working FOR, what are we moving towards, grounded in LIVED experiences.  
• Thoughts about purpose in connection to the work I am doing within my organization to clarify our values. |
| **Importance of building honest and authentic relationships and creating the bigger “We.”** Respondents developed a deeper understanding of the importance of building bridges that connect communities and produce a larger sense of “We.” | • I appreciated the reminder that we must move beyond empathy to radical connection.  
• The need for us to seek allies in unexpected places and expected ones.  
• That building connections takes time and care—maybe this is not really an "aha" as such, but it is something that is kind of downplayed or ignored in many of the settings that I work in. There is no shortcut to building deep connections. |
| **Deeper understanding of transformation focused strategies versus change focused strategies.** The distinction between change and transformation represented a key takeaway for many participants. The recognition that transformation requires systems-level changes was a critical reflection for many. | • We are so comfortable with change strategies, that it becomes so difficult for some of us to imagine transformational strategies.  
• The difference between generic strategy and transformational strategy was a really useful distinction.  
• The understanding that what we want truly is not change in the lives of our members, but the full transformation of their lives. We've been good about getting the former—through culturally relevant programming and incentives; now is the time to shift a larger percentage of our efforts towards transformation. So grateful for this insight!!  
• I have been working on an "individual, organizational, community" change lens, but realize I need to intentionally add "systems" to that list. |

In addition to these takeaways, open-ended responses revealed several areas across webinar sessions which participants highlighted as successful aspects of the series. These included: 1) the presenters and the facilitation; 2) the emphasis on practical strategies and successful models; and 3) the shared participation across individuals and organizations. See Exhibit II-20 for a summary of key successes and supporting quotes from participant webinar evaluations.
Exhibit II-20: Transformational Movement Building Successes

<table>
<thead>
<tr>
<th>Successes</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
</table>
| **Presenters and facilitation.** Participants appreciated the presenters’ clarity and concision. Additionally, many found the fact that presenters shared personal stories and concrete examples to be helpful. Participants also valued the diversity of presenters and perspectives. | • I liked the different perspectives from the presenters, especially hearing on-the-ground stories from Navina about applying these macro movement concepts.  
• I thought it was great. The speakers were clear, grounded in their experiences and values, and also had broad vision.  
• All the speakers are walking the talk (as imperfectly as any humans do) and have considerable movement building experience to draw from. Also appreciated that there were so many women of color presenting. |
| **Emphasis on practical strategies and successful models from other movements.** Respondents found the focus on concrete and practical strategies to be helpful, providing them the tools and mechanisms to begin to engage in transformational movement building in their lives and work. | • I appreciated the strong framework for conceptualizing and making practical some of the elements of transformational movement building. It was very inspiring to hear about real practice and experiences.  
• I have been participating in the webinars and thinking about the concepts, then collecting the handouts and activities, which I plan to use during our staff retreat in January to begin to reconsider our vision and mission. The handouts/activities really make this applicable and give us a concrete "next step" beyond merely listening to new ideas. |
| **Shared participation across individuals and organizations.** Respondents saw the webinar as an opportunity to come together within and across organizations, coalitions and the larger movement. Further, many described using the webinars a way to begin the conversation around movement building at their organizations. | • All the staff of the National Resource Center on Domestic Violence (NRCDV) are watching the webinar series together to broaden everyone’s exposure to movement building concepts. Some of us have had opportunities to be deeply involved in MEV gatherings, but this allows everyone to participate. They raised a lot of energy in the room, and provided a great opportunity for us to make specific connections to our movement building work.  
• I have invited all of the offices that serve marginalized communities of students on campus to attend these webinars with me so that we can think about creating connections between our offices and better serve students.  
• Kudos on a 200+ audience, it is exciting to feel that those doing movement work are hearing the same things and doing this together—even if we can’t see their faces. |

Participants in the Transformational Movement Building webinars also identified several aspects of the webinars that could be extended or developed to better support participants. These areas included: 1) more spaces for connection and networking with other participants, 2) longer sessions to cover depth
and breadth of topics, and 3) access to additional resources. Exhibit II-21 summarizes future learning opportunities identified by participants and provides illustrative quotes from webinar evaluations.

**Exhibit II-21: Transformational Movement Building Future Opportunities**

<table>
<thead>
<tr>
<th>Future Opportunities</th>
<th>Exemplary Quotes</th>
</tr>
</thead>
</table>
| **Spaces for further connection and networking.** Respondents described wanting to connect and engage with other participants outside of the webinar. Suggestions for specific supports in facilitating these connections included creating a contact person who could connect participants, being able to direct message each other, and creating discussion questions for small breakout groups. | • *I would like the opportunity to directly message participants or if possible have everyone identify which state they represent to promote more communal networking. I am an Economic Justice Coordinator so nearly everything interconnects with my work. It would be helpful to be part of a larger community organizing for change.*  
• *Maybe add some way of empowering webinar participants to network with each other?*  
• *Creating a contact person whose role could be to ‘weave’ those of us together to continue the sharing process and ingrain it into our practices.* |
| **Longer sessions to cover depth and breadth of topics.** Respondents felt that expanding the sessions to 90 minutes would allow for a deeper exploration of each topic. | • *I think there needs to be more time allotted for such heavy and important topics of conversation. I felt that because the webinars were only an hour long, we never really made it out of the weeds and into the water to be able to connect what we’re talking about to how I’m specifically going to connect it to the work that I do to more effectively make positive social change happen.*  
• *I think that 90 minutes would allow us to explore the subject a bit more deeply and leave more time for discussion.*  
• *I really wish they were 1.5 hours. There never feels like quite enough time to have a discussion, ask questions, get into the nitty gritty.* |
| **Access to additional resources.** Participants were interested in having more resources to facilitate their continued efforts to practice and apply transformational movement building. Additionally, participants requested access to resources mentioned during the webinar series as well as more resources related to key concepts from MEV. | • *Resources/explanation about “the last girl.”*  
• *Include resource lists/links where we can get more embodiment practices or specific info about the topics presented in the webinar.*  
• *I wish there were more links or more resources to practices I could try.* |
Summary of Key Findings on Cross Movement Engagement

Overwhelmingly, evaluations of these direct engagement offerings (the workshops, the webinar, the virtual learning community, and Challenge) were positive and many respondents expressed gratitude at being able to participate, gain exposure to MEV, and connect with others in the movement. In this final section, we provide an analysis of the ways in which these direct movement engagements have rippled out into the larger movement, highlighting both MEV’s key successes in movement engagement and opportunities for further movement engagement.

Successes in Movement Engagement

- **Creating community, conversation and relationships across the movement.** By bringing people together into one space (whether physical or virtual), direct engagement activities helped to foster connections across the movement. For participants in the workshops, the webinar, the virtual learning community, and the Challenge, this space to network, cultivate community, and connect with others in the movement was deeply appreciated. Direct engagement activities helped to facilitate important conversations and to create a shared sense of movement identity and vision. Additionally, the regional grounding of workshops for many represented an important element which allowed participants to think more concretely about the applications of concepts and strategies within a specific context.

- **Making space for allies, movement leaders, and Movement Makers to come together.** Relatedly, the invitation to include allies and movement leaders in workshops broadened the reach and impact of direct engagement activities. Many allies voiced their appreciation at the opportunity to be included and gain exposure to MEV concepts. Alumni articulated their gratitude at being able to include colleagues and friends. Similarly, the webinar and the virtual learning community helped to broaden the reach of MEV concepts and made it possible for entire organizations or teams to participate together, which many found particularly valuable.

- **Establishing physical practice and self-care as movement strategies.** The emphasis on self-care and physical practice as essential movement strategies resonated deeply with participants. Individuals were prompted to rethink movement practices and habits, and recognize that creating a sustainable movement requires both self-care and physical practice. The ripples of this transformative shift in thinking around movement sustainability hold implications not only in participants’ personal lives but also in the organizations and spaces where they have begun to integrate these practices.

- **Facilitating a deeper understanding of MEV concepts in the larger field.** Participants came away from the webinar, the workshops, the virtual learning community and the Challenge with a greater understanding of key MEV concepts. Further, these direct engagement activities are helping to create shared language, concepts, and context across the movement and field.
Future Opportunities for Movement Engagement

In addition to these successes in movement engagement, evaluations of direct engagement offerings also revealed opportunities to further support the movement. Informed by participant feedback, the following bullets represent areas where further support may help to precipitate larger movement-level impacts of MEV offerings.

- **More concrete tools and actionable strategies to apply key concepts.** Given the conceptual and complex nature of many of the concepts covered in direct engagement activities, bringing home and applying learnings represented a challenge for many participants. Many felt that the inclusion of more actionable strategies and approaches would have helped them to apply the concepts at their organizations and in the movement. Helping participants bridge this gap and apply these concepts to real world situations and contexts represents a key area where MEV could continue to support alumni and movement leaders.

- **More clarity about workshop topics and what they will cover.** Across workshop evaluations, participants expressed the desire for clearer descriptions of workshops, including what they will focus on and cover. Participants noted that this is particularly important in reaching out to and inviting allies and friends to attend, especially for those who are not familiar with MEV.

- **More opportunities for networking and relationship building.** The opportunity to come together with other alumni, movement leaders, and allies represented a key success across direct engagement activities. However, many participants were eager for more and wanted to be further supported to reach out, network, and engage with one another. This was particularly salient for webinar participants, many of whom wanted the opportunity to interact with one another through small groups or a direct messaging option. This feedback is illustrative of the tradeoff between workshop and webinar formats: while creating interpersonal connections and relationship is a challenge in the webinar format, the format offers a significantly larger reach and is much more accessible. Thus, creating mechanisms to support connectivity and networking in webinar and virtual learning offerings may provide a way to facilitate connections in the movement while also reaching a broader audience.

- **Define language and provide context.** As MEV focuses on direct movement engagement activities, ensuring that participants have the materials, resources, and context to understand concepts is important. Participating allies and movement leaders may not be familiar with MEV concepts and providing them the tools to fully grasp and engage with material is critical to continuing to grow MEV’s ripples in the movement.
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III. MOVEMENT-LEVEL RIPPLE EFFECTS

As illustrated in the framework highlighted in Chapter I, MEV is influencing movement-level change through the outward facing efforts described in Chapter II and through the more indirect influence of program alumni. These influences are not independent of each other or of what is happening in the broader movement, but they do influence each other, much like waves or ripples in a pond can diffuse or amplify one another. As described in Chapter II, MEV’s focus on outward-facing communication often reinforces what alumni are doing, and thus amplifies the influence of their work.

This chapter draws on survey and interview data to investigate how MEV is influencing the movement. This is not easy: the difficulty of attributing movement-level shifts to a program or intervention, like MEV, is well documented in the movement research literature. Our interviewees repeatedly pointed out how difficult it is to know what MEV as a program can “take credit” for, though all agreed that MEV has influenced the tenor and urgency of certain key movement-level conversations (e.g., equity, liberation, self-care). In this sense, alumni and movement leaders agree that MEV has “made waves,” but differ in the degree to which they think those waves are influencing change. Our goal in this chapter is not to oversimplify the complexity of influences within the movement to end violence, nor to attribute all changes to MEV, but rather to take a “temperature” read of where the movement is in relation to MEV’s core goals, and to understand the degree to which different stakeholders attribute change to MEV.

We begin the chapter with a discussion of the growing and interconnected MEV network, including the expanding connections between alumni and the broader movement. We then present an overview of progress on MEV’s five overarching program goals and the seven components of moving from theory to action. Finally, this chapter examines emergent themes from alumni, movement leader, and faculty interviews, including both a discussion of key shifts in the movement and of the ripple effects and role of MEV in the larger movement.

Expanding and Interconnected Network of Alumni

In Spring 2017, Cohort 1 and Cohort 2 members completed an alumni survey, in parallel with the Cohort 3 follow-up survey. The survey asked cohort members to reflect on and rate the MEV outcomes and impact of the MEV program, and to identify informal and formal connections with members of the first three cohorts of the MEV program, as well as with broader allies in the field. In asking cohort members to reflect on their ties to others, informal connections were defined as sharing information on events, campaigns, and program services and trading notes on strategies and best practices; formal connections included participating in the same coalition or network, presenting at summits and conferences together, or working on advocacy efforts together. Across all cohorts, 81% (43 of 53) completed some

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or all of the survey, with a significantly higher response rate for Cohort 1 (87%, 13 out of 15) than Cohort 2 (56%, 10 out of 18). All Cohort 3 participants completed the follow-up survey (100%, 20 out of 20).

MEV alumni from all cohorts have formed a deeply interconnected network, a transformative shift from the beginning of their participation in the MEV program. Over the course of the two-year program, ties within each cohort increased multi-fold for both informal connections and formal collaborations. At the beginning of each of the three cohorts, multiple individuals were not connected to their fellow cohort members. By the end of their two years together, each of the cohorts had formed densely connected informal networks and a strong foundation for formal collaborations. The following maps are the first comprehensive documentation of connections across cohorts.

As shown in Exhibit III-1, all Cohort 1, 2, and 3 members were connected to their cohorts and other cohorts in numerous informal ways in Spring 2017, reflecting a dense and highly interconnected informal network. Examples of informal connections shared by cohort members included: personal check-ins, discussing opportunities to work together, sharing events and updates, attending the same event (e.g., Anti-Oppression Workshop, MSC’s Transitions Lab, OVW men’s roundtable) or each other’s’ events (e.g., Building Resilience), and participating in study groups (e.g., Art of War, Tai Chi, white Movement Maker’s group, Mainstream group).

Exhibit III-1: Informal Connections Among MEV Alumni
Spring 2017

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9 Density (proportion of possible ties that exist) of the informal networks for Cohort 1, 2, and 3 at the end of their time in the MEV program reached 80%, 47%, and 60% respectively. Density for the formal collaboration for the cohorts grew to 40%, 24%, and 26% for Cohorts 1, 2, and 3 by the end of their two-year program. It is important to note that given the different sizes in the cohort networks (ranging from 15 to 20 individuals) and the variation in cohort experiences, it is not surprising that cohorts reached different levels of interconnectedness.

10 Of the 53 Cohort 1, 2, and 3 members, only 41 (77%) completed the networking section of the survey. Given the incomplete data networking data, it is not possible to compare network statistics like density (proportion of possible ties that exist) and reciprocity (percentage of connections that are mutually acknowledged) for Cohort 1 and Cohort 2 to their respective final reports.
Key findings for informal connections among the three cohorts include:

- **Overall, the informal network reveals some clustering by cohort.** As a whole, the informal network tends towards connections within cohorts rather than across cohorts. While parts of the informal network map reflect some groupings for each cohort (e.g., six Cohort 2 members at the top of the network map, a concentration of Cohort 1 members on the left), the large cluster of Cohort 3 members on the right side of the network is the most pronounced. The clustering of Cohort 3 is not surprising given the intensity of connections among Cohort 3 over the two-year period that ended in Spring 2017 and their relative newness in the larger MEV alumni community. Despite the strong visual clustering of Cohort 3, underlying network statistics reveal Cohort 2 has greatest proportion of internal ties, followed by Cohort 3, and then Cohort 1. The high proportion of ties for Cohort 2 may have something to do with the lower response rate among this group, in that perhaps only the most connected and engaged Cohort members responded to the survey.

- **Specific individuals from each cohort play key roles connecting others in the network.** Although not necessarily the individuals selected most frequently as informal partners, the top five brokers in the network are: Kelly (C2), Cristy (C2), Beckie (C1), Alexis (C3), and Andrew (C3). Each of these individuals plays a unique role in connecting MEV participants who are not otherwise connected and, as shown in Exhibit III-1, occupy central positions in the network.

Although sparser than the informal network, the growing formal collaboration network in Exhibit III-2 reflects the success of the MEV program in bringing together cross-sector leaders, laying the foundation for ongoing collaboration, and actively sustaining partnerships. Specific examples of formal collaborations cited by MEV participants in Spring 2017 included: presenting (or hosting) at fellow cohort members’ events (e.g., A Call to Men’s conference), co-presenting at state and national conferences (e.g., National Coalition Against Domestic Violence conference and National Sexual Assault Conference) or designing events together (e.g., mainstream gathering with Women and Justice Project leadership), partnering on grants (e.g., OVW) and subcontracting to each other’s organizations, providing training and technical assistance to each other’s organizations, and serving as advisory or faculty members (see Exhibit III-3 for example formal collaborations). In particular, Resonance and Engaging the Mainstream have provided structured and funded opportunities for MEV alumni to continue formal collaborations.

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11 The external-internal (E-I) index measures group embedding based on comparing the numbers of ties within groups and between groups and ranges from -1 (all ties are internal) to +1 (all ties are external). The rescaled E-I index for the informal exchanges network is -0.15, suggesting a slight tendency towards group closure.

12 Cohort 1 has the E-I index closest to 1 (0.49), followed by Cohort 3 (0.17) and Cohort 2 (0.06).

13 Based on measures of betweenness, which is a network measure that calculates the degree to which an individual lies between others in the network and is connected to other nodes that are not connected to each other (e.g., the degree to which a node serves as a bridge).
Key findings related to the network of *formal* collaborations in Spring 2017 include:

- **There is less visual clear clustering by cohort, reflecting more formal cross-cohort connections than in the informal network.** While some pockets of clustering by cohort appear in the formal collaboration network, the clustering is less pronounced than in the informal network. Similar to the informal network, Cohort 1 members were the most likely to be in formal collaboration with MEV participants from other cohorts while members of Cohort 3, the newest cohort, had the lowest proportion of cross-cohort formal collaborations.

- **Similar to the informal network, key cohort members from all three cohorts play bridging roles.** The top five individuals connecting others in the formal network are: Kelly (C2), Beckie (C1), Ed (C3), Aimee (C1), and David (C3).

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14 The visual maps are supported by network measures. The rescaled external-internal (E-I) measure for the formal collaborations network is 0.255 (compared to -0.15 for informal exchanges).

15 As with the informal network, Cohort 1 has the E-I index closest to 1 (0.60) in the formal network, followed by Cohort 2 (0.23) and Cohort 3 (0.10).
### Exhibit III-3: Examples of Formal Collaborations Among and Across Alumni

<table>
<thead>
<tr>
<th>Types of Collaborations</th>
<th>Examples</th>
</tr>
</thead>
</table>
| **Resource Sharing**, ongoing | - Girls served by Sadie Nash (Lorena:3) use the Black Women's Blueprint (Farah:3) house  
- Casa de Esperanza (Patti:1) received a grant from the George Family Foundation (Suzanne:1) |
| **Trainings and Workshops**, ongoing | - Executive Director of Faith Trust (ML:3) attended CONNECT trainings (Quentin:3)  
- Lynn gave presentations on multigenerational workplaces at Praxis (Sandy:3) and spoke at the Fordham conference organized by the Lawyers Committee (Andrew:3)  
- Alexis (3) provided trainings to A Call to Men (Ted:1 and Tony:2)  
- Edith (3) provided a full-day institute at the BWB’s conference (Farah:3), Words of Fire  
- David (3) and Lorena (3) collaborated on five Rape Prevention Education events for programs working with girls  
- Ted (1) conducted a presentation to staff at the Center for Battered Women’s Legal Services, organized by Dorchen (1)  
- Kelly (2) sent her staff to a training by the George Family Foundation (Suzanne:1)  
- Kelly brought in Heidi, Nicole, Tony, Archi, Lovisa (all 2) and Lynn (3) to speak at her organization’s conferences |
| **Conferences, presentations, and productions** | - California Partnership to End Domestic Violence, March 2017  
  - David (3) and Andrea (2) gave a presentation, “Collective Liberation: White People’s Responsibility to Dismantle White Supremacy and Privilege in Our Movement”  
- Democratic National Committee, June 27, 2016  
  - Ariel (3) and Nicole Matthews (2) presented together on the Raben panel  
- National Sexual Assault Conference, August 2016  
  - David, Vivian H., and Lynn (all 3) co-presented “Building a Movement: Inspired to Action”  
  - Alexis (3), Archi (2), and Scheherazade (2) co-presented “Building an Intersectional Movement”  
  - Nan (1), David (3), and Kelly (2) co-presented “Building a Movement: Huge Pivots and Leaps”  
- 11th Annual Conference of the Minnesota Indian Women’s Sexual Assault Coalition (co-organized with Men as Peacemakers), April 2017  
  - Cristine and Alexis (both 3) co-presented on work related to Black and Indigenous solidarity  
- National Coalition Against Domestic Violence Conference, October 2016  
  - Lynn presented with Ed, David, and Karen (all 3) on intersectionality  
  - Beckie (1), Lorena (3) and Kelly (2) co-presented  
  - Alexis and Patina (both 3) co-presented  
- CALCASA Statewide Conference, June 2016  
  - Lovisa (2) and Farah (3) co-presented at the conference as plenary speakers  
- Washington State Coalition Against Domestic Violence Conference, April 2016  
  - Corrine (2), Edith (3), and Joanne (2) presented on the intersection between storytelling and organizing  
- White House Women’s Summit, June 2016  
  - Plenary speakers included Lynn (3), Quentin (3), and Joanne (1), along with presentations and attendance from many other MEV participants  
- Mother Tongue Monologues, February 2016 |
- Alexis and Farah (both 3) co-chaired a multimedia production and performance

**A Call to Men National Conference**
- Beckie and Corrine (both 1) presented for Ted’s (1) and Tony’s (2) organization

**Resonance activities and groups**
- Innovation Fund Grants
  - Numerous MEV participants engaged at different levels with Innovation Grant Funds, all of which are approved by Aimee (1). Innovation Grant Fund projects included youth focused “training the trainer” training (Alexis, Lorena, Ariel: all 3) and restorative justice training (Quentin and Andrew: both 3) as well as participation in events (Ed, Lorena, David, Karen: all 3) and research papers (Eesha:2)

**Practice Groups**
- Racial Equity and Liberation Practice Group is co-led by Alexis (3), Cristy (2), Annika (2), and Trina (3). Andrea (2) and Corrine (1) are participants
- Beckie (1) co-leads the practice group on Communities/Building the Power of the Margins with Ed (3), and Patti (1). Corrine (1) is also a participant
- The Engaging Girls Practice Group is co-led by Kelly (2) and Joanne (1), with Shakira (1), Leiana (1), and Eesha (2). Patti (1) has provided fiscal support for this group

**Pop-Up Groups**
- A White Ally group included Karen, Ed, Lynn, David (all 3); Heidi and Kelly (both 2); Leiana (1)
- A Spirit group was led by ML (3)

**Campaigns and emerging coalitions and groups**
- **Women’s March, February 2017**
  - Ed and Andrew (both 3) developed a statement of support
  - Lynn and Farah (both 3) served together on a post-march panel to discuss lessons and next steps
  - Heidi (2) organized MEV’s participation in the march
- **Missing and Murdered Indigenous Women’s March, February 2017**
  - Cristine and Patina (both 3) participated in the march to raise awareness about the impact of domestic violence on communities of color and Native communities. Attended by Nicole (2)
- **Truth and Reconciliation Commission, April 2016**
  - Farah organized a multi-day tribunal, with Lynn serving as commissioner; Jamila and Quentin gave speeches and Karen, Ed, and David’s organizations provided sponsorship (all 3)
- **Engaging the Mainstream, ongoing**
  - Kelly (2) and Nan (1) work closely on this initiative
  - Edith (3), Karen (3), Patti (1), David (3) deeply involved

**Other formal collaborations**
- Karen serves on the advisory committee for Vivian J’s organization (JDI) (both 3)
- Mujeres Unidas (Andrea:2) participates in the Culturally Responsive DV Network (Beckie:1)
- Collaboration between Just Detention International (JDI) (Vivian J: 3, Lovis:2) and California Coalition Against Sexual Assault (David:3) to connect prisons with local rape crisis centers to ensure incarcerated victims receive services, Kelly (2) also involved
- Day One (Andrew:3) and Sadie Nash (Lorena:3) have collaborated on a few initiatives in New York City
- Day One (Andrew:3) and Sanctuary for Families (Dorchen:1) collaborate on networks, committees, and other gatherings
Connections to the Broader Field

The alumni and follow-up surveys asked MEV cohort members to reflect on their connections to the broader field, defined as individuals who have engaged in broader MEV work by attending field-level MEV meetings or participating in the Engaging the Mainstream work (December 2015-June 2016). The following maps in Exhibits III-4 and III-5 illustrate informal and formal connections among MEV participants and with the broader field.\textsuperscript{16}

\textbf{Exhibit III-4: Informal Connections Among MEV Alumni and Broader Field}

\textit{Spring 2017}

\begin{flushright}
\begin{itemize}
\item Cohort 1
\item Cohort 2
\item Cohort 3
\item Engaging the Mainstream
\item Other ally
\end{itemize}
\end{flushright}

\small
\textsuperscript{16} Important to note is that connections with the broader field are one way, as reported by cohort members only. As such, they are a partial picture of connections with the broader field.
Connections with the broader field follow a similar pattern of more intensive connections in the informal network than in the formal network. Two key additional findings emerge from these maps:

- **Clustering by cohort lessens when including connections to the broader field.** When including connections to other movement allies, cohort members, particularly Cohort 3 members in the informal network, appear more integrated within the network. This suggests that individuals in the field who have not yet participated in the MEV program are connected across cohorts and, thus, they help to integrate cohort members within the broader field.

- **Among field allies, there is clear clustering by whether they are involved in the Engaging the Mainstream work or not.** While the maps include only connections from MEV participants’ perspective, there is a clear division in the broader network between movement allies at mainstream organizations and those at less traditional organizations. In both the informal and formal networks, many of the connections to the Engagement the Mainstream allies are via Nan (C1), Kelly (C2), Cristy (2), Karen (C3) and David (C3), who are situated in mainstream organizations and/or have participated in the Engaging the Mainstream events. *This suggests*
that, although individuals are connected, more can be done to link mainstream organizations to other organizations in the movement.

Assessment of Over-Arching Program Goals

In this section, we present the alumni assessment of the MEV program and the state of the movement based on the five MEV overarching program outcomes. Additionally, we present alumni and Engaging the Mainstream participants’ assessment of the seven components of moving from theory to practice, which are focused on the key movement “pivots” and underlying principles of MEV’s work. Most of the data in this section is quantitative, with a summary of qualitative themes at the end.

In this survey, alumni were asked to assess: 1) the impact of MEV on the five overarching program outcomes, and 2) the state of the movement with regard to these outcomes. The five overarching goals of the MEV program include: aligning the movement, strengthening individuals and organizations, enhancing the movement’s capacity for social change, building critical mass, and engagement of funders. These goals map to 15 short-term and three intermediate initiative-level outcomes (full results can be found in Appendix F). In this section, we briefly highlight findings associated with each of the five overarching goals and the 18 outcome areas, which map onto the superordinate goals.

Current Strength of the Movement

Exhibit III-6 below provides a high-level summary of participants’ ratings of the current strength of the movement with respect to MEV outcomes by cohort as of Spring 2017. Key findings include:

- Although there were small distinctions by cohort, most alumni view the influence of MEV on the movement as being between “somewhat” (2.0) and “very” (3.0) strong. Despite differences, no clear patterns by cohort emerged. For example, Cohort 3 rated “Aligning the Movement”, “Strengthening Individuals and

17 Engaging the Mainstream participants were not included in this analysis as they did not complete an assessment of MEV overarching outcome.
Organizations in the Movement”, and “Engagement of Other Funders” somewhat higher than other cohorts while “Enhancing the Movement’s Capacity to Advocate for Social Change” was rated highest by Cohort 2 and “Building a Critical Mass within the Movement” was rated highest by Cohort 1. However, none of these differences at the overall level were significant. The only specific outcome that had significant differences was Cohort 3’s higher rating of the enhanced capacities to build alliances and increase collaborative efforts (2.72 compared to 2.22 for Cohorts 1 and 2).

- **Of the five overall outcome areas, “Aligning the Movement” was rated the highest and “Engagement of Funders” the lowest.** This pattern is consistent with ratings cohort 1 and 2 made at the end of their cohort experience, when participants rated “Aligning the Movement” highest and “Engagement of Funders” the lowest. At the end MEV program and several years later, alumni consistently rated the MEV outcome *a cluster of leaders committed to working together to end violence against women and girls* highest, followed by *enhanced awareness of self and social identity*. These findings are in keeping with MEV’s program model, which focuses on providing intensive leadership support and opportunities for self-reflection to cohorts of leaders.

**Exhibit III-6: Current Strength of the Movement by Cohort**

<table>
<thead>
<tr>
<th>By Cohort</th>
<th>Spring 2017</th>
</tr>
</thead>
</table>
| Aligning the Movement | Cohort 1: 2.20  
                       | Cohort 2: 2.33  
                       | Cohort 3: 2.54 |
| Strengthening Individuals and Organizations in the Movement | Cohort 1: 2.21  
                       | Cohort 2: 2.22  
                       | Cohort 3: 2.31 |
| Enhancing Movement’s Capacity to Advocate for Social Change | Cohort 1: 2.13  
                       | Cohort 2: 2.38  
                       | Cohort 3: 2.16 |
| Building Critical Mass Within Movement and Other Movements | Cohort 1: 2.23  
                       | Cohort 2: 2.00  
                       | Cohort 3: 2.18 |
| Engagement of Other Funders | Cohort 1: 1.73  
                       | Cohort 2: 1.67  
                       | Cohort 3: 1.82 |

- **Alumni perceptions of movement strength increased over time, particularly in the areas of building critical mass (+.32) and movement alignment (+.28).** MEV alumni from both Cohort 1 and Cohort 2 rated the movement as stronger for each of the five overall areas in 2017 compared to the end of their time in the program, as shown in Exhibit III-7. Interestingly, Cohort 2 members saw a sizable jump in their perception of the movement’s capacity to advocate for social change. Specific outcomes with the greatest increases were: a stronger bench of leaders
(+0.64) and awareness of self and identity (+0.53). Of the 18 outcomes, only two decreased slightly for MEV alumni over time: a thriving ecosystem (-0.09) and organizational models (-0.06):

Exhibit III-7: Change in Perceived Strength of Movement  
End of MEV Program to 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Cohort 1</th>
<th>Cohort 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aligning the Movement</td>
<td>0.22</td>
<td>0.37</td>
</tr>
<tr>
<td>Strengthening Individuals and Organizations in the Movement</td>
<td>0.06</td>
<td>0.27</td>
</tr>
<tr>
<td>Enhancing Movement’s Capacity to Advocate for Social Change</td>
<td>0.06</td>
<td></td>
</tr>
<tr>
<td>Building Critical Mass within Movement and Other Movements</td>
<td>0.21</td>
<td>0.40</td>
</tr>
<tr>
<td>Engagement of Other Funders</td>
<td>0.10</td>
<td>0.30</td>
</tr>
</tbody>
</table>

**MEV Impacts**

Exhibit III-8 below provides a high-level summary of participants’ ratings of the impact of the MEV program on key outcomes by cohort as of Spring 2017.18 Key findings include:

- **Cohort 3 members generally provided higher ratings of impact of the MEV program.** In Spring 2017, Cohort 3 members rated the impact of MEV on four of the five outcome areas the highest, providing significantly higher ratings than Cohort 1 or 2 for “Aligning the Movement” and “Building Critical Mass within the Movement.” Cohort 3’s higher ratings for the impact of MEV on “Aligning the Movement” were drive by higher ratings of the impact of MEV on: 1) developing a cluster of leaders committed to working together to end violence against women and girls; and 2) enhancing the capacity to build alliances and increase collaborative efforts. The higher overall rating of impact for “Building a Critical Mass” was driven by Cohort 3’s higher ratings of MEV’s impact on connections and engagement with allies outside the U.S. and a global frame for ending violence against women and girls.

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18 For Cohort 1 and 2, these scores represent alumni ratings of the MEV program impacts, roughly two- and four years after completing the program. In contrast, for Cohort 3, these are the post-program scores provided by Cohort 3 members at the completion of their time in the MEV program.
• **As alumni, Cohort 1 and 2 members provided similar ratings of MEV impact.** Reflecting on the impact of MEV, Cohort 1 and 2 members tended to provide similar ratings of impact (within 0.08), although Cohort 2 was more positive in their assessment of the impact of MEV on the engagement of other funders (+0.19). This contrasts with at the end of their time in the MEV program, when Cohort 1 and 2’s ratings varied by larger margins (by between 0.14 and 0.33). It appears that Cohort 2 is becoming closer to that of other cohorts over time, perhaps due in part to increased connections between Cohort 2 members and members of other cohorts.

Exhibit III-8: Impact of MEV on Outcomes by Cohort Spring 2017

![Exhibit III-8: Impact of MEV on Outcomes by Cohort Spring 2017](chart)

• **Similar to their increasingly positive assessments of overall strength of the movement, MEV alumni also view MEV as being more impactful over time.** MEV alumni, particularly Cohort 2, rated the impact of the MEV program higher than at the end of the program, as shown in Exhibit III-9. While Cohort 2’s ratings of impact increased in all areas, Cohort 1 members rated two of the areas (“Strengthening Individuals and Organizations” and “Enhancing the Movement’s Capacity to Advocate for Social Change”) slightly lower than at the conclusion of their time in the MEV program. Both Cohort 1 and Cohort 2’s ratings of the MEV program’s impact on engaging funders suggests that MEV has helped to raise funders’ awareness of the work of alumni after their completion of the program.
Moving from Theory to Practice

In addition to the overarching MEV outcomes, MEV alumni were also asked to rate progress on key components of moving from theory to action, from moving from reactive to proactive approaches to catalyzing beloved community. These seven components aligned with the survey of the Engaging the Mainstream (ETM) participants conducted in Fall 2016 and provide a unique opportunity to examine variation across MEV cohorts as well as differences in perceived progress between MEV participants and individuals working in more mainstream organizations (ETM). For each of the seven components, respondents were asked to rate progress on a scale from no progress to excellent progress. Overarching findings include:

- **Individuals from mainstream organizations participating in the Engaging the Mainstream work generally perceived less progress than MEV participants.** For all eight components, the percentage of ETM participants who rated progress as excellent or good was lower than the percentage of MEV participants with statistically significant or near significant differences for four of the seven components. Although still lower than MEV participants, the three areas in which ETM participant ratings were most similar to MEV participants were: 1) movement towards an approach that integrates service with an advocacy and social change mindset; 2) prioritization of racial justice/equity and anti-oppression; and 3) embracing a margins-to-center approach. The estimation of stronger impact in these areas among ETM members makes sense given that, at the time the survey was administered, the ETM trainings and action planning had

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19 Of the 89 individuals who participated in at least one Engaging the Mainstream (ETM) meeting between December 2015 and June 2016, 47 completed the survey (53% response rate). Of those 47 individuals, 4 also completed the questions as cohort members in Spring 2017. Their responses are included only with their respective cohorts, not with the larger group of ETM participants. For this reason, some numbers may differ from the Engaging the Mainstream Report from Fall 2016.
focused on: (1) movement building (over two gatherings), (2) state violence and alternatives to criminalization, and (3) race and gender justice.

- In keeping with outcome findings, perceptions of progress varied by cohort. Cohort 1 was most positive in assessments of progress in moving from reactive to proactive approaches and promoting open, participatory, and peer-driven leadership. In contrast, Cohort 2 was most positive in assessing progress towards breaking down silos and integrating service with an advocacy and social change mindset. Finally, Cohort 3 was most positive in their ratings of progress towards prioritizing racial justice/equity, embracing a margins-to-center approach; and catalyzing beloved community.

Moving from Reactive to Proactive Approaches
Cohort 1 members were most positive in their assessment of progress moving from reactive to proactive approaches, with just over half (54%) rating progress as excellent or good. In contrast, only 30% of ETM participants rated progress as excellent or good.

Exhibit III-10: Moving from Reactive to Proactive Approaches
Breaking Down Silos

Of all the cohorts, Cohort 2 was most positive in its assessment of progress towards breaking down silos between fields to create more connected and interdependent movement (60% excellent or good). Compared to MEV participants in Cohorts 1, 2, and 3, ETM participants were significantly less likely to rate progress in the area: only 11% rated progress as excellent or good compared to 51% of MEV participants:

Integrated Approach

Cohort 2 was also the most positive in assessing movement towards an approach that integrates service with an advocacy and social change mindset (70% excellent or good).\(^2\) In this area, MEV participants and the broader field at mainstream organizations were more aligned: 44% of MEV participants identified excellent or good progress compared to 34% of ETM participants.

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\(^2\) This difference is almost statistically significant, which is considerable given the small sample sizes.
Open, Participatory, and Peer-Driven Leadership

Progress in the area of promotion of more open, participatory, and peer-driven forms of power and leadership was rated most positively by Cohort 1 (62% rated good progress). Individuals from Engaging the Mainstream were significantly less likely to perceive strong progress in this area than MEV participants: 20% compared to 53% of MEV participants:

Exhibit III-13: Open, Participatory, and Peer-Driven Leadership

Prioritization of Racial Justice/Equity

Of all the groups, Cohort 3 members were most positive in their assessment of progress in prioritizing racial justice/equity and anti-oppression (80% good or excellent progress). In contrast with Cohorts 2 and 3, Cohort 1 members were less positive in their assessment (46% versus 73%). This makes sense given that the strong racial equity and justice focus of MEV was added to the program during Cohort 2, and thus was not as strong an area of focus during Cohort 1. Overall, across the eight components of moving from theory to practice, progress in this area was the most positively assessed by ETM participants (50% selected good or excellent progress):

Exhibit III-14: Prioritization of Racial Justice/Equity
Embracing a Margins-to-Center Approach

Cohort 3 members were also most positive in their assessment of progress towards a margins-to-center approach (60% rated progress as good or excellent), followed by Cohort 2 (50%), Cohort 1 (46%), and ETM participants (39%):

Exhibit III-15: Embracing a Margins-to-Center Approach

Catalyzing Beloved Community

Nearly all Cohort 3 members identified good or excellent progress in the area of catalyzing beloved community (90%), a significantly greater percentage than in Cohort 1 and Cohort 2 (43%). This is in keeping with Cohort 3’s reputation as the “love cohort” but also reflects the hard work that was done to preserve beloved community even while having difficult conversations about issues within the larger movement (such as indigenous invisibility and anti-blackness). Driven by the overwhelmingly positive assessment of progress by Cohort 3, there was also a significant difference between MEV participants and ETM participants: 65% of MEV participants rated progress as good or excellent compared to 25% of ETM participants.

Exhibit III-16: Catalyzing Beloved Community
Qualitative Themes

In addition to the alumni and Cohort 3 surveys administered in Spring 2017, SPR also conducted a series of 16 interviews with alumni (drawn from Cohorts 1 and 2), movement leaders, and faculty to explore shifts in the movement and the extent to which MEV has played a role in facilitating these shifts. Our analysis includes the movement-level shifts identified by the 10 Engaging the Mainstream participants, with whom SPR conducted interviews in 2016. Informed by these two data sources, we first discuss interviewee perspectives on shifts in the movement, including how and where the movement has shifted, followed by interviewees’ reflections on the ripple effects of MEV in the larger movement and MEV’s role in and relationship to movement shifts.

Shifts in the Movement

Movement leaders, alumni, and faculty discussed several key shifts taking place in the work to end violence against women and girls. These shifts primarily surrounded language, values, and philosophy rather than policies and practices in the movement. Across interviewees four key shifts emerged: 1) Interviewees suggested that there is a developing intersectional lens in the movement and increasingly race, equity, and liberation are being centered; 2) There is a shift towards de-criminalization efforts and more work being done to develop alternatives; 3) the movement is increasingly collaborative and more cross-movement work is taking place; and 4) the analysis surrounding root causes of violence against women and girls is deepening and the movement is becoming increasingly social justice focused.

Centering Race, Equity and Liberation

In keeping with the survey findings highlighted above, movement leaders, alumni, and faculty cited the increasing focus on intersectionality in the movement as a powerful and substantive shift. One movement leader described: “There's a broader shift in looking at issues that affect some of the most marginalized people… [And] a greater focus on the intersection of race and gender.” Another movement leader noted: “The real pivots and shifts in the work, in the way the mainstream does the work, [is] our conversations about intersectionality.” Many highlighted the fact that race, equity, and liberation are increasingly being centered in organizations that previously were not having these conversations. While others were more skeptical about the extent to which race, equity, and liberation are being centered, they noted that the door has at least been opened for these conversations to take place:

"I can challenge people now. Five years ago I couldn’t have even challenged people... to try and raise the issue that we all have culture. We all do and the domestic violence field and sexual assault [field] have been developed for 40 years on cultural values—they were white, heterosexual, mainstream cultural values... I think now people at least are open to hearing it, whereas before I don’t think they were even open to hearing it."

— Movement Leader

Several movement leaders also noted the impacts this shift has had on resources and policy, citing the changes in grant making practices and initiatives to bring more voices to the table:
I think there are a lot more [organizations], even say foundations; so grant makers who are looking at race equity – that have that lens. And they may not know exactly how to talk about it. But they know it’s important and that something’s got to happen. And so folks are creating new departments and hiring folks to run these initiatives. That kind of thing is happening.

– Movement Leader

I’m seeing a shift towards not leaving anyone behind in terms of knowing that there are multiple groups under attack by this government, and I see conversations amongst the national coalitions against domestic violence and others about how to manage that in a way that no group gets left behind when funding is used as a carrot.

– Alumni

De-Criminalization

A key philosophical and policy shift identified by interviewees surrounded perspectives on criminalization in the domestic violence and sexual assault fields. While movement leaders, alumni and faculty saw this move towards de-criminalization as a part of a national trend, they also noted that it was closely tied with the deepening intersectional analysis in the movement. Interviewees suggested that increasingly there is a recognition in the domestic violence and sexual violence fields of the disproportionate impacts of criminal justice solutions on marginalized groups and communities including women of color, queer women, and immigrant women.

I think the biggest shift is the one that actually has its origins from 20 years ago. But I think it’s really starting to take hold now which is, the shift away from exclusive or even primary reliance on the criminal legal system to respond to violence and I think finally people are seriously looking at what alternatives might be and how to really kind of grow those at the community-based level.

– Movement Leader

[The movement] has also opened up the conversation around moving away from overreliance on criminal justice approaches, and that’s incarceration. Because they need a conversation to looking at other forms of violence, and how the response to violence as a whole has been. The overreliance to criminal justice as a whole has been really harmful to communities.

– Movement Leader

Several interviews reflected that increasingly mainstream organizations and spaces are re-considering criminal justice solutions and are engaging in advocacy related to de-criminalization.

The focus of the large conferences has significantly shifted. Where five, six years ago it would of been much more around criminal justice response, and now it really is bringing in an intersectional analysis, talking about marginalized communities, who are we not serving, the last girl.

– Movement Leader

Two years ago there was not one domestic violence organizations that stood up for Marissa Alexander, that signed on. And then for Free Bresha, for Bresha Meadows, I saw mainstream organizations engaging and talking about her case.

– Alumni
Increasing Collaboration and Cross-Movement Work

Movement leaders, alumni and faculty described a shift towards cross-movement work. They discussed an increasing recognition of the need for collaboration and a greater willingness to engage in partnerships. Some interviewees identified a shift towards building beloved community across the movement and the development of a more expansive view of the movement.

[There is] more adoption of partnering across the movement. That’s been an enduring theme over the last several decades, but this past season it was something that we wanted to highlight. There was some really exciting work that we were able to highlight around partnerships connecting to Black Lives Matter, the LGBTQ movements, economic justice, [and] immigration reform.

– Movement Leader

I’m seeing a much broader space and more inclusion around LGBTQ and trans community and connections with Black Lives Matter and connection to environmental justice and looking at the access pipeline struggles and how that has been so much a part of people’s conversations in this movement. I see a more expansive view of the work and what the ‘movement’ is.

– Alumni

Analysis of Root Causes and Social Justice Focus

Interviewees suggested that many in the movement have increasingly adopted a social justice lens. One movement leader articulated: “There’s been a real move towards reconnecting with our social justice roots [and] trying to connect with social justice—with other social justice movements.” Relatedly, this social justice lens has precipitated a deeper analysis of the root causes of violence. Interviewees suggested that many more people in the field and movement are now focused on dismantling root causes of violence against women and girls. One movement leader recalled observing this shift first hand at recent an advocate think tank:

We just held an advocate think tank... And we talked about root causes of sexual and domestic violence. We talked about a shared anti-oppression framework... and shared conversations that we wanted to have. So one was, like, how do we dismantle white supremacy as central to this work, knowing that we can't end gender based violence unless we are doing that as well, and have that as an integrated part of our work... I think that those are good examples of the shift to the root causes.

– Movement Leader

Interviewees discussed how recognizing multiple intersecting forms of violence is integral to the analysis of root causes of violence. One MEV alumni described that she sees in the work to end violence against women and girls a “recognition of state violence and police violence.” Further interviewees reported seeing a greater focus on ending multiple forms of violence in the movement and field.

I think something that’s happening within this movement that... [is] a kind of commitment to all. Moving away from sort of who’s a victim and who a perpetrator of violence. Just a much more serious grappling with how is everyone really a product of the culture of violence.

– MEV Faculty
Another movement leader echoed this point, citing her organizations’ findings from a recent survey of organizations in the field:

*Another finding was that more practitioners [and] more advocates are working across multiple forms of violence and trauma... So we’ve seen a lot of movement in that direction at the state and local level and that’s probably one of the most exciting places of innovation in my mind. So that has helped people to move to addressing the broader underlying sectors that cut across forms of violence such has harmful gender norm... and less of a sort of how we’re going to support one victim at a time kind of an approach.*

— Movement Leader

**Ripples of MEV**

While many of the movement leaders, faculty, and alumni interviewed cited MEV as being integrally connected with these movement shifts, identifying the specific impacts and influences of MEV represented a challenge for some interviewees. One movement leader articulated this challenge as: “It does certainly feel like there’s a shift on a national level... The convergence is happening all over the place... And certainly the work of MEV is in there. I just don't know which things are connected to which other things.” Interviewees suggested that while many of these shifts have roots throughout the movement, MEV has contributed by building upon and amplifying existing work, conversations, and ideas. In discussing MEV’s relationship to the shifts in the movement, one alumni described:

*Movement makers are taking [MEV] out and spreading it through our spaces and then those people are taking it out and talking about it in their spaces. You see all the ripples come out and that’s what I see as the connection. It ripples out.*

The movement leaders, alumni, and faculty interviewed identified four key areas where these MEV “ripples” have been particularly impactful in the larger movement: 1) fostering a shared vision and language; 2) cultivating a sustainable movement through self-care; 3) opening up conversations on race, equity, and liberation; and 4) creating partnerships, community and a shared sense of movement identity.

**Fostering Shared Language and Vision**

Interviewees noted that central to these shifts taking place in the movement was a corresponding shift in language. They discussed the ways in which shared language made possible the articulation of a shared vision. Interviewees reported that MEV has contributed to shifting the language being used in the movement and made space for cultivating a shared vision.

*I have seen [MEV] trickle out to our spaces that are broader communities... I can see it in other spaces I’m in. I hear the way the shifts and the way people are talking and some of the language that they’re using is totally language from the MEV practice.*

— Alumni

*I think one key piece is the shared horizon, and this idea of where are we going – what we are for, not what are we against. I think that that was already part of our vernacular. But we didn't take a lot of time or space to actually define that.*
So I think that by defining that, and by really spending some time to look at that, [MEV] was aligning and unifying... I think that that was really empowering and really helpful to define.  
— Movement Leader

I also really do feel MEV—not solely, but along with the other key hubs—really helping the movement shift back towards the radical social change, what's our vision of a changed world.  
— MEV Faculty

I feel like this place that we're at and I don't know if this is a direct result of MEV but we're in a phase where people really want to talk about the heart, and want to talk about beloved community, and unifying, and all of those different pieces, and so I think perhaps MEV made that possible, perhaps the language has always been out there but it's been uplifted more, that there has been this collective movement within the DB and SA faces to really have this conversation as well as immigration, and race, and so I think for me, that's a powerful shift.  
—Alumni

Promoting Movement Sustainability Through Self-care

A second key contribution identified by interviewees was MEV’s influence on movement practices surrounding self-care. While self-care itself is hardly a new concept, interviewees discussed the ways in which MEV’s explicit conceptualization of self-care as a movement building practice has helped to create a more sustainable movement. Relatedly, MEV’s integration of mind/body and physical practice was also discussed by movement leaders, alumni and faculty as having influenced that large movement.

I really feel like one of the greatest contributions has been in terms of radical self-care as a part of movement building. I feel like MEV has been a key contributor to that conversation and I actually feel that now we are at a fundamentally different place in terms of talking about self-care than we were when MEV started, and I think MEV has a huge part of that; not solo, but really key in terms of that change, and I think that change is critical.  
— MEV Faculty

I think the physical practice made a particular contribution to the way people think about this work. And you know, feeling connected—doing Tai Chi together in the same way. I mean, to the extent that [is possible] at any meeting where there’s any number of state coalition or national groups that have been part of the whole maybe process in whatever way, we carve out time to go do Tai Chi together.  
— Movement Leader

Making Space for Conversations on Race, Equity, and Liberation

Interviewees also discussed the ways in which MEV has helped to center race, equity, and liberation in the larger movement. While interviewees made clear that this shift has roots across the movement, they felt that MEV’s work to open conversations around race, equity and liberation has played an important role in facilitating this shift. Additionally, alumni noted that the conversations around race, equity, and liberation in which they engaged as cohort members provided them the tools to increasingly center race, equity, and liberation in their work and at their organizations.

I’ve seen a few things relatively substantively [shift]. One is a deeper set of conversations around racial justice, and that has been really incredible to see
that was a kind of a significant element of our cohort experience with it centering race and racial justice issues. I think it impacted – that has resulted in an impact in the organizations and individual leaders that were members of cohort two. I’ve seen pretty substantive shifts in the way that folks are doing their work... The other thing is a little bit more nebulous than that, but I do think that we are opening up conversations about race and identity more broadly... I think those shifts that have started to happen, and it’s not to say it wasn’t happening already, or that it wasn’t happening in other places, but from the vantage point of MEV, I think those are pretty substantive shifts.

– Alumni

I think in our work here in New Mexico, I think there's been a really the place around coming together, and working across sectors, and working across movements, having the conversations and having the tools to have the conversations. I feel like we’re in a better position to have these tools about race, and liberation, and equity, more so than I would have had I not been involved in those circles with MEV.

– Alumni

The shift in my own work really is how I’m including a racial justice lens. And I think that is significant. And I think many, many MEV folks are including that racial justice lens. And I think that is a key to helping to rebuild a much more cohesive movement.

– Alumni

So I feel like there's been a lot of critical conversations started because of it. Particularly around race and around who's making decisions, and who's at the table, and for whom. I also think it's called in to question a lot about resources. So I know for us, as a grant making program that has made us think about how we give out grants, and to whom, and who we make those accessible to.

– Movement Leader

**Bringing Leaders Together**

Finally, MEV's work to bringing together and connect leaders was cited by interviewees as having a significant influence on the shifts taking place in the larger field.

I think of MEV like as a convener, and not sort of convener in a diminutive sense, but bringing folks together is really important work.

– Alumni

The interpersonal relationships amongst movement leaders [...] I think those are really, really valuable. Both for the unlikely collaborations that may not have happened if folks hadn’t met and developed relationships at MEV, but also for the likely ones that happened in the context of MEV, particularly for our cohort in the context of race and anti-oppression work. I think those are some of the things that are rising to the surface for me as I reflect back on some of those trends.

– Alumni

**Summary of Movement-Level Ripples**

In summary, the survey and interview data show that the MEV program is strengthening individual leaders, expanding networks, and is playing a key role in changing the types of conversations that
people within the movement are having. MEV alumni become more positive about both the movement and MEV’s role after leaving the program, and although their informal ties are stronger with their fellow cohort members, they are making formal ties with members of other cohorts at a fairly high level. It is also evident that there are non-MEV leaders who play key bridging between the cohorts and between MEV alumni and the broader movement. In the next chapter, we summarize feedback on MEV’s model and key lessons for MEV and other movement-building efforts.
IV. REFLECTIONS AND LESSONS LEARNED

The concepts and language of [MEV] resonate and give us a place to hold onto a different way of being, and that new way of being wants to lead us into a different way of acting.  
— Movement Leader

SPR’s cohort-level reports have consistently documented the influence that MEV has on individual cohort members and their organizations. As illustrated in this report, however, MEV’s reach and influence extends beyond those who are fortunate enough to be cohort members: it includes those who, like the respondent quoted above, are exposed to MEV concepts through their involvement in outward facing activities or their relationships with alumni. MEV workshops and engagements have directly influenced colleagues and acquaintances of cohort members and, to a lesser degree, those who have participated in webinars or online engagements, like the Self-Care Challenge. Furthermore, program alumni, like Nan Stoops and Aimee Thompson, are taking MEV concepts to a broader audience and transforming, expanding, and re-conceptualizing them along the way.

MEV is part of a much larger “pond” or movement ecosystem. MEV has both influenced and been influenced by broader trends in the movement (such as the Movement for Black Lives), and it will continue to transform and evolve further over the course of the next two cohort cycles. In this chapter, we highlight interview respondents’ reflections on MEV’s model, lessons learned from MEV thus far, and implications for movement building that can help seed continued reflection on and transformation of MEV’s model and approach moving forward.

Reflections on MEV’s Model

In this section, we summarize interview respondents’ reflections of key dimensions of MEV’s model, including the underlying assumptions about the importance of individual leadership development, the cohort structure, the role of faculty and coaches, and the focus on building cross-movement alliances. Not everyone we interviewed was positioned to reflect on all aspects of the model, and alumni clearly had a deeper understanding of the model than did most movement leaders who did not participate in the cohort experience.

Intensive Focus on Leadership Development

As part of the interviews, we asked respondents to reflect on MEV’s overall theory change, particularly the premise that strengthening individuals and organizations will lead to longer term changes in the movement. Movement leaders generally felt that MEV’s focus on individual leadership was powerful and they pointed to the work of individual MEV alumni, such as Nan Stoops, as having significantly influenced the movement. For instance, one movement leader said, “I would say somebody like Nan has really taken her position as a cohort member and all of her relationships she’s built up over 30 years, and really done an amazing job.” As is captured further in the discussion of the cohort structure, there
was a nearly universal understanding that individual leadership development is important. One movement leader described:

_I believe that to create a movement that is strong enough to find solutions to violence against women and girls... you have to be unapologetic about investing and putting resources to develop the leadership of people who are doing this work._

Yet, because the work of some alumni is more visible than the work of others, movement leaders often couldn’t assess how much impact alumni are having on the overall movement. It was not always clear to those external to MEV how alumni were continuing to apply what they had learned, or even if they were still working within the movement. One movement leader said, “As an outsider, I have no idea how the cohorts share what they learn, or if they are keeping in contact to really kind of crystallize their learnings.”

There were also mixed opinions on how MEV has influenced organizations. Several individuals shared the perception that many alumni had left their organizations, and wondered aloud what the implications of this are for the movement. Furthermore, at least one movement leader raised the issue of organizational readiness and how that plays into the selection of cohort members:

_I think [MEV’s model] is working, and I think where it might get challenging is that it is a very transformational experience for those individuals... where it doesn’t work is when the organization is not ready for that individual to help proliferate that change._

Still, many alumni spoke to broad changes within their organizations that resulted from MEV, which may not be visible to those that are external to the program.

**Cohort Structure**

Three distinct threads emerged about the cohort structure. First, there was a strong sentiment that the cohort structure is essential for building beloved community. Second, there was a worry among some respondents that the “exclusive” nature of the cohort creates unintended tensions within the movement and a perception that important voices are being left out. Lastly, there was a sense that increased connections across cohorts and between cohort members and the broader movement is essential for MEV to effectively attain critical mass.

There was a near-universal feeling among alumni and movement leaders that the types of relationships that develop through the cohort experience are fundamental to building beloved community, and that beloved community is needed for the movement to tackle some of its most prominent issues. The following quotes are representative of this reflection:

_I think [MEV’s cohort model] works really well. I think that the leadership and the beloved community go hand and hand... the movement is very much a movement of love, and feeling, compassion, and connection... The issues that we’re talking about are very, very intimate, and of a personal and sexual nature. So, the ability to do healing work that leads to the transformation, I think requires the level of safety, and love, and connectedness that can only be dealt
through a real commitment to beloved community. So, I think it is critical.

– Movement Leader

There’s a strength in developing depth of relationship and purpose that allows for the kind of synergy and shared purpose that transcends specific organizational vehicles.

– MEV Faculty

As captured in these quotes, there was a sense that the high priority that the cohort structure places on individual leadership and transformation, coupled with relationship building, is essential.

There were some interviewees, however, that identified the “exclusive” nature of the cohort structure as contributing to some of the tensions around and resistance to MEV within the movement. For instance, one respondent noted that the alumni she has known have been “amazing” and have had “an amazing experience,” but that the “impact has been deep and not broad.” In keeping with this, several individuals noted that many mainstream leaders felt “left out” of MEV, and this had created some degree of tension (though respondents were not always concerned about how these leaders felt).

Other respondents, as is captured in the following quote, worried more about whether certain perspectives or voices were being excluded:

I just feel like this is the rub with any kind of cohort work, where you have change agents and you have this smaller group of people who are building deep relationships with each other. I think that is incredibly important. And, yet, there’s always that question of, ‘who’s not here?’

– Movement Leader

This respondent was worried most about whether those from parallel movements were being engaged adequately in the work.

Finally, as was captured in the Cohort 3 Final Report, alumni said that there needs to be better connections between the cohorts. For example, one alumnus described, “If the idea is to build a crucial mass of leaders with new skills and new thinking, then each cohort should know each other.” This theme is in keeping with feedback from 11 Cohort 3 members, who were appreciative of the opportunity in Convening 6 to exchange with leaders from previous cohorts, but felt that it would have been better for it to occur earlier in the cohort experience.

Role of Expert Faculty

Most of the feedback on MEV faculty came from alumni and faculty, but some movement leaders had also been exposed to MEV faculty at their organizations or though Engaging the Mainstream or Resonance events. The feedback from those that were only somewhat acquainted with MEV was justifiably high-level.

Among alumni and those acquainted with the faculty, there was overarching agreement that faculty were top-notch and that they added a tremendous depth to the program. Norma, Monica, Rachael, and Maura were named frequently as being particularly powerful in terms of the level of support and inspiration they provided to MEV. These same staff were mentioned by Engaging the Mainstream and Resonance respondents who had been exposed to MEV faculty.
One of the “breakthroughs” of MEV was the understanding that faculty are on their own journey, and that it is important that faculty be “also in practice” and that the cohorts should not be asked to do “something that the faculty is not already doing.” This was a very strong theme among alumni, who felt that some of the most authentic learning that occurred in MEV was done in partnership with faculty. They also appreciated that MEV had been receptive to cohort members’ feedback and had engaged new faculty, when needed, to address specific issues.

The only challenge related to faculty was the perception that there might be so many individual faculty members that their roles were not always clear. Several alumni mentioned that it is better to have faculty be consistent over the course of the program, rather than have some faculty that only attend a subset of the convenings, and that the total number of faculty could be reduced. At least one faculty member echoed this:

\[
\text{We’ve been over-blessed by strong faculty who are good at what they do. So, that over-blessing has sometimes resulted in too many cooks in the kitchen. And there are differences of opinion about what to do about too many cooks in the kitchen. So, some people would argue for more integration as a result.}
\]

Several alumni also noted that they were not always sure exactly what each faculty member was bringing to the group or why they had been engaged. This may relate in part to the evolution of the program over time, and the reluctance to let some faculty members leave, even though the focus of the cohorts may have shifted.

**Focus on Cross Movement Alliances**

Several movement leaders discussed MEV’s focus on intersectionality and forming cross-movement connections, with a focus on the degree to which mainstream leaders of the domestic violence and sexual assault movements are “standing up for” or standing in alliance with women of color.

\[
I \text{ think MEV is really situated right at the epicenter of all of the tensions I think that are surfacing. When you try to do cross-movement work, there is a lot of oppression Olympics that happens. You know, like this group’s issues, the struggles related to this group or issue, are more or less important... I think MEV is right there in the thick of it... trying to find a way through, and also dealing with its own set of tensions around these exact issues.}
\]

– Movement Leader

Some movement leaders felt that the relationships formed through MEV had been influential in shaping the stance that movement leaders took during the reauthorization of VAWA. One respondent explained that movement leaders refused to go forward with the legislation until it included provisions specific to LGBTQ individuals, immigrants, and tribal women, even though pushing those provisions put the passage of the legislation at risk.

\[
I \text{ feel very proud of when the Violence Against Women Act was up for reauthorization, and Vice President Biden said to give it back to the National Task Force, which is the big policy arm of the movement... As a movement, we stood up to him, and we said... “We’re not going to leave our [communities] behind.” We built the coalition and we passed it. Is it perfect? Absolutely not.}
\]
But we’ve got some really great protection in the law that wouldn’t have existed if we would’ve just caved in.

— Movement Leader

Given a national context in which VAWA might be at risk, several movement leaders felt that the power of these cross-movement alliances would soon be put to the test. They wondered how much ground had been made and whether the alliances will hold together in the face of reduced funding for services.

Moving Beyond the Cohort: Lessons Learned

Through the direct learning opportunities offered over the Cohort 3 cycle, MEV has leaned into its vision of enhancing the movement’s capacity for change and growth. Participants in these learning opportunities have come away inspired and determined, ready to learn what more the alumni can teach them. Through participant evaluations and interviews, the following best practices and lessons learned emerged around how MEV can build capacity and exchange ideas with non-cohort members.

- The importance of skilled facilitators cannot be understated. Across every learning opportunity, participants pointed to facilitation as a key success. Skillful facilitation requires leaders who are not only knowledgeable in, but embody their topics, and can hold a space for both learning and conflict.

- Providing room for self-reflection can lead to deep learning. One of the most impactful ways to learn new and unfamiliar concepts, according to many participants, is to first engage in deep self-reflection. Encouraging participants to develop their own practices around self-reflection and grounding is a key way that MEV has primed individuals in the movement to engage with the MEV concepts.

- Learning happens best in collaborative environments. Participants across learning opportunities expressed that they learned best when given the space to engage with each other. The most successful movement engagement opportunities for MEV had the critical components of collaborative learning and facilitating connections. When learning outcomes were not as strong, many individuals said that they felt the lack of connection with their fellow movement leaders was a missed opportunity for learning.

- Learning alongside organizational allies helps to make change “back at home.” Many workshop participants pointed out that transformational change within an organization can originate with one person, but requires the support of others to be truly realized. When alumni brought their colleagues to workshops, they described more success in bringing back MEV concepts to their organizations, and felt more supported as leaders of change because there were organizational allies with whom they had shared a common experience and had shared knowledge.

- There is a need to define what further support looks like for participants in movement learning opportunities. Across every movement engagement, respondents asked for more support to apply the concepts they learned to their everyday realities. Many asked for concrete tools to help them practice the MEV concepts, which presents a tension in that the more
concrete and specific a tool is, the less it is applicable to everyone. Other ways to provide support—outside of creating concrete tools—were highlighted by some participants, such as presenting successful models from other movements, using personal stories as inspiration, or simply creating more opportunities for people to practice in community, learning from and supporting each other.

- **The promotion of leadership of women of color continues to be important moving forward.**
  The network of support that MEV has created is very important for helping to promote and lift the voices of women of color within the broader movement. It has helped to connect women of color leaders, some of whom are in predominantly white mainstream organizations. Furthermore, the ability of MEV to help these voices be heard on a national stage is important.

**Questions for Consideration**

- Are there different kinds of inter-organizational collaboration that enhance movement building more than others? Are there different kinds of relationships between leaders and agents that uniquely enhance movement building? How can MEV help support these types of relationships?
- Is the transition away from formal organizations and alliances and towards decentralized decision-making systems a sign of movement progress? What happens as individual leaders move away from formal organizations? How does that influence change?
- What is the progression from inspiration to embodiment for people within the movement? What is MEV’s role in providing the supports for people outside the cohort system to make the move from concept to practice?
- What role does feminism play in the movement to end violence moving forward? Is feminism the driving logic behind the movement, or some other mechanism?
- Is the focus on intergenerational leadership within MEV strong enough? Would there be value in having a youth cohort?
- Are the cohorts building off one another? The original premise was that each cohort would pick up the work left by the last cohort and carry it forward—is that occurring? Is it necessary for it to occur?
- What does “centering” those at the margins mean, particularly given the tendency of mainstream organizations to co-opt or take over the work of smaller organizations? Is one goal of MEV to encourage connections or partnerships between culturally-specific organizations and mainstream organizations? What does the ideal relationship between culturally-specific and mainstream organizations look like?

**Conclusion**

*We are poised, we are on the precipice, of really making shifts in the movement that can be attributed to MEV.*

– Alumni

As evidenced throughout this report, the core values and practices promoted by MEV are reaching a broader cross-section of the movement, resulting in shifts in understanding, organizational behaviors, and relationships. By creating spaciousness for reflection and courageous conversations, the movement has achieved greater clarity on what is needed to end gender-based violence. Furthermore, the social network and survey data show an expanding network and continued progress towards outcomes: there is a sense among many alumni that MEV is approaching critical mass.
# APPENDIX A: MEV FRAMEWORK

## NoVo Foundation Strengthening the U.S. Movement to End Violence Against Women & Girls

Strengthening a movement with the capacity to imagine, align around a vision of and advocate for social change

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<tr>
<td>Goal 2: Promote a healthy, thriving, movement by exponentially increasing the capacity of individuals and organizations to end VAWG</td>
<td>A cluster of leaders actively engaged in social change and movement building efforts in their local, state, and national communities</td>
</tr>
<tr>
<td>Strategies</td>
<td>An approach that leverages collaborative, shared leadership models</td>
</tr>
<tr>
<td>2. Invest in transformative leadership development for individuals serving in organizational and movement leaders</td>
<td>Enhanced awareness of self and social identity</td>
</tr>
<tr>
<td>3. Invest in organizational development and provide general operating support to ensure that participating organizations have the necessary capacities and resources to engage in social change advocacy</td>
<td>Organizations develop, understand and align mission, vision, values and practice</td>
</tr>
<tr>
<td><strong>Engagement of Other Funders</strong></td>
<td><strong>Intermediate to Long-term Outcomes</strong></td>
</tr>
<tr>
<td>Goal 3: Develop a funder engagement strategy to inform and generate greater interest and investment in the work of the movement to end VAWG</td>
<td>A stronger bench in organizations with shared leadership and movement in the next generation of leaders</td>
</tr>
<tr>
<td>Strategy</td>
<td>Sustainable and deeply engaged leadership and professional partnerships throughout the movement</td>
</tr>
<tr>
<td>4. Engage other funders and encourage their investment in collaborative social change campaigns incubated in this initiative</td>
<td>A thriving ecosystem of organizations working on ending violence</td>
</tr>
<tr>
<td><strong>Enhancing Movement’s Capacity to Advocate for Social Change</strong></td>
<td><strong>Intermediate to Long-term Outcomes</strong></td>
</tr>
<tr>
<td>Goal 4: Promote and equip participants to use cutting edge social change tools and tools as the primary strategy to advocate for ending VAWG in the U.S.</td>
<td>Increased funding for social change advocacy to end VAWG</td>
</tr>
<tr>
<td>Strategies</td>
<td>New funders engaged and resources committed to support collaborative social change campaigns</td>
</tr>
<tr>
<td>3. Ensure that leaders have the inspiration, training and resources necessary to develop and promote social change vision and strategies</td>
<td>Increased interest and investment in collaborative campaigns</td>
</tr>
<tr>
<td>4. Create opportunity to apply these learnings and skills to collaborative projects or campaigns</td>
<td>Increased knowledge and capacity to use fundamental and cutting-edge advocacy, organizing, and campaign tools and strategies</td>
</tr>
<tr>
<td><strong>Building Critical Mass within the Movement and with Other Movements</strong></td>
<td><strong>Intermediate to Long-term Outcomes</strong></td>
</tr>
<tr>
<td>Goal 5: Define and mobilize a critical mass of transformed leaders and organizations such that the movement’s narrative and direction is expanded and incorporates global perspectives and cross-movement collaboration</td>
<td>Increased understanding of the opportunities for engaging in the global movement to end VAWG</td>
</tr>
<tr>
<td>Strategies</td>
<td>A network of social justice organizations will integrate anti-VAWG analysis and agenda into their work</td>
</tr>
<tr>
<td>7. Design an expanded network for stakeholders that will reach tipping point in 5-10 yrs</td>
<td>Increased connection and engagement with allies outside of the U.S. and ability of a global framework for ending VAWG</td>
</tr>
<tr>
<td>6. Create opportunities to learn from &amp; exchange ideas with stakeholders inside and outside the U.S</td>
<td>The issue of VAWG is framed in a more holistic, intersectional way</td>
</tr>
<tr>
<td>6. Foster collaboration and partnership around joint strategic campaigns to end VAWG</td>
<td>A strategic approach to building accountability and movement building efforts in their local, state, and national communities</td>
</tr>
</tbody>
</table>

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**Move to End Violence**

A program of the NoVo Foundation
The key components of the MEV program design reflect the hypothesized critical elements that need attention and nurturance to build a healthy, thriving, and sustainable social change movement. The overarching goals of the MEV program, outlined in Exhibit I-1, include:

**Aligning the movement** to facilitate the development of a common vision that uses critical race, class, and gender analyses and is deeply embraced by promising leaders.

**Strengthening individuals and organizations in the movement** to promote a healthy thriving movement by experientially increasing the capacity of individuals and organizations to end gender-based violence.

**Enhancing the movement’s capacity to advocate for social change** by promoting and equipping participants to use cutting-edge social change theories and tools as the primary strategy to advocate for ending gender-based violence in the United States.

**Building critical mass within the movement and with other movements** to define and mobilize transformed leaders and organizations such that the movement’s narrative and direction is impacted and incorporates global perspectives and cross-movement collaboration.

**Engagement of other funders** through a strategy to inform and generate greater interest and investment in the work of the movement to end gender-based violence.

The major outcomes that SPR has been tracking since the start of the MEV program are identified below. In addition, we have folded in three additional long-term outcomes (presented in italics) to the logic model outcomes.

### Aligning the Movement
**Movement-Building Cornerstone**

1. A cluster of leaders committed to working together
2. A unified and directional vision for the future of the movement
3. Enhanced capacities to build alliances and increase collaborative efforts
4. A shared critical analysis with an intersectional and aligned approach

### Strengthening Individuals and Organizations in the Movement:
**Organizational Development and Transformational Leadership Cornerstones**

5. A shift towards collaborative, shared leadership models
6. Enhanced awareness of self and social identity
7. Organizations develop, understand, and align mission, vision, values, and practice
8. Adoption of models to best advance organizational missions and organizing work
9. Increased organizational capacity to think strategically and engage in social change strategies
   - A stronger bench of organizations with shared leadership and investment in the next generation of leadership
   - Sustainable and healthy leadership and professional practices throughout the movement
   - A thriving ecosystem of organizations working on ending violence.

### Enhancing the Movement’s Capacity to Advocate for Social Change
**Social Change Skills Cornerstone**
10. Increased knowledge of and capacity to use fundamental and cutting edge advocacy, organizing, and campaign tools and strategies
11. Increased capacity across cohorts to gauge, target, and shift attitudes and behaviors related to gender-based violence
12. Effective research and messaging to inform social change efforts and support projects/campaigns

### Building Critical Mass within the Movement and Other Movements
Movement-Building Cornerstone

13. Increased connection and engagement with allies outside of the United States and usage of a global frame for ending violence against women and girls
14. Framing of the issue of violence against women and girls in a more holistic, intersectional way

### Engagement of Other Funders

15. Development and implementation of a funder engagement strategy
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APPENDIX B: DEMOGRAPHICS

Race/Ethnicity

- People of Color: 68%
- White: 24%
- Bi/Multi-Racial: 8%

Gender

- Male: 87%
- Female: 13%

Average Years in the Movement

16.3 years

Average Age

42.7 years

Geographic Location

- West: 43%
- South: 26%
- Midwest: 13%
- Northeast: 12%

Average Annual Organizational Budget

$3.8 million

Average Organizational Age

24.1 years
Organizations are clustered primarily in California, Minnesota, and New York.

Most organizations are located in urban areas, with very few in rural environments.

The East and West Coasts are well-represented, while the more Central states are less-so.
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APPENDIX D: LIST OF INTERVIEWEES

- Ada Palotai, Asian Pacific Institute on Gender-Based Violence, movement leader
- Amy Sanchez, Break the Cycle, movement leader
- Anne Menard, NRCDV, movement leader
- Bea Hanson, Office on Violence Against Women (OVW), movement leader
- Beth Richie, Institute for Research on Race and Public Policy, movement leader
- Corinne Sanchez, Tewa Women United, alumni
- Debra Robbin, Jane Doe Inc. Massachusetts Coalition Against Sexual Assault and Domestic Violence, movement leader
- Eesha Pandit, writer and consultant, alumni
- Elizabeth Barnhill, Iowa Coalition Against Sexual Assault, movement leader
- Heidi Lehmann, The Lehmann Group, movement leader
- Karen Tronsgard-Scott, Vermont Network Against Domestic and Sexual Violence, alumni
- Kathy Moore, California Partnership to End Domestic Violence, movement leader
- Kelly Miller, California Coalition Against Sexual Assault, alumni
- Klarissa Oh, Oregon Abuse Advocates and Survivors in Service, alumni
- Laurie Shipper, Iowa Coalition Against Domestic Violence (ICADV), movement leader
- Lindsay McDaniel Mapp, Raliance, movement leader
- Lisa Fujie Parks, Prevention Institute, movement leader
- Marcia Olivo, Miami Workers Center, alumni
- Maura Bairley, faculty
- Mimi Ho, faculty
- Mimi Kim, Creative Interventions, movement leader
- Monika Johnson Hostler, North Carolina Coalition Against Sexual Assault, movement leader
- Nicole Matthews, Minnesota Indian Women's Sexual Assault Coalition, alumni
- Norma Wong, faculty
- Sandra Henriquez, California Coalition Against Sexual Assault, movement leader
- Scheherazade Tillet, A Long Walk Home, alumni
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APPENDIX E: INTERVIEW PROTOCOL

Alumni, Faculty, and Movement Leader Interview Protocol

Background

1. How have you interfaced with the MEV program and/or the MEV alumni/movement leaders?

Reflections on the movement

2. What shifts are you seeing in the work to end violence against women and girls?
   a. Are there shifts in philosophy/values/mission? If yes, describe.
   b. Are there shifts in policy and practice (services, advocacy, priorities, etc.)? If yes, describe.

3. Are there shifts (past, current, and/or anticipated) in your own work? How are these related to any shifts you observe in the movement at large?

4. To what extent do you see a relationship between shifts in the movement and MEV? Explain.

Reflections on MEV

5. [If alumni] How has MEV engaged you as an alumnus since your cohort experience ended? In what other ways can MEV continue to support Movement Makers after the cohort experience?

6. [If MEV alum/faculty] How can MEV best support the collaborations and practices that are happening in the Network?

7. Thinking about your experience with MEV/what you know about MEV, what are your reflections on the effectiveness of MEV’s theory of change? In particular, what about MEV has worked well (or not as well) in terms of:
   a. The underlying assumptions—that building leadership and beloved community in this manner will lead to lasting changes in the movement?
   b. The cohort structure, including the length of each cohort and the number of cohorts?
   c. The engagement and role of expert faculty?
   d. The engagement and role of organizational development coaches?
   e. The quality of communication within the MEV community and to the broader movement?
   f. Other aspects or dimensions of MEV?
8. What do you see as the biggest lessons learned about MEV so far? What elements are essential to the model? What do you think could be transferable to other social change efforts?

9. Given what you know about MEV/your experience with MEV, what do you see as MEV's greatest strengths and contributions to the movement?

10. Given what you know about MEV/your experience with MEV, do you believe there have been any unintended consequences of MEV's work?

11. What do you most want to see from MEV in the future?
# Appendix F: MEV Program Outcomes

## Assessment of MEV Program Impact on Outcome Areas Over Time

<table>
<thead>
<tr>
<th>Category</th>
<th>Cohort 1</th>
<th>Cohort 2</th>
<th>Cohort 3</th>
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<td>ALIGNING THE MOVEMENT</td>
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<td>Cluster of leaders</td>
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<td>Unified vision</td>
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<td>Awareness of identity</td>
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<td>Alignment of mission and practice</td>
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<td>Sustainable and healthy leadership</td>
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<td>Thriving ecosystem</td>
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<td>ENHANCING MOVEMENT’S CAPACITY TO ADVOCATE FOR SOCIAL CHANGE</td>
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<td>Cutting-edge advocacy</td>
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<tr>
<td>Ability to shift attitudes and behaviors</td>
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<td>Research and messaging</td>
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<td>BUILDING CRITICAL MASS WITHIN MOVEMENT AND OTHER MOVEMENTS</td>
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<td>Global Allies</td>
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<td>Intersectional framing</td>
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<td>ENGAGEMENT OF OTHER FUNDERS</td>
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