



The Intersection of Practice, Purpose and Relationship Building: Stories from Move to End Violence

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Executive Summary

Launched in 2010, Move to End Violence (MEV) was a 12-year initiative, funded by the NoVo Foundation, designed to strengthen the movements to end gender-based violence in the United States. The program provided an intensive and holistic two-year experience to five cohorts of movement leaders and their organizations. Core elements of the program are: six convenings set in restorative settings; an international convening to explore transnational movement solidarity; coaching and organizational development support; and general support grants for participating organizations. Over the life of the program, 93 individuals from 86 organizations participated in the cohort experience. Comprised of predominantly women, femmes, and non-binary folks (93%), these Movement Makers (MMs) are ethnically and racially diverse (86% identify as Black, Indigenous or People of Color - BIPOC), work in all regions of the country, and are members of varied social movements.

This report draws on data that MEV's learning and evaluation partner, Social Policy Research Associates (SPR), gathered over the course of the entire initiative, with an emphasis on data from an alumni survey conducted in winter 2021 and 25 in-depth interviews with alumni, facilitators, and staff that were conducted in the summer of 2022. The report captures the evolution of MEV's structure and curricular elements over time, the unique cultures of MEV's 5 cohorts, outcomes for MMs, and lessons for those looking to support transformative leadership development.

Evolution of MEV's Structure and Curricular Elements

One of MEV's most distinguishing features was the willingness of its leadership and staff to experiment, pause, reflect, and modify features of its program structure and approach to bring them into deeper alignment with social justice values and to be responsive to feedback from cohort members. Over time they worked to interrupt power dynamics inherent in funder driven initiatives, by (1) embracing shared leadership and co-design; (2) moving away from traditional capacity building approaches and towards a model of accompaniment; (3) taking an emergent approach to coaching and organizational development; and (4) engaging more authentically with international partners. They also worked to practice equity in their operations by (1) centering the leadership of those who are most impacted by violence; (2) providing caregiving support and family programming; (3) curating convening spaces to make them accessible and restorative; and (4) integrating language justice as an essential aspect of anti-violence.

The content of MEV's curriculum and content also evolved over time, though the foundational tenets of the program remained relatively unchanged. Core curricular elements identified by MMs as most impactful included building Beloved Community, which provided opportunities for MMs to share and connect around shared purpose and to respectfully explore difficult

issues. Physical practice through Forward Stance and Tai Ji, which foregrounded physical and experiential aspects of movement work, helped MMs get in touch with their breath and bodies. Although spaciousness and self care were priorities from the start of MEV, the program got progressively better at reflecting these priorities within their convening agendas. Finally, in part through advocacy from MMs, MEV's curriculum changed to incorporate a much deeper focus on racial equity and liberation and on spirituality and Healing Justice.

Cohort Cultures

Each of MEV's five cohorts had their own unique cultures, which were reflective of the composition of each cohort, the program's phase of development, the time and context in which the cohort met, and the distinct movement-related issues that each cohort grappled with. One of the defining characteristics of each cohort was the nature and content of their "courageous conversations," which often were related to key tensions within movement spaces that interfere with solidarity. For some cohorts, these conversations were oriented towards critiquing aspects of MEV's program design that were not meeting the political moment, whereas for others they were focused on addressing differences in perspectives rooted in MM's distinct life experiences, identities, and positionalities within the movements. Whatever the nature of these conversations, one of the great strengths of MEV's facilitation team was how they were able to respond to and hold space for these conversations, helping to support MMs as they sought to identify when harm occurred and hold each other accountable in ways that restored trust, strengthened relationships, and deepened Beloved Community.

Individual, Organizational, and Movement Outcomes

In the alumni survey, MMs reported that their MEV experience had transformative influences at the individual, organizational, and movement level, with these outcomes often increasing or deepening over time. At the individual level, MMs reported that their participation in MEV inspired them to apply for additional leadership opportunities, transition to more challenging and rewarding leadership roles and to "own" their roles within the movements to end gender-based violence. MMs also reported that MEV enhanced their commitment to and ability to advance equity and to practice self-care and healing. At the organizational level, MMs reported that MEV contributed to organizational capacity and sustainability: this was particularly true of MMs from Cohort 1 and Cohort 2, which might reflect the time intensive nature of organizational change. MMs also reported changes in organizational policies and programs, particularly around promoting Racial Justice, centering those most impacted by violence, and fostering self care and healing.

MMs also reported significant movement-level outcomes, the foundation of which were the strong relationships that they made with one another. Many interviewees and survey respondents reported that these relationships were personally and professionally

transformational. Social network maps illustrate how the MEV network grew and became more interconnected over time. The maps also show how formerly disconnected MMs formed informal relationships with one another that subsequently, sometimes years after their cohort experience, developed into formal partnerships and collaborations. MMs collaborated to form new organizations and also shared their MEV learnings on racial justice and self care in ways that contributed to meaningful shifts in mainstream anti-gender-based violence organizations and coalitions.

Lessons for Supporting Transformative Leadership Development

Interviews with MEV MMs, leadership, staff, and facilitators point to four critical aspects of MEV's model and approach that are important for supporting transformational leadership development.

- **The importance of creating practice spaces for movement leaders.** Through its convenings, MEV created a protected space for MMs to reflect, strategize, pose questions, and engage in dialogue with other movement leaders. These practice spaces were places for MMs to learn from others and actively confront assumptions, biases, and movement habits that interfered with their ability to grow and collaborate. MEV also supported one-on-one coaching which provided individualized or tailored support for MMs to problem solve around some of the issues raised in the convening spaces, as well as other challenges facing them and their organizations. Movement Makers repeatedly spoke of the love and support in which these spaces were held by MEV staff and the facilitation team as being unlike anything they had experienced in their careers.
- **The power of identifying and centering purpose (including values and vision).** Interviews with MMs also reverberate with stories about how MEV helped them to identify and name the underlying purpose or the “why” of their work within the anti-gender-based violence movements. Within the practice space of MEV, MMs told the stories of their people and situated themselves and their work within a broader historical context. They were able to move outside of the particularities of their organizational roles or advocacy strategies to connect with what motivates and sustains their ongoing commitment to movement work. By identifying their underlying purpose, they were able to recognize how they could collaborate with others who worked in different parts of the movements. Many MMs also shifted roles within the movements, or altered the direction of their organizations, to ensure that it was better aligned with their underlying purpose, values, and vision.
- **The transformative influence of relationship building.** MEV created the space for meaningful relationships to develop among diverse leaders. Movement Makers report

that these relationships have supported them on a personal level, as they have faced hardships, and significantly deepened and broadened their work. Movement Makers describe a catalytic shift in awareness when they realized that their deepest sense of purpose, what drives them to do their work and animates their life, is aligned with others who have different lived experience and who apply their purpose within a different context. This alignment of people's "whys" led to unexpected collaborations and new imaginings.

- **There is a vital need to center and make visible BIPOC, Transgender and Gender-non-conforming (TGNC) leadership within the movements to end gender-based violence.** Creating practice spaces like MEV, particularly for BIPOC and TGNC leaders, is crucial for strengthening the movements to end gender-based violence. These leaders frequently lead small under-resourced organizations at the margins of the movements, while serving the populations who are most impacted by violence. BIPOC and TGNC MMs often reported that their organizations would likely not have survived without MEV or that the funding and organizational development support was transformative for their organizations. Likewise, MMs—particularly those that were transitioning positions—described how critical MEV's support was. Beyond the tangible sources of support, the recognition associated with MEV along with the practice space it provided helped some of these leaders overcome imposter syndrome and self-doubt.

In conclusion, interviewees acknowledged the long arc of the struggle for change and emphasized the importance of patience and dedication. It takes time to see the influence of the types of transformative leadership development and relationship building that MEV provided. The effects of the cohort experience, particularly for those from later cohorts, will unfold over the next ten to twenty years as leaders enact their purpose in collaboration with others, taking what they learned from MEV and applying it in new and unexpected ways.

1. Introduction

“The point of MEV is to engage in shared practices and to build relationships that can lead to future radical collaborations. I think that's what we were really up to.” – Monica Dennis, MEV Co-Director and MEV facilitator

In August 2022, the Move to End Violence (MEV) program held its 29th and final convening in Santa Ana Pueblo on Tewa lands in Albuquerque, New Mexico, bringing together Movement Makers¹ (MMs) of all five cohorts in a hybrid (in-person and virtual) format. It was an emotional time for many who have engaged with MEV as MMs, facilitators or partners, and who view their involvement in MEV as a turning point in their lives. At its essence, MEV was an experiment in movement building that created practice spaces for learning, courageous conversations, and reflection on MM's core purpose, while also centering the transformational power of relationships. As described throughout this report, for many MMs this approach led to significant shifts in their world views, the direction of their work within movements to end gender-based violence, their approach to collaboration (as well as their collaborators), and to enduring and life altering friendships.

Launched in 2010, MEV was a 12-year initiative, funded by the NoVo Foundation, designed to strengthen the movements to end gender-based violence in the United States. Although the program evolved considerably over the years, it was consistently guided by five interconnected and mutually reinforcing fundamentals: (1) Beloved Community, (2) liberation and equity, (3) transformational leadership development, (4) organizational development, and (5) movement building for social change.² Through these fundamentals, the program made deep investments in and sought to have an impact at the individual, organizational, and movement levels in order to promote strong, innovative, and sustainable movements to end gender-based violence.

The program has provided an intensive and holistic two-year experience to five cohorts. Over the life of the program, 93 individuals from 86 organizations have participated in the cohort experience. Comprised of predominantly women, femmes, and non-binary folks (93%), these Movement Makers are ethnically and racially diverse (86% identify as Black, Indigenous or People of Color - BIPOC), work in all regions of the country, and are members of varied social

¹ Movement Makers is a term that MEV uses for those who participate in its 2-year program. Facilitators are experts who design and facilitate convening discussions. Program staff include the Directors and staff that coordinate all aspects of the program. Partners include contractors who work as coaches, provide organizational development support, or other services such as Language or Healing Justice practitioners.

² MEV builds on many concepts, such as Beloved Community or liberation and equity, that undergird social justice movements. Most of these are defined in Chapter 2. For additional information on MEV's definitions of these concepts see MEV's website: www.movetoendviolence.org.

movements. Some work in mainstream domestic violence or sexual assault prevention organizations, while the majority work in grassroots advocacy and community-driven organizations focused on anti-violence issues. Many Movement Makers are survivors of violence themselves, and work closely in partnership with specific impacted populations.

Core elements that have been a hallmark of the program since its beginning are:

- six restorative convenings;
- an emphasis on self-care and strategic thinking;
- physical practice and experiential learning;
- an international convening to engage in peer exchanges with allied organizations and movement activists;
- learning that is integrated into organizational work;
- and general support and organizational development grants for participating organizations.

Social Policy Research Associates (SPR) has served as MEV's evaluation and learning partner since 2009, when we were engaged by the NoVo Foundation to assist with the stakeholder interviews that informed the design of the program. SPR has documented the development of MEV's theory of change, gathered and synthesized feedback on convenings and meetings, administered pre and post Social Network Analysis (SNA) surveys for each cohort, and conducted over 220 in-depth interviews with cohort members, coupled with over 90 in-depth interviews with facilitators, staff, and other movement leaders. In addition to convening summaries, SPR synthesized data into at least 14 reports and memos, which were almost all internal and formative in nature, designed primarily to inform the ongoing development of the program. In addition to this rich data set, this report draws on 25 interviews conducted in the summer of 2022, asking respondents to reflect on their MEV experience and how it influenced them and their collaborations. (See Appendix A for MEV Evaluation learning objectives, logic model, and details on SPR's data sources and methodology).

MEV Timeline

MEV was a deep, sizable, and long-term investment in strengthening the movements to end gender-based violence. As in any long-term project, there were many external events that influenced the development and direction of the program. Powerful movements intersecting and giving energy to MEV's work include Marriage Equality, Black Lives Matter, Me Too, Indigenous Land Rights, and Transgender Rights. Meanwhile, disruptive events, such as the election of Donald Trump and the COVID-19 pandemic, resulted in an increased need for healing and trauma-informed approaches. Exhibit 1 provides an overview of key milestones over the course of MEV's 12-year trajectory.

Exhibit 1: MEV Timeline



MEV officially launched

2011

May. Cohort 1
Convening 1: Co
Creating a Bold Vision



Sep. Cohort 1 Convening
2: Transformative
Leadership Development

2012

Feb. Cohort 1 C3:
International
Convening in India



June. Cohort 1 C4:
Social Change

Sep. Cohort 1
C5: Social
Change



Dec. Cohort 1 C6:
Cross-Cohort
Building Movement
Convening



2013

June. Cohort 2
C2: Vision and
Strategy



Nov. Cohort 2 C3:
International
Convening in
India



Sep. Cohort 2
C5: Raising
Visibility



2014

April. Cohort 2
C4: Our Way
Forward



Dec. Cohort 1 C6: Cross-
Cohort Convening to
stand up for Black Lives
and against state violence



June. Cohort 3 C1:
Welcome and
Purpose



2015

Sep. Liberation and Equity
Workshops



Oct. 21-day Self-Care
Challenge launched

Oct. Cohort 3 C2: Transformational Leadership Development with Rockwood Leadership

2015

Nov & Dec. Forward Stance and Transformation Workshops



Feb. Cohort 3 C3: International Convening in South Africa

March-May. Strategic Thinking Workshops

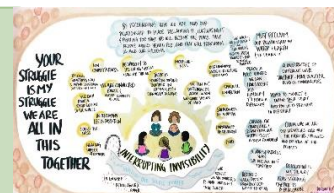
2016

June. Cohort 3 C4: Social Change



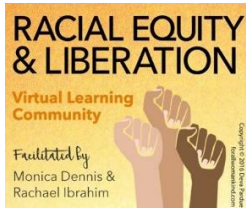
Sep-Oct. Transformative Movement-Building Webinar Series with Movement Strategy

Oct. Cohort 3 C5: Interrupting Invisibility



2017

March. Resonance Network strategic kick-off



April-May. Racial Equity & Liberation Virtual Learning Community

Jan. Cohort 4 C1: Building Beloved Community



March. Founding Executive Director Jackie Payne says farewell as staff of MEV

April-May. Building Community Power Workshops



2018

May. Cohort 4 C2: Racial Equity & Liberation



July. MEV transitions to a co-directorship





Oct. Cohort 4 C3:
Transformative
Leadership
Development

2018

Oct-Dec. Racial Equity and Liberation Workshops



March. Cohort 4 C4:
Exploring cross-community
solidarity within our
borders

2019

**Feb-March. Cohort 4
C4: International
Convening in
Guatemala**



Oct. Cohort 4 C6:
Cross-Cohort
Convening

July. Cohort 4 C5:
Movement Building



**March. COVID-19 is declared a global
pandemic**

2020

**Jan. MEV
commits to
Language
Justice**



Dec. Cohort 5 C1:
Building Beloved
Community

2021

**March. Cohort 5
C2: Courageous
Leadership Through
Crisis**



Sep. Cohort 5 C3:
Deepening Our
Shared Analysis

2022

**Feb. Cohort 5 C4: All
About Love**



May. Cohort 5 C5:
International Convening
with Honduran Partners
in Puerto Rico

Aug. Cohort 5 C6:
MEV Closing
Convening



Dec. MEV Sunsets

Overview of the Report

The remaining portions of this report focus on transformations in MEV's model, the cultures of each cohort, outcomes at different levels (individual, organizational, and movement level), and implications. Quotes from alumni, facilitators and staff that were interviewed for this report that have been shared with and cleared by the speakers in advance are attributed. Similarly, quotes from MMs that are excerpted from MEV blogs or other public-facing sources are also attributed. Quotes taken from other reports or sources are not attributed to individual speakers.

Content for each chapter is highlighted below.

- **Chapter 2: MEV Structure and Evolution.** This chapter captures how MEV shifted over time to be more fully aligned with its espoused values. It presents MEV's foundational assumptions, transitions in staff and facilitators, shifts in structures and supports, and MEV's curriculum and content.
- **Chapter 3: Cohort Cultures and Courageous Conversations.** This chapter goes into depth about the cultures and signature conversations of each cohort, with a focus on the movement issues that they grappled with.
- **Chapter 4: Individual and Organizational Outcomes.** This chapter describes the ways that MEV influenced MMs as individuals, including shifts in their leadership, clarity of purpose, and the ability to advance equity. It then draws on two in-depth profiles to describe the way that MEV influenced MMs' organizations, including changes in capacity and shifts in policy and programs.
- **Chapter 5: Network and Movement Outcomes.** This chapter highlights how MEV influenced MMs' relationships and then goes into detail about meaningful partnerships and collaborations arising from or influenced by MEV. The chapter concludes with examples of how MEV and MMs have influenced the broader anti-gender-based violence movements.
- **Chapter 6: Conclusion.** This brief conclusion lifts up some key learnings from MEV about the importance of creating practice spaces for individuals to name their purpose and build relationships.

2. MEV Program Structure and Evolution

“I learned a lot about folks' willingness to be in the messy parts and see a thing through. I've learned a lot about their multiple narratives, multiple stories happening at the same time... There are a multiplicity of experiences and knowings and learnings and ways of being that are present at any given moment. And MEV was definitely a space to practice and explore that.” – Monica Dennis, MEV Co-Director and MEV facilitator

MEV went through a multi-year design phase prior to its launch, which included many of the leaders within gender-based violence movements, as well as some who would eventually become either facilitators or MMs. But one of the most powerful aspects of MEV is that the program was in a constant state of “becoming.” Since the first cohort, MEV’s willingness to experiment, pause, reflect, and course-correct has been one of its strongest features. Because the context for each cohort experience is unique, the staff and facilitators of MEV were constantly shifting and adapting the structure of the program, often in real time, leading to iterative realignment of goals and priorities in order to meet the needs of MMs. One of the largest lessons from MEV’s work is that adaptability, responsiveness, and deep listening are vital skills for movement building.

This chapter briefly describes MEV’s foundational assumptions and goals, before diving into a description of the staff and facilitators that have guided the program. It then describes innovations in MEV’s structure and approach that brought the program into more alignment with its core values. Finally, it explores core aspects of MEV’s curriculum and content that have been influential for MMs over the years.

Foundational Structure and Goals

MEV was designed as a series of five cohorts, each on a two-year cycle. The original design assumed that the work of each cohort would build upon and connect to the work and experience of the cohorts before. Each cohort was expected to come together in a retreat setting six times over the course of 21 months. The sixth and final convening in each cohort cycle was open to alumni. To comprehensively tackle the issue of gender-based violence, the MEV initiative focused on investing in individual leaders, supporting innovative organizations, and advancing the broader movement.

Investing in Leaders. The initiative created space for individual participants to reflect on the history of movements to end violence, as well as critically examine what work and linkages have yet to take place. MEV also was designed to provide cohort members with the opportunity to strengthen their leadership and advocacy skills and to envision effective strategies for

achieving lasting social change. MEV provided training and facilitation by experts in transformational leadership development, social change, and movement building; the development of a peer learning community, including peer coaching; and the opportunity to develop and integrate self-care practices into their life, work, and organization.

Supporting Innovative Organizations. With the understanding that large-scale social change cannot be achieved through leadership alone, the MEV program also sought to strengthen organizations. To this end, organizations with a staff person in the cohort received a range of supports, from funds to organizational development and training. The program was designed so that the learnings could be applied to the organization—ultimately strengthening the organization’s ability to achieve its goals.

Advancing the Movements. MEV was intentionally designed to make deep investments in a select group of individuals and organizations, with a stated goal of reaching approximately 100 individuals and organizations. MEV eventually engaged 93 individuals and 86 organizations overall. The intent was for the impact of the deep investment to be felt beyond those who actually participated in the cohort experience, by influencing the theories, strategies, and actions of the broader movements.

Transitions in Leadership and Staffing

The MEV program has been supported and nurtured by a diverse and talented team of staff, facilitators, consultants, and partners, many of whom are movement leaders. While Maura Bairley is the sole member of the current facilitation team who was part of the original MEV design team, many of the current staff and facilitators have been a part of the MEV community for many years. One of the powerful facets of MEV is the way in which this team has been engaged in its own community of practice, debating and wrestling with many of the core issues faced by MMs and broader movements. In this section, we discuss how the composition and role of the leadership, staff and the facilitation team have changed over time, while foregrounding the gratitude that interviewees expressed for the dedication, thoughtfulness, and love that has supported the program’s development and maturation.

Many fundamental features of the program design were set in place by Jackie Payne who, as the original director of the program, led the design and development of many of MEV’s core strategies, in collaboration with an advisory committee and NoVo Foundation staff, Pamela Shifman and Puja Dhawan. Jackie is an influential leader within gender equity movements who was described by interviewees as an amazing mentor, strategic thinker and networker who had a powerful vision for what the program could accomplish. Jackie led the program through the end of Cohort 3, when she left to start her own organization (Galvanize USA). She left because she felt that it was important to mobilize white women around political and social justice, but

also because she knew that MEV should be led by someone with a different lens and lived experience than her.

“I didn't set out as a white woman to run a woman of color program. That would've been weird. It evolved over time that when we were looking for the most innovative intersectional thinkers, we kept finding it in the women of color applicants. Over time, the program was largely women of color, but not exclusively, obviously, when I was running it. But [it raised a question around whether] I was the right person to run this. Not only because I was white but also because of my lived experience... the way that we were talking about liberation and some of the equity work...it felt like there are people that are in a different place around this than I am and that could move the ball farther down the field than I could.” – Jackie Payne, Former Director of MEV and Current Executive Director of Galvanize USA

Jackie reflected that leaving MEV was hard because it was her “baby” but the time was also challenging because, in retrospect, she was not aware of the ways that her “power and privilege” played out in the space and the ways that “people might not like what I was doing but not tell me.” She was thankful for what MEV taught her. She said, “there is so much going on there in terms of race and privilege and how I was walking in that space, so lots of good opportunities to learn,” saying “to have the benefit of that and to be able to carry it forward in my life and in my work has been such a gift.”

While the transition in MEV’s leadership was described by Priscilla Hung as “hard” and “somewhat unexpected,” it was also purposeful, “beneficial,” and it ultimately moved MEV into closer alignment with its values. It led to the Co-Directorship of Priscilla Hung and Monica Dennis, whose leadership as women of color would subsequently shift the direction of MEV in significant ways. Below are several quotes that speak to this:

“There was a transition that was messy, but [it was] also on purpose, and both can be true. I feel like we don't do a very good job of talking about either endings or transitions of positional power and leadership because they're messy. And I think there's this thing about perfection or getting it right. And it does us a disservice because there's so much learning there.” – Michelle Gislason, MEV Leadership and Organizational Development Coach

“I feel that the leadership transition was important... I think that Jackie, to her credit, saw at the time that she had done so much and served in a great leadership role. And that it

was time for other leadership. That was really critical at that particular moment in MEV. I think it could have gone a different way if Jackie had been the kind of person that's like, "I'm going to hold on to this forever." There's leaders like that, right? Who don't want to leave....It gave [MEV] the possibility to breathe, and change shape, and just move forward differently." – Ariel Jacobson, Cohort 3, In(ter)dependent Consultant, Resonance Network & Collective Future Fund

"There are lots of ways that this transition from white leadership to POC leadership [is] such a common refrain among so many organizations in the nonprofit world and social justice movements. And so I think it was good practice to, again, be in that kind of space. And then what does it mean? And what's my role in that and how do we do it responsibly and where did we mess up?" – Priscilla Hung, MEV Co-Director

MEV's transition to Co-Directorship was significant because it was aligned with the program's values of liberation, shared leadership, interdependence and the importance of centering the leadership of those from the groups most impacted by violence. Monica Dennis—a movement leader and lifelong advocate for racial and gender justice-- had joined MEV as a facilitator in Cohort 2 at a vital turning point in the program and was instrumental in increasing the program's focus on race, liberation and equity. Before becoming Co-Director, Priscilla Hung was the acting Deputy Director at MEV and had spent years in social justice movement spaces. Both had been in Co-Director positions previously but experienced the process of navigating shared leadership as a learning opportunity.

"Being a partner with Priscilla has been the best...One of the reasons why I was even willing to apply for the Co-Directorship was because Priscilla was there. And my experience of Priscilla was that she was steadfast, filled with so much integrity, and someone who leads with heart. And anytime we had to have difficult conversations in the past, she was so upfront. I've learned so much with and from her. I feel like she's incredibly open, willing, present; she is a deep listener and is so damn smart. About a year in [to the co-directorship] we were like, "We're going to learn together, but we're not going to try to be each other." We were able to build a really beautiful strong team together and to do that work as Black and Asian American people." - Monica Dennis, MEV Co-Director and MEV facilitator

"Obviously being in a co-directorship with Monica has been really transformative. This is not hers nor my first co-directorship. But there's so much more...that I'm learning from her as a person, but also [about] what does it mean to partner together? What does it

mean to be people who occupy the world in such different ways and to be in deep partnership and trust, what does that look like and how do you build that? [I] definitely learned a lot from how she models... feedback and invitation and unequivocal support, even when things are hard and we might not agree. I mean, our hope is that our ability to do that with each other then radiates out into the way the team shows up, into the way the cohort feels held and seen and what they can practice with each other.” – Priscilla Hung, MEV Co-Director

The Co-Directorship leadership structure, particularly the strong and complementary partnership between Monica and Priscilla (as a Black woman and an Asian American woman) was repeatedly pointed to by MMs as an inspiration.

Under the leadership of Monica and Priscilla, MEV strategically hired and engaged predominantly BIPOC staff, facilitators, and consultants. By the summer of 2022, Monica Dennis said, “We have an incredibly gender diverse, culturally diverse, language diverse, spiritually diverse team of people holding MEV. It’s the queerest, the most Indigenous, the Blackest, most multilingual, most non-U.S. centered group of folks [MEV has had] who are guiding, shaping, facilitating and leading this cycle.” MEV Director of Operations, Sequoia Ayala, reported that the diversity of the MEV team has influenced the “way [MEV has] sought to interrogate our community values and agreements,” “develop program policies,” and “make decisions around how to allocate resources.” As described in subsequent sections, this shift in leadership and staffing contributed to significant modifications in the supports and strategies of MEV.

Over the years, there were other significant transitions within the core facilitation team that influenced MEV. One of the most significant was the transition of Norma Wong, who retired as an MEV facilitator at the close of Cohort 3, but who stayed deeply connected to the community through her work with Resonance Network and other related groups.³ Norma’s approach to movement building, which includes Forward Stance, physical practice, storytelling, and a focus on finding shared purpose, humanity and interconnectedness, are foundational to MEV’s approach. In the final round of interviews, Norma’s name was raised repeatedly as someone who changed people’s lives and worldviews. Below are some of those quotes.

“Norma’s teachings on spaciousness, habits, and practice are elements that I use every single day in my life... Norma was doing and really codifies it inside of organizational transformation, talking about the relationship between self-care, spaciousness, and

³ The Resonance Network was created by the Alumni of Cohort 1 and has supported many collaborative projects among MEV alumni and likeminded partners. See Chapter 4 for more detail.

strategic thinking. This is something that I use every day even if I'm not participating in self-care.” – Monica Dennis, MEV Co-Director and MEV facilitator

“Norma changed my life and continues to do so. And I have just so much affection and have learned, probably I would say, Norma, I've learned the most about myself and what I need to do, you know, from her.” – Nan Stoops, Cohort 1 MM and Strategic Advisor at Washington State Coalition Against Domestic Violence

“I would be remiss if I didn't lift up Norma Wong, who has been just a pivotal, life-changing relationship. Now I'm a Zen practitioner. Norma has really shaped a lot of the work that I do and my worldview.” – Kelly Miller, Cohort 2 MM and Collective Stewardship, Idaho Coalition Against Sexual and Domestic Violence

“I think part of the reason why Norma Wong in particular was so central to my experience of MEV, is because...it was a spiritual foundation. I feel that part of it is hard to imagine in other movement initiatives.... But the way that the spirit fabric was woven into MEV, I feel there's something about there being some embodied, transformative experience rooted in spirit that is a key part of the story.” – Ariel Jacobson, Cohort 3 MM and In(ter)dependent Consultant, Resonance Network & Collective Future Fund

There are so many more talented facilitators, staff, consultants and movement leaders that worked in the MEV community that it is not possible to recognize them all. We've included some additional appreciative quotes for the facilitation team and staff in the text box below.

Below are more expressions of love and affection for MEV faculty and staff that emerged from the final round of interviews.

"I really want to honor Priscilla and Monica in particular and also Maura. I know there are many others, but those three I've engaged with the most, who have really carried MEV through to this closing." – Michelle Gislason, MEV Leadership and Organizational Development Coach

"Everyone that has worked for MEV has just been so incredibly loving and supportive and bent over backwards to take our feedback and create spaces for the folks involved in the program, and for themselves to grow and learn and play in this sandbox that just feels so different than any other space I've been in. And I know that that's not just money and resources, those are the people that created all of that. So, like Priscilla and Monica, like Jackie, Norma, all the faculty that have had their hands in MEV have just been incredible human beings, and have, I think created environments and conditions where people can thrive and heal." – Leiana Kinnicutt, Cohort 1 MM and Program Director of Children & Youth Program, Futures without Violence

"Oh Lord, thank you for Maura....I felt like Maura could see the wholeness of me while I know she deeply appreciated the spiritual aspect. She did not hold me where a lot of people just hold Native people as we just like talk to rocks and shit, where we're only the extent of our spiritual practice and we're not actually these badass leaders in the same way. Maura absolutely would hold that respect for me of my practice and my identity, but also knew my skill and would call me forward." – Sarah Curtiss, Cohort 4 MM and Co-Executive Director of Men as Peacemakers

"I will say this, where I have found support in the leadership of MEV, I think the way that Monica Dennis has showed up from the word go in our cohort.... Just her deeply spiritual presence was really fertile ground to build out of." – ML Daniel, Cohort 3 MM and Founder Spiritual Alchemy

"I'll be remiss if I didn't name Monica Dennis. Come on, man. That sister right there is everything good. She is on my board but also is my sister in this work. I'm so appreciative of what she's been able to do. I feel like she's done honor to what Jackie and Pamela started by fully integrating Racial Justice and trans justice movements into ending patriarchal violence. I love how she held herself in full integrity around Racial Justice being deeply present in MEV. Shining a light on what was missing from the GBV field and why we couldn't miss it here. Then she... took up the charge to say, "Okay, I'll move this forward in this intersectional way."...I just wanted to be sure to reflect all of the love and respect and necessary power it has taken to do this work." – Joanne Smith, Cohort 1 MM and Founder and CEO, Girls for Gender Equity

Evolution of MEV's Structure and Approach

What I see in the trajectory of MEV [is] its evolution and its own self-reflection on learning...I appreciate that the staff and the team... have never shied away from being like, "What are our own practices that are actually reinforcing of the dynamics of white

supremacy and the structures and systems that don't work for us?" – Jesenia A. Santana, Former NoVo Program Officer

It just felt like with every attack that was happening on our communities, MEV was responding in these very intentional ways around programming, location, composition, all of those things. It felt very thoughtful to me. – Michelle Gislason, MEV Leadership and Organizational Development Coach

A fundamental part of MEV's story arc is the evolution of the program structures, including the degree to which the program integrated co-design, its inclusion of intergenerational programming, and the way it has centered the leadership of those most impacted by violence. Inspired by Movement Makers and broader shifts in progressive movements, MEV program staff and the facilitation team have engaged in an ongoing cycle of reflection and action ("praxis") that has gradually brought the structures of the program more fully into alignment with its values.⁴ MEV staff and facilitators gradually reduced structured activities during convenings and focused more on providing the container and supports to ensure that Movement Makers could show up as their full selves. In this section we explore key innovations in MEV's structure and approach that were a result of the program's efforts to interrupt power dynamics and integrate justice praxis in its operations.

Interrupting Power Dynamics

As described further in Chapter 3, from the beginning cohort members and MEV staff and facilitators engaged in principled struggle around the ways that MEV's structure and design replicated dominant power dynamics and the opportunities to approach the work in more liberated ways. This section explores the ways that MEV staff and the facilitation team took up the call to interrupt these power dynamics.

Shared Leadership and Co-Design

One of the goals in MEV's original logic model was to precipitate a shift towards "collaborative, shared leadership models" as a way to help support sustainable leadership and to support the next generation of leaders. Although this was a desired outcome for MMs and their organizations, Jesenia A. Santana, former program officer at NoVo Foundation, described that shared leadership is also a desire to "build programming that works for [MMs] and that actually advances their needs, versus building something that we thought they needed." Although MEV always valued and had features of co-design, such as advisory groups and invitations for MMs

⁴ Praxis is a concept described by Paulo Freire, in his seminal work the Pedagogy of the Oppressed, as a cycle whereby people reflect upon their reality to transform it through further action and critical expression.

to help plan convenings, these opportunities for co-design did not always feel meaningful to MMs and, furthermore, some MMs were not interested in taking on these formal roles. Additionally, because there were so many people involved in planning convenings, MEV agendas in the early years were often very full and did not provide for the types of spaciousness that the program said that it valued.

Over time, the facilitation team moved closer to authentic shared leadership when they freed themselves of the desire to control or take responsibility for MMs experience: they empowered MMs to co-design their experience by creating spaciousness in the agendas for them to hear and learn from each other in a self-directed way. This process helped the facilitation team let go of “over design,” which they recognized is based in habits of internalized racial oppression such as hyper vigilance and over compensation, and to free up time and space for informal interactions. Maura Bairley described,

“I really think that the story of shared leadership is one of the most significant stories of MEV. It's loosening control, but it's also really coming into partnership...with Movement Makers rather than having MEV do something...upon Movement Makers or to them. It becomes something that we do together, and then ultimately...we're following them.”
- Maura Bairley, MEV Facilitator and Organizational Consultant

Shifting the agendas in this way also allowed facilitators and staff to focus more on creating the conditions of care needed for MMs to rest, learn and connect. One MM described this as MEV prioritizing “presence over practices.” As described further below, the shift in thinking that led to increased shared leadership is fundamentally linked to the shift from a capacity building frame to one focused more on accompaniment.

Towards Accompaniment Rather than Capacity Building

“I believe that through a lot of rigorous work...we moved from capacity building to accompaniment. I think that that is where the shift of how we thought of the cohort, how we thought of the movement, and how we thought of what our contributions as a funder created program, changed for the better. And as a result of that shift, MEV deeply engaged folks to share their knowledge and expertise already in how to build programming.” – Jesenia A. Santana, Former Program Officer at NoVo Foundation

One of the outcomes in MEV's logic model was to “enhance the movement's capacity to advocate for social change.” The logic model outlines strategies for increasing the movement's capacity to use “cutting edge advocacy, organizing and campaign tools and strategies.” This did not ultimately end up being a strong focus of the MEV program, though some individual MMs

and their organizations strengthened their advocacy skills as they collaborated with one another. The fact that discrete skill building around advocacy was not a strong focus of MEV reflects a shift in perspective on how to build the overall capacity of the gender-based violence movements to advocate for social change.

The capacity building for social change aspect of MEV's logic model seems to assume that there is a singular movement and that the organizers of MEV were in the position to pass down knowledge and expertise that would expand the capacity of that movement. When "movement" was used in the logic model, it may have implicitly meant the "mainstream movement," as this is the facet of the movement that is most in need of support around advocacy, but the model did not acknowledge that there are many forces and leaders within the anti-gender-based violence movements that have very strong advocacy, organizing and campaign tools. More broadly, as described by Jesenia A. Santana in the quote opening this section, MEV increasingly moved away from a "capacity building" approach. Capacity building has been critiqued for its focus on filling perceived deficits identified by the funder in a way that "overvalues the perspectives and acumen of the capacity 'builder'" and "perpetuates white-dominant norms of effectiveness." (See [Melissa De-Shields article in Non-Profit Quarterly](#) titled "Should we Cancel Capacity Building?")

Over the course of the project, MEV moved towards a model of "accompaniment," which is focused on collective liberation, building long-term relationships, centering the impacted, continuous reflection and learning, and unlearning dominance by resisting the need to take charge, fix, tell, or teach (See [Tenets of accompaniment](#) derived from work of Kelly Dignan). With each successive cohort, MEV staff and facilitators focused increasingly on holding space for MMs to define their needs, to heal and recover, to reflect on their larger purpose, to have "juicy conversations," and to make meaningful connections. This was complemented by spacious and loosely constructed agendas, with activities that MMs could opt in or out of. Maura Bairley described this as part of a transition to curriculum that was more "consent based" and trauma informed.

"What we got clear about is that our people need space to dream and restore so they can connect to self-purpose, community, and power. We curate learning and hold space to practice in a Beloved Community.... [MMs] come into this really resourced space to rest, be nourished, and to learn and reflect with each other. But that's really different than more of a classroom space or remedial space where activists need to come in and learn how to do these practices." – Maura Bairley, MEV Facilitator and Organizational Consultant

“It’s a lesson in witnessing other people’s healing without actually taking responsibility for it. I think that is super important for folks who are leading and caring for our movements to acknowledge that there’s a great amount of healing that needs to be done within our movements and yet we can’t [make the healing happen]. We can hold space for that while also not continuing to create racialized and gendered roles around who’s responsible for that healing actually being achieved.” – Sequoia Ayala, MEV Director of Operations

More Emergent Approach to Coaching and Organizational Development

Coaching and organizational development are cornerstones of MEV’s program that have, like the convening structures, become more emergent, fluid and tailored over time. At the beginning of MEV, the coaches administered structured assessments to each organization in order to identify organizational needs and all MMs participated in Rockwood Leadership training as a group. Over time, organizational assessments and leadership training were not required elements of the program, but rather part of a broader set of resources that coaches could use and MMs could access as part of their participation. By the end of MEV, coaches had tools and resources available (coaching hours, organizational development grants, etc.) that they would tailor to the needs of the organization in partnership with the MM. Finally, as the political moment changed, with the election of Trump in 2016 and the COVID-19 pandemic in 2020, there became more need for one-on-one coaching to address trauma. Michelle Gislason, MEV Leadership and Organizational Development Coach, described that:

“I have spent a lot more time over the last couple years supporting leaders to connect to their breath, to self-regulate the nervous system, to be able to get into Forward Stance in order to make decisions from that place, rather than from a reactionary place.”
– Michelle Gislason, MEV Leadership and Organizational Development Coach

Shifts in International Convenings

All of the cohorts engaged in international convenings. Cohort 1 and 2 went to India, Cohort 3 went to South Africa, and Cohort 4 went to Guatemala. Cohort 5, which was originally supposed to go to Honduras, ended up meeting with Honduran activists in Puerto Rico (because of the pandemic). Cohort 2 was the first cohort to actively critique the international convening for having qualities of global tourism or voyeurism, calling out the power inequalities of the U.S.-based MMs compared to that of their international partners. But, members of every cohort worried about the power inequities involved in the international convening and the trade-offs between the potential for harm and that of an authentic exchange focused on the global influences of colonialism, anti-Blackness, and Indigenous invisibility. As will be described further in the next chapter, Cohort 3 had a pivotal conversation around Indigenous invisibility and anti-

Blackness that also helped to shape the approach that MEV took to the international convenings for Cohorts 4 and 5. The following extended quote by Jesenia Santana speaks to the thinking that went into making international convenings authentic exchanges.

Looking at [international convenings] really as exchanges, as not as we're going in and we're just observing. We were actually having these deep conversations about what is solidarity? What does a solidarity look like between Global North and Global South movement formations and organizers? What does solidarity look like in the Global South context and the Global North context between Black and Indigenous folks? What are we learning from each other, what are the struggles?...I think now they're cornerstones. But one of the pillars or cornerstones of our Racial Justice programming included really understanding that the foundation of violence is colonization and the near extinction of Indigenous people. Then it was about enslavement of Black folks. Then it was about patriarchy, colonialism, and white supremacy. Those pillars and cornerstones came alive when we actually put all those things together and saw what was happening now. And seeing where the fractures that were happening [between Black and Indigenous peoples] were because all of those foundational harms that were perpetuated to keep us apart. The exchanges enabled us to see the practices of people, naming it, politicizing themselves around it, and building together. - Jesenia A. Santana, Former Program Officer at NoVo Foundation

Cycle 4 was the first time that Movement Makers engaged fully with a cohort of advocates from the country being visited. In Guatemala, Cohort 4 Movement Makers joined a group of women advocates convened by Just Associates (JASS).⁵ With the incorporation of Language Justice, the MEV Movement Makers and advocates from Honduras and Guatemala were able to participate in a deep exchange of ideas and experiences. The inclusion of an international cohort also enhanced the degree to which the international convening was an authentic exchange. A video entitled “Coming Together” from the international exchange further elaborates on these ideas and can be viewed [here](#).

Integrating Areas of Praxis

In addition to restructuring MEV’s design to interrupt power dynamics, staff and the facilitation team sought to integrate MEV’s areas of praxis in all aspects of the program by centering the

⁵ [Just Associates \(JASS\)](#) is a global human rights network of activists, popular educators, and scholars who operate in 31 countries, including throughout Central America.

leadership of those most impacted, providing family intergenerational and family programming, curating their convening settings, and implementing language justice.

Centering the Leadership of Those Most Impacted

“Oh, we really are centering the margins, we are the center of the margins,” was super powerful and something I learned from continually and it deepened where I was already going and put it into action.”— Beckie Masaki, Cohort 1 MM and Social Change Artist & Community Builder

From its very beginning, MEV sought to center the leadership of those who were at the “margins” of the movements to end violence and to recruit what Jackie Payne described as “intersectional thinkers.” Beckie Masaki (Cohort 1) was deeply inspired by this part of MEV’s purpose and appreciative of the diversity of MMs in her cohort. She recounted that she was often the only person of color or only Asian American leader within the movement spaces that she engaged in and it was refreshing to be in a cohort space with such diverse leaders. This focus deepened over time as the result of a deep and continued reflection on the part of staff about who they believed was doing the most innovative and intersectional anti-violence work and would benefit most from the types of experiences that MEV provided. The following quotes speak to this.

“Cohort [4] ended up being all women of color. That's because of who applied, who was qualified, who had the experiences, and who was the best fit. We were also being really explicit about our values to center the leadership of those most impacted.” —Trina Greene, Cohort 2 MM, MEV Facilitator and Founder Parenting for Liberation

“MEV has greater humility about what we're up to [than it did at the beginning].....What we are here to do is to offer an incredibly resourced, rich learning space. We have to be really clear and rigorous about who we can do that best for, and then how to invite them into that with us...” —Maura Bairley, MEV Facilitator and Organizational Consultant

“I thought there was an important shift that MEV did... which was to really double down on the leadership of BIPOC folks. Because I feel like while I feel incredibly lucky that I was selected, I'm a white presenting mixed race person who accesses white privilege most often at a mainstream organization that has access to those kinds of leadership spaces in other ways. And I do think that the shift and emphasis on offering things to folks who are at the intersections of the core DV anti-violence movement, and specifically folks from BIPOC communities, was a brilliant move in that it's what our field needs. So, I felt that

that was a good shift.” — Leiana Kinnicutt, Cohort 1 MM and Program Director of Children & Youth Program, Futures without Violence

In selecting Cohort 4 and Cohort 5, MEV sought to center resources on leaders from the communities most impacted by violence and the least invested in. There was a strong desire among members of Cohort 3 and program staff that MEV include transgender and gender non-conforming MMs, given the high prevalence of violence experienced by those populations. As a result of intentional outreach, Cohort 4 was all BIPOC women, including two transgender MMs, and the final cohort was comprised of transgender and gender non-conforming (TGNC) and BIPOC movement leaders. The leaders of Cohort 4 and Cohort 5 represent a significant actualization of MEV’s original vision of centering leaders who are from groups most impacted by violence but who have not historically been fully seen or centered in the movements to end violence. They were an actualization of a goal described by Jesenia Santana, Former Program Officer at NoVo Foundation, as engaging folks who are “closest to the work, closest to the communities, closest to the issues and those most directly impacted by the issues we’re talking about.” The Program Director of MEV, Latishia James-Portis, described Monica and Priscilla’s leadership, as well as the leadership of the design team, as key to “having a large portion of TGNC folks in the cohort” and, thus, “centering those who typically had not been centered or not centered in the mainstream.”

Intergenerational and Family Programming

MEV supported MMs with dependent⁶ care expenses from its outset and this aspect of the program expanded and deepened over time in response to advocacy from MMs and increased political clarity among MEV staff about the integral role of dependent care in gender, racial and economic justice movements. Cohort 2 members, such as Trina Greene, began advocating for better caretaking supports so that they could be fully present in convening spaces, including support for dependents to travel with MMs to convenings. To address this issue, MEV created a policy beginning with Cohort 3 to cover travel expenses for caregivers and MM’s dependents and opened up convening spaces to dependents and caregivers, creating a joyful intergenerational space that helped to ground the cohorts’ work in a sense of shared purpose and focus on the future. The introduction of the family camp in Cohort 4 took this support one step further. Priscilla Hung, Co-Director of MEV, noted that the impetus for the family camp came in part from need: once they selected an all women of color cohort they found that the number of MMs who were primary caretakers doubled. But the decision was also influenced by continued advocacy over the years from MEV facilitators (Trina Greene), staff (Sequoia

⁶ MEV defines a dependent as all children under the age of 13 and anyone unable to care for themselves.

Ayala), and alumni (ML Daniel), all of whom understood that it was a way for MEV to live into its values and practice equity. The family camp operated in parallel to the convening, providing enriching educational opportunities for Movement Makers' dependents and their caregivers. In Montgomery, Alabama, for instance, children and caregivers learned about the civil rights movement by visiting local museums and landmarks, acting as an MEV "summer camp-like" experience. These opportunities were also available for members of Cohort 5 for the in-person convenings, though they were scaled down because of the pandemic. The expansion of intergenerational and family programming inspired MMs from Cohort 1 and 2, like Joanne Smith, who did not have the same set of supports during their cohort experience.

"I think MEV convenings were my first example of what it looks like to say, "We want your whole self here. How can we make that happen?" If you had caregiving responsibilities for your parent, they were welcome to come. If members had young children, they brought their partner or a caregiver for care to be covered without leaving them at home. This allowed us to be fully present while doing hard work. MEV made it feel like we should normalize that practice and like it was a relatively low lift."— Joanne Smith, Cohort 1 MM and Founder and Executive Director Girls for Gender Equity

Selecting and Curating Settings for Convenings

When MEV began, the focus was on selecting "restorative" settings for the convenings, which often meant rural and natural settings. Beginning with Cohort 4, MEV staff began to shift how they think about selecting settings, realizing that when areas have few people of color or when venues are disconnected from the local history, they often do not feel safe or restorative for MMs. Staff began to select sites based on their significance in the history of social movements or the relationship to Movement Maker's communities. MEV staff also made significant shifts in how they enter a convening space. Over the course of Cohort 4, for instance, the MEV team conducted site visits to all the convening spaces, grounded with local leaders, and held at least one planning meeting with venue staff on gender, race, and class, as well as on the hotel's safety protocol. Given that most of the convenings for Cohort 5 were virtual or hybrid, elements of the program were shifted to ensure that MMs could replicate aspects of the restorative convening experience and to fully engage in the virtual or hybrid programming. These included support for equipment MMs needed to connect virtually (e.g., laptops, headphones, etc.), "care boxes" with snacks and small gifts, a food stipend for each of the convening days, and a dependent care stipend. In addition to these supports, for interested MMs, MEV paid for retreat spaces from which they could attend the virtual convenings.

Language Justice

Until mid-way through Cohort 4, MEV programming privileged English as the primary language and was not accessible to, let alone inclusive of, those that do not speak English. MEV had not historically translated its application or materials into other languages or included interpreters at its convenings. That changed with Cohort 4, when MEV took steps to implement Language Justice, incorporating it into the program fully for Cohort 5. Priscilla Hung, Co-Director of MEV, described that Language Justice serves as a portal to “communicating in ways that are non-violent” and “connecting to ancestral wisdom, practices, and cultures.” For Cohort 5, all convenings were held in Spanish and English and the Puerto Rico convening also included Garifuna interpretation. The Language Justice team also worked to diversify their staff and engaged in their own reflective practice to ensure that their vision was aligned with MEV’s. Catalina Nieto, a member of the Language Justice team, said, “MEV also really pushed us to build a Language Justice team that centers Black folks... That became one of our main goals as we started really supporting the process of Cohort 5.”

The practice of Language Justice supported a vibrant multilingual community, where speakers were invited to speak in the language of their choice (though only English, Spanish and Garifuna were interpreted, other languages were invited into the space). Language Justice also opened the door to conversations about what it means to be dependent on the colonial languages of English and Spanish, as well as the aspects of language that are liberatory, such as the development of Black English and Black Spanish and the reclaiming of Indigenous languages. The following quotes speak to this:

“Beyond Language Justice as a movement building practice, it’s also a doorway into political education around decolonization, around settler colonialism. The Language Justice directly [integrates political education] in an embodied way into the curriculum.”

– Maura Bairley, MEV Facilitator and Organizational Consultant

“[Through language] we could break down those capitalist, oppressive, colonial barriers...even if we have different skin color, even if we look different, even if we have different origins. So, for me it was very powerful to see it in action and... for me the interpretation is magical.”—Cohort 5 MM

“Language honors people, it honors my ancestors, it honors my grandmother whom I’m named after, it honors generations of my people who lost lives and endured a great deal of violence for this language to survive. So, Language Justice too, exploring it as an identity was also new to me. Language is part of my identity and I really love how uplifted I felt.”—Cohort 5 MM

As these quotes illustrate, through Language Justice, Cohort 5 explored the ways that language is imbued with memory and stories and, thus, is an access point to explore oppression, resistance, community, identity, and transformation. It also was a powerful illustration of how justice cannot be achieved until all voices are heard.

Evolution of MEV's Curriculum and Content

There is clearly overlap between MEV's structure and approach and its curriculum and content, but it is useful to think of them separately because there has been less change in the curriculum and content over the years. Many of the core components of MEV at the beginning, such as the focus on building Beloved Community, physical practice, intersectionality, and self-care, persisted as cornerstones of the project, though they did evolve and become more expansive and/or precise over time. This section highlights the aspects of the curriculum that were identified as particularly impactful for MMs, in that they have continued to practice the techniques or integrate the principles into their lives and work. Although these aspects of the curriculum are presented separately so that they can be described in detail, it is important to think about them as an integrated whole, as they are deeply interrelated and mutually reinforcing.

Beloved Community

Beloved Community, a concept championed by Dr. Martin Luther King, Jr., has long been a part of MEV's vision for the type of community it wants to build and the broader change it hopes to engender. Beloved Community is not a "utopian goal," "devoid of interpersonal" conflict, but rather an achievable vision "in which all people share in the wealth of the earth."⁷ It is a space where people feel as though they are seen and, even if they disagree, they can still see and respect each other's full humanity. Given MEV's focus on building Beloved Community, it is perhaps not surprising that the most common theme arising from interviews with MMs is that the program provided a space for them to share their **full self**. When welcomed into the MEV space, MMs were not asked about their organizations, professional roles, or their policy goals; they were asked to share about themselves and what matters most to them as human beings.

"I would say my core takeaways from MEV are around equity, integrity and rigorous practice in Beloved Community with other leaders. MEV [was focused on] bringing [together] these phenomenal leaders who are doing incredible work in their communities and making great impact and invite them to check in with self - how are you as a human? how's your heart? How's your mind, how's your spirit? Doing this allows people to let

⁷ The King Center website: <https://thekingcenter.org/king-philosophy/>

their guards down and be vulnerable and be honest that this...shit is fucking hard.”– Trina Greene, Cohort 2 MM, MEV Facilitator and Founder, Parenting for Liberation

“I had never, ever been in any other experience where I was able to form such deep and trusting relationships with people in a work setting than I had with my cohort. And I don't know what the special sauce is... I guess some of the core curriculum which is around shedding our professional personas in a way that it was sort of like finding our common humanity and our collective passion and drive to create a better world, instead of this is what I do, and this is my title, and the hat I wear. It felt very different.” – Leiana Kinnicutt, Cohort 1 MM and Program Director of Children & Youth Program, Futures Without Violence

“I think the lesson I've really learned here is to not be too attached to the containers and to be attached more to the changes that we're seeking.... I always look for the gifts that each person brings.... MEV helped illuminate what people's gifts were.” – David S. Lee, Cohort 3 MM and Deputy Director of ValorUS

The strategies that MEV used to build Beloved Community varied from cohort to cohort. Pua Burgess, who was once part of the MEV facilitation team, used a strategy called “guts on the table,” which Alexis Flanagan (Cohort 3) described as a process where “we don’t introduce ourselves with our titles and all of that stuff. We sit in a circle and we tell our stories.” Norma Wong, similarly, pushed against the idea of people being defined by their organizations, titles, or what she described as “containers.” Michelle described,

“[Norma] has been very, very clear all along that it is to our detriment to be led by our containers (organizations, programs, etc.). We need to, instead, lead towards purpose. And that was a real aha for me as somebody who works with organizational containers...And so, the work that I do now, I'm very clear with people... let's get really grounded in our north star, which is purpose.” – Michelle Gislason, MEV Leadership and Organizational Development Coach

Thus, one core approach that MEV took to building Beloved Community was about people sharing and connecting to one another around shared purpose, or as Trina Greene would put it, connecting to each other’s “whys.” As will be discussed further in Chapter 4, this allowed MMs who didn’t have a lot in common in terms of the work they did in their “containers,” to collaborate in new and interesting ways.

A second core feature of MEV's approach to building Beloved Community is to tackle difficult issues and have courageous conversations with respect. In more difficult moments in the trajectory of certain cohorts, facilitators have had to be purposeful about dispelling the belief that Beloved Community is about everyone "getting along." In contrast, they frame Beloved Community as a process of operationalizing the values that movements are striving for and reflecting on the ways that one is or is not in alignment with those values. Instead of avoiding conflict, being in Beloved Community requires that people identify when harm has occurred and hold each other accountable so that trust can be restored and relationships can be strengthened. The following quotes speak to this essential aspect of Beloved Community.

"The value I lead with when we're in these situations is dignity. How do we have this conversation and everyone's dignity remain intact? Not pride, not respectability but dignity. It doesn't mean that conversations can't be messy. It doesn't mean people's feelings aren't hurt....But when I sit with you and you're giving me feedback or challenging me, I trust that our humanity can remain intact, even if our relationship dissolves or evolves into something different. Yeah, I want us to be intact.... I often think about to what end are we having this conversation or tension? In service of what? Who or how will we be with one another once the conversation ends?" – Monica Dennis, Co-Director MEV and MEV facilitator

"To be able to really hold these complex conversations in a way that didn't lead to side eye for three days, but actually led to full and beautiful relationship with each other." – Sarah Curtiss, Cohort 4 MM and Co-Executive Director of Men as Peacemakers

"MEV created a framework, I think, for us to be able to have these conversations in our full humanity and just name it, what is coming up for me? What are my habits? What are my challenges? What is my trauma response? What are the dynamics that are going on right here?" – Alexis Flanagan, Cohort 3 and Co-Director of Resonance Network

Alexis Flanagan's Story of Beloved Community (Cohort 3)

We had been asked to bring some artifact or something about our family, and share that artifact and talk [about] it. And it's just like, "Damn, we brought our people and our ancestors into this space." And there's all kinds of life experiences that are connected to that. There was grief, and there was triumph, and there was migration. There's all of these lived experiences that come out as a result of meeting each other in this particular way. So that was number one for us, for me, for day one and day two of the process. Day three of the process, was what sealed the deal for me, in terms of my relationship with these people.

On day three of Cohort 3 was the Charleston massacre at an AME church. And that cut to my soul... That could have been any of my people on any given Wednesday night. And after having been through this process [of sharing aspects of myself] with [the members of my Cohort], after having been through "Guts on the Table" with these folks, I was a little apprehensive about showing up Thursday morning with [the MEV folks] to see how are people going to be able to hold this. The way folks met ...us with care and solidarity and spaciousness and [said] 'To hell with the agenda, we are going to be here for each other.' That commitment to give space to grief. People bringing their medicines from their different traditions to support those of us who were just having a really, really hard time, and just to be. That sealed the deal for me. I was like, "These are my people through and through." ... It just kind of ripped the blinders off about what I had been accepting as far as relationship is concerned. I was like, "This is how you show up for people. This is how you show up for each other. This is how you meet people with humanity."

Forward Stance, Tai Ji, and Physical Practice

"We did lessons around Forward Stance and breath work... The somatic physical mindfulness body work which really helped me start to realize who I am in all of this, both physically and spiritually, and how to think about my work for the long haul and think about what I like doing, what is strategic and what is most impactful." – Leiana Kinnicutt, Cohort 1 MM and Program Director of Children & Youth Program, Futures Without Violence

Forward Stance is an aspect of MEV led initially by Norma Wong which involves the mindful practice of Tai Ji in order to embody change as a state of being, rather than an intellectual idea. The practice of Forward Stance in MEV seeks to bring physical and experiential elements to movement building work and provides a way for individuals to get in touch with their breath

and break the habit of staying only in their heads. It is built on the premise that the mind and body are interconnected in ways that allow for physical experience to enhance and shift the ways the mind can understand, absorb, learn, and imagine⁸. The practice of strengthening the connection between mind and body was particularly salient for MEV because many survivors of violence dissociate from their bodies as a survival mechanism. Although the focus on group Tai Ji varied over time, all MMs were oriented to the 10 physical moves, the idea of Forward Stance (or 60/40 stance), and how these moves can help to connect the spirit, mind and body. The concept of physical practice, of which Tai Ji is only one form, is also deeply connected to other curricular elements, such as self-care and spirituality. The practice continued after Norma Wong left the facilitation team, remaining a central philosophical principle underlining the program. Priscilla and Michelle speak to that below.

“Being able to be in a space that has such an explicit approach to this kind of like mind, body, spirit connection and all that Norma really brought to the work. I’m always wondering how people who came into MEV who were not here when Norma was here, how they understand and experienced that. I mean, some of them really love it. Some of them don’t connect with it. And part of me always feels like I felt so lucky that I was here to learn it from Norma, who has a very particular way of teaching it. And so I feel like being able to understand that the concepts in movement building are not actually conceptual, that they are actually physical, that we manifest them in how we actually hold ourselves in the world. That felt really deep and transformative in the work here at MEV.” – Priscilla Hung, MEV Co-Director

“Norma’s very strategic and also Zen approach to leadership was really transformative for me...the way that Norma introduced Forward Stance, the rhythm, the stance, the awareness, the energy, it was really impactful. I saw impact with the movement makers over the years, and I experienced it myself as I went through the faculty trainings, and as I engaged with the movement maker organizations.” – Michelle Gislason, MEV Leadership and Organizational Development Coach

Over time, MEV incorporated other cultural forms of collective movement, such as dance, in recognition of the ways that different cultures practice embodiment, connection, and rhythmic attunement.

⁸ What is Forward Stance? Move To End Violence: <http://www.calcasa.org/wp-content/uploads/2015/08/3-11-Building-a-Movement-Stance.pdf>

Spaciousness and Self Care

"Nobody has time for people being martyrs to the movement anymore. Nobody has time for people to be killing themselves for the work. We can't sustain ourselves as a movement if we keep losing our soldiers, because they're not taking care of themselves."
 – Trina Greene, Cohort 2 MM, MEV Facilitator and Founder, Parenting for Liberation

From the start, one of the foundational problems that MEV was trying to solve was the pervasive experience of burnout and exhaustion within the movements to end gender-based violence. As largely survivor-led movements, MMs often carry a lot of trauma, in addition to struggling with urgency, perfectionism, and the other habits of white supremacy that characterize so much of non-profit work. To address these issues, MEV centered on the idea that the best way to further the movements was to take care of oneself, create spaciousness for creative ideas, and trust your colleagues enough to take turns. Although this idea seems intuitive and is now a larger part of the collective consciousness than it was ten years ago, it contradicted an ethic of self-sacrifice that many then saw as fundamental to anti-violence work. In the following, Michelle Gislason, recounts a story related to self-care and MEV's logo of geese in flight.

"I remember a movement maker at the time said, 'Self-care is bullshit. It's a setup.' And, here I am with her and her whole staff, and I'm a white presenting woman. I'm mixed race, but I'm clear about my white skin privilege, and this is an organization that is run by and for Black women who had been experiencing tremendous racial terror. And the movement maker said, 'I feel like self-care is a setup. I feel like it's a way for capitalism and patriarchy to get us to opt out of the work.' And she said, and this really shocked me, she said, 'If I stop people die.' And I sat with that, we sat with that, and it was one of those moments where I was like, 'Well, she's right....I mean, the work that they were doing, literally Black lives were on the line, Black bodies. And as we were sitting with it, [the] MEV self-care workbook was sitting in our hands and we all looked down, and the logo of MEV, the geese in flight was there. And we were talking about geese and taking turns, [how] there's never one who's always at the front, and they drop back [and let another take the lead], and in that way, they go farther faster. We got to a place of saying, well, what if we actually changed one word from, 'if I stop people die,' to, 'if we stop people die?' What would shift? And it completely opened up the conversation. We started talking about, well, 'I can stop, because I know that others are continuing....I can pause. I can take a breath. I can take care of myself, and I'll come back in.' That has always stayed with me as a beautiful example of self-care and shared leadership, of

taking turns. The 10-step Tai Ji Formation that Norma brought into MEV—if you do the full 10-step formation, you move in all four directions, and in that way, there's never any one person or group that's at the front. There's always turns taken. I feel like that was infused throughout the MEV experience.” – Michelle Gislason, MEV Leadership and Organizational Development Coach

Although spaciousness and self-care were fundamental aspects of the MEV theory of change, the first several cohorts had very little spaciousness. The convenings were held in restorative settings, but the cohorts spent long days in sessions and got very little rest. By leaning into spaciousness and lightening the agendas, MEV eventually created spaciousness while also communicating trust that MMs would get what they needed from the experience. Kelly from Cohort 2 describes this in the following quote.

“In our cohort, we were initially cramming everything in a very white dominant culture practice, which I used to be very habitual around, but now you can see it's much more spacious and just attending to the wholeness of everybody. The evolution of MEV has been really inspiring and informative, and something that I hope that [in our organization] we've tried to replicate and steward the same kind of process.” – Kelly Miller, Cohort 2 MM and Collective Stewardship, Idaho Coalition Against Sexual and Domestic Violence

The concepts around spaciousness and self-care espoused by MEV were important for supporting a more healthy orientation towards work. As Sarah Curtiss described, this was particularly true of BIPOC women leaders who often have to work twice as hard to be recognized for their leadership.

“They would teach us without guilt to say, ‘I can't come to the session right now. I really need to nap.’ Those kinds of spaces, especially in my cohort, because we're all women of color, a lot of us from grassroots organizations. We've never been given that kind of space before, like never. Never been given because you always have to be on-- because you're always being judged twice as harshly as the white person next to you, and you just have to be so perfect... By the end of it, those practices around spaciousness, caring of self, [were part of] a handful of things that really started changing the way I viewed the work...” – Sarah Curtiss, Cohort 4 MM and Co-Executive Director of Men as Peacemakers

Racial Equity and Liberation

From its onset, MEV had a strong focus on intersectionality and on centering voices that had been at the “margins” of the movements to end gender-based violence. Cohort 2 recognized,

however, that MEV lacked the explicit focus on race or Racial Justice that was fundamental to transforming the mainstream domestic violence and sexual assault movements that had historically been led by white women and that had replicated patterns of white hegemony and oppression. Cohort 2 also called out the way that MEV was replicating some of those patterns in its own structures and approach. As described in the Cohort 2 section, Cohort 2 pushed MEV to tackle this issue in a more authentic and overt way. The following quote from Trina Greene of Cohort 2 speaks to this.

“Move to End Violence was one of my first experiences in the gender-based violence movement having conversations about racism and the inequitable impact of violence against women Black women and girls ... of course, I had been having those conversations as a Black woman with my peers who were people of color, but they were conversations on the side or in our whispers. In Move to End Violence, those conversations on the side began to dominate the conversations because Move to End Violence became a space where we had the hard conversations about inequities and oppression. However, initially our experience was that the program wasn't living out its values explicitly, and there was a call for it to be more explicit about racism and systemic oppression. When the program created space, I think it was a first for me in this movement in a mixed race group for us to be able to put racial oppression on the table.”
– Trina Greene, Cohort 2 MM, MEV facilitator and Founder, Parenting for Liberation

As a result of Cohort 2 putting racism and anti-Blackness “on the table,” two new facilitators were hired by the program, one of whom is the current co-director, Monica Dennis. Furthermore, MEV put racial equity at the center of its model and approach, making shifts to staffing and structures in order to live into its values. MMs report that conversations about racism, anti-Blackness and Indigenous invisibility are among the most influential aspects of MEV’s curriculum.

Spirituality and Healing Justice

MEV’s focus on spirituality and Healing Justice has its roots in the work of Norma Wong and it is reflected in the program’s focus on Forward Stance, self-care and spaciousness. It fully blossomed through the influence of movement maker ML Daniel, a member of Cohort 3. ML is an ordained minister who recognized that many of the MMs were looking to be grounded in a deeper sense of purpose and meaning but were reluctant to relate spiritual practices to their work. She said,

“When you say spirit, oftentimes people hear religion... What you should hear is that very essence of what it means to be connected to the whole. What you should hear is that energy that connects us to the past and ties us to our future. That's what you should be hearing when we talk about spirit and wholeness. That energy has the possibility of imbuing us with the vision necessary to script something better.” – ML Daniel, Cohort 3 MM and Founder, Spiritual Alchemy

Starting with Cohort 4, MEV increased its focus on spirituality and Healing Justice. This focus was particularly important given that the cohort was entirely Black, Brown, Indigenous and people of color, it was the first cohort to include Muslim MMs, and it was the first cohort to launch after the election of Trump. As Maura Bairley noted, the circumstances of their lives and the political context was a “hit to the collective immune system” even before the start of the pandemic in 2020. MEV introduced an altar and a “Spirit Space,” reserved for quiet reflection and prayer. Cohort members led optional spiritual practice sessions in the mornings prior to the beginning of formal programming, and Movement Makers of varied faith traditions led prayers to ground the cohort’s work in a shared sense of purpose, ancestral wisdom and connection to the land. Cohort 4 was the first cohort to have access to healing practitioners at convenings, including those who provided reiki, body work, and plant/herbal medicines. And Cohort 5 was the first to have a Healing Justice practitioner, gina Breedlove, consistently facilitating.

“MEV instituted and brought in, which I thought was exciting for Cohort 4, the whole idea of fully sponsored spirit space, and all the healing practitioners with varying modalities to come in and to offer into that space those gifts....to begin to peel back some of the things that we never get a chance to peel back, to allow healing to happen, to allow wholeness to return, to allow people to reclaim bits and pieces of who they are so that they might show up more fully in the work and for themselves and in community and for family is huge. It's huge.” – ML Daniel, Cohort 3 MM and Founder, Spiritual Alchemy

3. Cohort Cultures and Courageous Conversations

“When something is trying to innovate and be something completely new, you’re going to have... so many amazing forces in that system... But they don’t all jive in world view... How do folks who are committed to innovating and trying something new and trying to bring in so many different perspectives--diverse and sometimes contradictory perspectives-- how can you navigate that to birth something new? As opposed to just having different elements together in the same place, right? And what’s the journey of that? That was hard, but it was pretty fabulous too.” – Jackie Payne, Former Director of MEV and Current Executive Director of Galvanize USA

“I think in most of the cohort cycles, there’s a point where the request to pivot comes at the expense of someone’s lived experience or harm has happened. And even with that, I think there’s a way of [meeting it openly], like, ‘Yeah, let’s be with the moment. What is this moment calling for? What is possible if we choose this path, this healing?’” – Monica Dennis, MEV Co-Director and MEV facilitator

One of MEV’s original assumptions was that each of the cohorts would build off the work of the previous one. Puja Dhawan, former Initiative Director at NoVo Foundation and Independent Consultant in Domestic and Global Human Rights, described this assumption as a “key learning” of MEV, as they found that in reality “the cohorts were each their own cohorts.... We learned that on day one of Cohort 2.” Each of MEV’s five cohorts had their own unique cultures and needed to forge their own path. Differences in the cultures of the cohorts were reflective of the composition of each cohort, the program’s phase of development, the time and context during which the cohort met, and the distinct movement-related issues that each cohort grappled with. Although the work of each cohort did not build off one another in a concrete way, the structure of the program evolved over time in response to MMs’ advocacy and because the staff and facilitation team were consistently learning and iterating and adjusting the overall program design.

As described in the Beloved Community section of the previous chapter, one of the defining features of each cohort is the nature and content of its “courageous conversations” or what for Cohort 5 were described as “juicy conversations.” Some of these conversations were related to key tensions within movement spaces that interfere with solidarity. For Cohort 2 and Cohort 4, a good percentage of these conversations were oriented towards critiquing aspects of MEV’s program design that were not aligned with the program’s espoused values and that were not meeting the political moment. Monica described:

“I think Cohort 2 and Cohort 4 experiences happened during pivotal times for the program and for the nation. In both cycles, we’re wrestling with big political questions connected to the antiviolence movement. Reckonings around racism, heteropatriarchy, philanthropy, governance, healing and what it means to accompany and trust women of color in leadership called into view our shortcomings as a program and our ability to hold the cohorts well. Where MEV was as a program contributed significantly to the experiences of these two cohorts.” Monica Dennis, MEV Co-Director and MEV facilitator

The courageous conversations that were engaged in by Cohorts 1, 3, and 5 were less directed at the MEV program and more focused on addressing differences in perspectives rooted in their distinct life experiences, identities, and positionalities within the movements. Whatever the nature of these conversations, one of the great strengths of MEV’s facilitation team was how they were able to respond to and hold space for these conversations, helping to support MMs as they sought to identify when harm occurred and hold each other accountable in ways that restored trust, strengthened relationships, and built Beloved Community.

In the sections below we highlight some of the key qualities and characteristics of each cohort, including the stories and perspectives of those that were interviewed for this report. We center on the courageous conversations or struggles of each cohort (when those are clear), because those are the parts of their stories that represented “aha moments” for their Cohort and contributed to meaningful changes in design for the cohorts to come.

Cohort 1: Building Beloved Community⁹

“I think with our cohort (Cohort 1), we immediately knew that we saw our work to end GBV as lifelong and we would have lifelong connections. So many of them wear their hearts on their sleeves. So many of them were founders and courageous. So many of them have dedicated decades of their lives to this work. Even if we weren't the most radical of the cohorts, we have been pillars in this work, and it is clear why we were chosen to begin the experiment. It's been clear still 10 years later how we have impacted the field and [created] the space for even more radical work to happen. Because of the way that they saw me and the way that they showed up for each other, Cohort 1 helped me to love myself better and to love my calling deeply as opposed to seeing it as a burden.” – Joanne Smith, Cohort 1 MM and Founder and Executive Director Girls for Gender Equity

⁹ Parts of this section were adapted from excerpts of the Evaluation of the NoVo Move to End Violence Program: Cohort 1 Final Report (2013). Yu, H.C., Lewis-Charp, H., Law, T., Sinicrope, C., Fang, M.

Many Cohort 1 MMs will tell stories of the very first MEV convening in a similar way. Most report being intimidated by the others in the room and not knowing why they were selected to participate in the program (or of feeling very lucky to have been included). They were nervous. Then, MEV facilitator, Pua Burgess led the group through an exercise that encouraged the MMs to share deeply about themselves (it may have been “The Story of My Name,” “Guts on the Table,” or “Culture in a Bag.”). People were vulnerable with one another: they did not introduce themselves by their title, organization, or movement work but connected to one another as human beings. They became a Beloved Community. Nan Stoops (Cohort 1) described:

“I remember when I went to my first convening, at the Edith Macy Conference Center in White Plains, New York. I was so nervous because I felt like, “God, I don't think they should have picked me. I don't belong here.” And I got into that space with other people I was just so intimidated, and nervous, and anxious. I was almost nauseous. Then, when we did our initial round of introductions, [one MM] just started sobbing, right? And I think that just opened a door for all of us... She gave voice and emotion to what all of us were experiencing. And so that really unleashed, I think, a level of trust, of openness. And then that was that. That's how we were together for the entire time... But just having someone who did that, it showed me that if you create the right conditions, and you sit with people in the right way, that people will go there and build relationship with each other. They'll start from a place of trust, of curiosity, and of commonality.” – Nan Stoops, Cohort 1 MM and Strategic Advisor at Washington State Coalition Against Domestic Violence

Of all the Cohort stories, and there are many, the stories of Cohort 1 are often the most mythic, in part because they were—as Joanne Smith put it—“the first.” There were no expectations that they had to live up to: they were simply embarking on a journey together. Jackie described,

“It was a very special bond because we were starting it together as this group of people. There was a different feeling of ‘we're all on this adventure together’ and ‘we're figuring it out together.’ It's the first time, we all knew it hadn't been done, we were trying it.” – Jackie Payne

As the pilot group, Cohort 1 felt a great responsibility for helping to shape the overall program and to influence its overall success. They also set a vision for the program for using a “margins to center” approach to anti-violence work, which focused on keeping at the forefront of the movements the vision of the “last girl.” The “last girl” was an intersectional human rights framework, inspired by the convening in India, that sought to reach and center the needs of

those who are farthest from aid and support. Although MEV did not keep the “last girl” framework as a guiding vision, the spirit of this framework can be seen in much of the work that followed.

Cohort 1 did not demand changes to the program in the same way that subsequent cohorts did, but they made suggestions for improvement that were very aligned with the types of changes that Cohort 2 and subsequent cohorts would also ask for. In interviews held at the end of their experience, Cohort 1 MMs said that the program was overly structured and ambitious in what it would cover and that it did not offer enough spaciousness in convening agendas. They called for more co-creation and co-design, saying that decision making processes were not always transparent. Finally, they felt that they did not get enough time to talk through difficult issues facing the movements and wanted more unstructured time to strategize around future collaborations.

When asked to reflect on their MEV experience recently, Cohort 1 MMs have nothing but love for the program and for each other, though some identified missed areas of opportunity and wished that the program could have done more. They emphasized the strong relationships that they continued to have with almost all of their fellow cohort MMs and they pointed to many collaborations and partnerships that they had participated in with MMs from other cohorts. The following quotes capture their sentiments.

“The way that we were together was so mindful and intentional about finding ways to trust each other, to have those courageous conversations, to learn and be open for each other. That was very significant, something that I feel was unique and very special in that Cohort 1.” – Beckie Masaki, Cohort 1 MM and Social Change Artist & Community Builder

“My experience within the cohort itself and the people that I met there catalyzed this journey that I've been on for the last 10 years, including the development of Resonance and then all of the people that I've gotten to know and work with since, like Alexis. These are some of my most important relationships.” – Aimee Thompson, Cohort 1 MM and Co-Director of Resonance Network

“The people in Cohort 1 were unbelievable, and so many of them were people that I would not have met were it were not for the Move to End Violence program...Just from the beginning, [it] was mind blowing for me, and so great, just really humbling and really great. So of course, really, everyone in my cohort, I've maintained relationships with, friendships with, in that kind of way. If someone calls, [and] this has happened, and says, “This is needed.” Every single one of us shows up in some way or other. That happened

when [a cohort member] was diagnosed with cancer. It's happened when people's parents or loved ones have died. It's happened when babies have been born. We're beloved to each other. And I think that was a direct result of-- partly the people that we are-- but also the way that experience was put together, and the way that it was led, at least for our cohort by Jackie, and Norma, and, you know, the expanded faculty.” – Nan Stoops, Cohort 1 MM and Strategic Advisor at Washington State Coalition Against Domestic Violence

Cohort 2: Centering Racial Justice¹⁰

“Cohort two is where we experienced challenges and learnings around how to name Racial Justice...For me, it was a transformative experience to be in community with mainly other women of color across roles and thinking through together what harm is caused when you don't name Racial Justice explicitly? What are the ways to have hard conversations and still hold love?” – Puja Dhawan, former Director of the Initiative to End Violence Against Girls and Women, NoVo Foundation

In December of 2012, the second cohort joined the Move to End Violence (MEV) Program at a large movement convening with hundreds of other allies. From the moment when the “baton” was passed from Cohort 1 to Cohort 2, many valuable lessons were learned about how to ensure adequate time is devoted to embracing the previous cohort’s offerings as well as the relationship and trust building. Because Cohort 2’s first convening was also the last convening of Cohort 1 and it included other partners from the movements, they did not dedicate their first convening to building Beloved Community with one another. They did not do “Guts on the Table.” Furthermore, at that first convening, there was a video shown by Jennifer Buffett which offended many individuals and contributed to Cohort 2’s feelings of distrust about the program. Nan Stoops (Cohort 1) said, “[The first Convening of Cohort 2] just went askew. That's how I think of it. And because none of us expected it, we didn't exactly know what to do.”

Cohort 2, which was comprised of strong organizers, felt strongly that the program’s focus on intersectionality and “the last girl” was inadequate and that, in order to reach its goals, the program needed to place a stronger focus on Racial Justice. They also advocated strongly for shared leadership (including an extended design team), increased spaciousness in the convening agendas, new facilitators to deepen the focus on what was then called race, class,

¹⁰ Parts of this section were adapted from excerpts of the NoVo Move to End Violence Program: Cohort 2 Final Report (2015). Yu, H.C., Bollella, A., Thakrar, M., Sinicropo, C., Nash, L., Lewis-Charp, H.

power and privilege (RCPP), and a reduction of the expectation that each cohort would have specific products or deliverables at the end of their cohort experience.

Although almost all MMs of Cohort 2 expressed a pressing need to address Racial Justice as part of MEV's work, there were divergent perspectives about how Racial Justice should be integrated. While some felt it was imperative that Racial Justice inform and undergird all of MEV's work, others felt there should have been an explicit, separate focus on Racial Justice. This feedback spurred MEV staff to modify its curriculum so that Racial Justice was addressed more explicitly from that point forward. As discussed in the previous section on race equity and liberation, there was a strong feeling that race needed to be "put on the table." (Trina Greene, Cohort 2 MM, MEV facilitator, and Founder of Parenting for Liberation)

Because of the advocacy of these members of Cohort 2, the work of Convenings 4, 5, and 6 were dedicated to Racial Justice. Monica Dennis and Rachael Ibrahim were brought into Convening 4 to guide several hours of the conversation and were eventually asked to stay on for the whole week. Monica said,

"I came to MEV...during Cohort 2's fourth convening, so it was right in the middle of their cycle. I came in the midst of some internal struggle between the program and the partners and the movement makers that were parallel to some of the bigger questions that we as a country were asking, yet again, about the challenges of mainstream feminism within the anti-violence movement? What it takes to build effective multi-racial movements? How do we embody our commitment to intersectionality in our policies, practices, programs and relationships? I, along with Rachael Ibrahim, came in as an invited guest expected to facilitate conversations on race, class, power and privilege. Initially, Rachael Ibrahim and I were asked to co-facilitate 2 two-hour sessions on different days. However, as the multiple truths and pain points began to emerge within the group, the Movement Makers paused and requested something different, more aligned. They asked us to stay the entire week to deepen our conversation and commitment to intersectionality, feedback practice and accountability at all levels. This wasn't about theoretical conflict but rather it was opportunity to address the structural and cultural dynamics of the program that mirrored our larger society. And wow! it's just such an interesting way to enter a community and an ecosystem. I think that speaks to MEV's willingness to listen and pivot, to be with where the moment is even if we've missed the moment prior. And over time and through relationships, I see MEV really strengthening this muscle over the cycles ...which is about... the ability to pause and hear

what folks are saying and then to respond or shift accordingly.” --Monica Dennis, MEV Co-Director and MEV facilitator

Ultimately, the advocacy of Cohort 2 had a profound influence on the direction of MEV. It was through their advocacy that Monica Dennis was brought in as core faculty. The issues that Cohort 2 MMs raised and insisted that MEV center were the same issues that were coming to the surface in movement spaces across the country. MEV’s willingness to listen, to pivot, and “to be where the moment is even if we’ve missed the moment prior” was absolutely key to the program moving closer into alignment with its values. The facilitation team worked hard to make substantive rather than superficial changes to the program and set a precedent for how they would handle such challenges in the future.

Cohort 3: Anti-Blackness and Indigenous Invisibility¹¹

Cohort 3 built upon and extended the work of Cohorts 1 and 2, seeing itself as extending Cohort 1’s cultivation of shared vision through Beloved Community, while also integrating the critical and intersectional lens that was so central to Cohort 2’s analysis. Cohort 3 members described their cohort as putting into practice both the cultivation of Beloved Community and the centering of race, class, privilege, and power. One cohort member articulated, “I think that Cohort 3 was building off of Cohort 1 and Cohort 2—the last girl analysis plus an explicit critical race analysis....Cohort 3 was the practice of the experimentation of what it was like when those things were centralized.”

Cohort 3’s work to put these pieces into practice was exemplified by the conversations and analyses that emerged surrounding Indigenous invisibility and anti-Blackness. This conversation came to fruition at Convening 5 and emerged in response to mounting tensions following their international convening in South Africa. At the close of the convening, some Indigenous cohort members articulated the ways in which they identified with Black South Africans’ experiences of apartheid, noting parallels with the Indigenous experience living under occupation in the United States. Some Black cohort members responded by saying that the experience of Black South Africans is distinct from that of Indigenous peoples in the U.S, as it is fundamentally shaped by anti-Blackness rather than by Indigeneity alone. This left some Indigenous cohort members feeling misunderstood and silenced. Reflecting on this, one cohort member articulated: “The experience in South Africa kind of peeled the layer away from that suppressed conflict between the anti-Blackness movement and the Indigenous [movement].”

¹¹ Parts of this section were adapted from excerpts of Cohort 3 Final Evaluation Report. (2017). Lewis-Charp, H., Berman, D., Schindler, Z., Sinicrope, C., Rae, S.

At Convening 4, one Indigenous cohort member was upset that the convening so heavily focused on Atlanta's historical role in the Civil Rights Movement, while the long history of Indigenous people in Atlanta—including the Cherokee government and resistance—had not been discussed. This omission prompted her to question whether MEV was really a movement about anti-Blackness and whether there was any place for her in the program as an Indigenous leader. She almost quit the program and was ultimately encouraged to write an email to her cohort explaining her feelings of invisibility.

In response to cohort members' feedback, MEV arranged a series of caucus groups to explore the issue, adapted the schedule of Convening 5 to provide the space for cohort members to respond and engage, and made sure it had Indigenous and Black facilitators to support the conversation. Cohort members overwhelmingly saw these adaptations as a success, viewing the conversation about anti-Blackness and Indigenous invisibility as transformative. The Indigenous cohort member who raised the initial concern described, "It really was a transformative experience; I think for everyone in different ways....When I left that convening, I was very happy that I hadn't left MEV."

Cohort members identified the work that emerged out of Convening 5 as a key example of the ways in which they were able to put into practice Beloved Community and make space for critical conversations. They suggested that the trust they had cultivated so early in their cohort cycle was in part what allowed this conversation to be so transformational. One cohort member described Convening 5 as "a tremendous example of how people who build trust and a relationship with one another and knowledge can get to a completely new place together."

Cohort 3 members also saw this conversation and the work that emerged from it as important at aligning the larger movement and providing a model for engaging in these types of conversations. The conversation also deeply influenced the design of the program, as it helped MEV make the link from the U.S. based work and the work that is being done internationally to support liberation for Indigenous peoples worldwide. It made visible how anti-Blackness and Indigenous invisibility are both products of colonialism and white supremacy that are playing out on a global level, rather than issues unique to the U.S. In part because of the depth of this conversation, Cohort 3 remains an exceptionally connected cohort. They nicknamed themselves the "love cohort," and have been very strong collaborators since finishing their MEV experience.

Cohort 4: Centering Gender and those Most Impacted¹²

Cohort 4 was the first cohort to include only women of color and was also the first to include transgender Movement Makers. In many ways, Cohort 4 actualized MEV's dream of centering the leadership of those most impacted by violence. At the same time, like Cohort 2, Cohort 4 challenged the program in new ways and led to some fundamental shifts in the program's structure and approach.

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

"I think the design of our cohort being all BIPOC was a big thing for me because I'd never had that experience ever, [and I] think that was the first time that a lot of Movement Makers in my cohort experienced that too. So that gave way for us to, on a certain level, relax, but also to focus on tending to untended issues that we've never gotten to tend to because we were so focused on being proper or dealing with racism in spaces with other groups... So it was a pressure cooker for a lot of things to arise, good and bad. So just giving respect and honor and gratitude for the facilitation team holding all of that." – Monique Tú Nguyen, Cohort 4 MM and Former Executive Director of Matahari Women's Worker's Center

The degree of professional and personal challenges faced by Cohort 4 members over the course of their participation speaks powerfully to the challenges facing women of color leaders in the movements to end violence. Eight Movement Makers went through a professional transition over the course of their cohort experience, and several women were pushed out of their positions in ways that were painful and traumatic. Some of these Movement Makers experienced serious financial difficulties, as they sought to find other positions in the field. On a personal level, at least two cohort members experienced the death of a loved one and four Movement Makers, all executive directors of their organizations, developed stress-related

¹² Parts of this section were adapted from excerpts from Move to End Violence: Cohort 4 Final Report (2020). Lewis-Charp, H., Pryor, L., Rangnekar, M., Rae, S.

illnesses or injuries. Finally, Cohort 4 was the first cohort to occur entirely during the Trump administration, which impacted Movement Makers personally and professionally, contributing to their feelings of overwhelm, burnout, and trauma.

Although it took time for Cohort 4 to develop trust, by Convening 6, many had formed deep, caring relationships with one another. Many described these relationships as particularly close because they were able to share with one another what they go through “as women of color in this work.” They built a sense of cohort identity around the unique perspectives they have as resilient women of color leaders who are also survivors. Monique described,

“I think the experiences that we had, whether it be good and bad or the tensions and the beautiful moments inside the cohort really broke the ground for us. So after MEV, everything was just kind of open... [My fellow cohort members] reach out to me, they pour out [their hearts] me, or we cry together. You know? And we don't have to do much setup for that. I think it's because we've already broken the dam inside MEV. So that [was] fertile ground for us to build beyond the cohort time together.” – Monique Tú Nguyen, Cohort 4 MM and Former Executive Director of Matahari Women's Worker's Center

They ended their cohort cycle with an ask that the NoVo Foundation and the broader field of philanthropy consider what it really means to center and empower the leadership of those that are most impacted. What is the level of care and investment that is needed in order to genuinely support women of color leaders in the movement, given the many obstacles that they face?

Cohort 4 tested and questioned the MEV model and approach all along the way and contributed to significant shifts in the program. For instance, they hastened a return to facilitator and cohort member co-design, called for more intensive healing support to address trauma, and contributed to the program's increased centering of varied forms of spiritual practice. They also cast light on deep challenges or fractures within the movements to end violence that inhibit progress, such as transphobia, anti-Blackness, internalized racial oppression, and the limitations of our nonprofit system to support leaders of color and to influence real sustainable change. Their advocacy contributed to important shifts in the program that were instrumental to shaping the experience of Cohort 5. They also, once again, showed the ways that MEV facilitators held the program, listening to feedback, even when it was hard. Sarah Curtiss of Cohort 4 described,

"[My cohort] was a little up and down in ruckus, but even in the ruckus, the staff was just like, 'Fine, okay. Do what you want to do then. If this is what you want to do, we'll adjust.' Even though I know those women [the facilitation team] put hella work into the content they were going to share with us, they were just so responsive, that it just made all the difference, and I think actually created the ability for, at least in my cohort, all of these women of color who don't ever get to slow down, that gave us a chance to prioritize that slowing. That was irreplaceable." – Sarah Curtiss, Cohort 4 MM and Co-Executive Director of Men as Peacemakers

Cohort 5: Envisioning a Freer Future¹³

"MEV has greater humility about what we're up to [than it did at the beginning] ...What we are here to do is to offer an incredibly resourced, rich learning space. We have to be really clear and rigorous about who we can do that best for, and then how to invite them into that with us...This group [Cohort 5] has come with us every step along the way." – Maura Bairley, MEV Facilitator and Organizational Consultant

As a majority TGNC and entirely BIPOC cohort, the 19 Movement Makers (MMs) of Cohort 5 were among the most diverse and dynamic leaders ever to participate in the MEV program. They also often described themselves as the "COVID Cohort," as their first convening occurred in December 2020, in the first year of the COVID-19 pandemic. Because of the ongoing effects of the pandemic, Cohort 5 had fewer opportunities to meet in person than previous cohorts. Only Convening 5, the international exchange with Honduran advocates in Puerto Rico, was completely in person. Convenings 1, 2, and 4 were held entirely virtually and Convenings 3 and 6 were hybrid (with both in person and virtual elements). Another unique feature of Cohort 5, which was in part due to the pandemic, were shorter convening days with more optional sessions that provided MMs with more flexibility in how they engaged.

Despite the remote nature of the convenings, Cohort 5 built a deep sense of mutual trust and Beloved Community. They spent a good amount of time focused on addressing grief and trauma through a focus on healing, self-care, rest and regeneration, and promoting wholeness. MMs explored the healing power of sound through gina Breedlove's work, as the first Healing Justice practitioner on the facilitation team, and spent time exploring their own and each other's purpose. The integration of Language Justice also lent itself to "juicy" conversations about what it means to be so dependent on colonial languages such as English and Spanish, as

¹³ Parts of this section were adapted from excerpts of Move to End Violence: Cohort 5 Final Report (2022). Frudden, J.F., Rangnekar, M., Lewis-Charp, H.

well as the aspects of language that are liberatory, such as the development of Black English and Black Spanish or the reclaiming of Indigenous languages. The Language Justice team in collaboration with MEV staff and facilitators, were able to demonstrate some of the ways that Language Justice can be used as a tool to promote Healing and Racial Justice, thus showing how vital the practice is to social movements.

Although Cohort 5 MMs missed the opportunity to meet in person, they had more freedom than had any previous cohort to “choose their own adventure” (a Cohort 5 design principle) and tailor the program to their specific leadership needs. Because they couldn’t convene people, MEV resourced the Cohort to create their own healing spaces and to take responsibility for their own well-being in a way that was not possible for previous cohorts. Maura described that in some ways the virtual convening provided a deeper sense of safety for MMs and allowed them to connect in a different way.

“I think this is where we actually were able to sink into healing centered and trauma informed at a deeper level because folks actually have to and get to be in their own space, in their own bodies, and their own settledness in the space. The group dynamics have really been different. We’ve been really thinking about how do we attend to inclusion and belonging that are really aware that you’re not going to create the same kind of intimacy? It’s not going to be identical, right? What we found is that we have really created a lot of intimacy and we’ve also really created an ability to move together into some conversations that have been pretty powerful.” – Maura Bairley, MEV Facilitator and Organizational Consultant

Beyond the convenings, Cohort 5 MMs found the coaching and organizational development pieces particularly helpful as they were also trying to cope with the fallout of the pandemic with their own organizations and to support wellness and wholeness among their staff.

The theme for Cohort 5’s final convening, which was MEV’s 29th and final convening, was “the future is freer.” There is no doubt that in many ways, Cohort 5’s experience was freer than the experience of Cohort 1. The Cohort was more diverse, the agendas were much more open, and the range of topics explored were more vast and revolutionary. Yet, the two Cohorts shared in common a beautiful vision of what Beloved Community looks like in practice—a space that one Cohort 5 MM described as “magical, colorful, dynamic, and deeply spiritual.”

“MEV was like my Oz: I could break away and be in this magical, colorful, dynamic, deeply spiritual, deeply cultural space with my cohort. To share tears and laughs and dancing,

and attitude and all of it, everything that makes Black, brown, and Indigenous people powerful, we were able to share with each other.” – Cohort 5 MM

Reflections on the Cohort Structure

The Cohort structure is an essential feature of MEV and respondents universally felt that it was instrumental in creating a Beloved Community, where MMs could practice in a revealed way and would build close-knit relationships. Jesenia A. Santana, Former Program Officer at NoVo Foundation, remarked that the cohort structure is uniquely good at creating opportunities for connection and for working through challenging topics. She said that it provides a “dedicated practice space,” that could elicit “opportunities for political education” and debates around “particular frameworks.” Jesenia also felt that MMs benefited from the opportunity to connect with others on a national level, strengthening the overall ecosystem, given that most organizing happens at the local level. Furthermore, through the cohort structure, leaders of smaller organizations and organizations at the margins of the movements could get noticed and build connections in a way that would be unlikely without that structure.

The cohort structure also has its limitations. The first limitation of the cohort model is the “exclusive” nature of the cohort experience, which sometimes created unintended tensions between MEV MMs and others who were not selected for MEV. There are many influential leaders who applied to MEV and who did not get in, just as there are many other leaders who could have benefited from involvement but who never found out about the program at all. One respondent described that this limitation inadvertently “made it seem like [MMs] are rockstars or special people.” This sense of competition for limited resources is exacerbated by the fact that MEV was “a cohort model promoted and built by a funder.” Finally, because funds are being concentrated among a select few, the impact of the intervention, at least initially, is deep rather than broad.

The second limitation of the cohort model was that each cohort needed to start from its own level-setting and relationship building process, which took time and protected space to develop. This made each cohort experience very unique and created some tensions between cohorts, as MMs sometimes felt misunderstood or judged by MMs of other cohorts. These dynamics sometimes interfered with the ability of MMs to build cross-cohort connections. One of the most common recommendations that MMs made to MEV, particularly once they became alumni, was that more effort should be put into strengthening and supporting connections between cohorts. In summer 2022 interviews, several alumni said that they viewed the lack of such a throughline to be a “missed opportunity” for the program and felt disappointed that more formal projects that crossed cohorts had not developed.

Despite these limitations, the intenseness of MEV's cohort structure can be credited for the development of unique and often life altering outcomes at the individual, organizational and movement level. There are many examples of strong and powerful intra- and inter-Cohort partnerships and collaborations, which will be discussed further in the chapters to come.

4. Outcomes for Individuals and Organizations

“MEV has been one of the most transformative, shaping, integrating, and powerful experiences in my life. It helped me to see that my full, authorized, and integrated self is what my work needs and helped me to stand more clearly in my identity.” – MEV Alumni

SPR’s final evaluation reports for each cohort have dedicated many pages to describing the ways that MEV has influenced MMs and their organizations. In this section, we summarize these outcomes at a high level, drawing from our final round of interviews, SPR’s final reports for each of the cohorts, and an alumni survey of MMs from Cohorts 1-4 that was administered in winter of 2021-2022. The alumni survey had an overall response rate of 80%.¹⁴ Data from this chapter comes from responses to the open-ended question, “What leadership and/or organizational breakthroughs did you experience as a result of your participation in MEV?” Survey responses were coded into themes related to individual and organizational outcomes, the most prevalent of which are presented in this chapter as percentages. Because the percentages represent responses to an open-ended question (rather than a close ended one), they should be interpreted as minimums. See [SPR’s Alumni Sunset Memo for more detail on the survey](#).

Individual Outcomes

Beyond the influence of relationships, which are discussed in the next chapter, MMs consistently report that MEV led to increases in their (1) leadership and clarity of purpose, (2) commitment to and ability to advance equity, and (3) commitment to and practice of self-care and healing.

Leadership and Clarity of Purpose

“It changed my life and my leadership.” - Sarah Curtiss, Cohort 4 MM and Co-Executive Director of Men as Peacemakers

Findings from the alumni survey revealed that the majority (62%) of MMs reported that the program helped them develop as leaders. It inspired them to apply for additional leadership opportunities, transition to more challenging and rewarding leadership roles, and step into and “own” their roles within the movements. In interviews, many MMs, largely women of color and TGNC leaders, shared the ways that MEV helped them to overcome imposter syndrome and to

¹⁴ Response rate by cohort: Cohort 1, 87%; Cohort 2, 83%; Cohort 3, 80%; and Cohort 4, 71%. Although the response rate was at or over 50% for all racial/ethnic/gender subgroups, it was lowest among those that identify as Hispanic/Latinx (54%) and Native American/Alaskan Native/Native Hawaiian (63%) and trans women (50%).

feel like they belong in leadership. One interviewee reported that they applied to MEV because they had seen the changes that it had created in a colleague that they knew, who they say went from “questioning their leadership and power” to exhibiting a “calm confidence.” As evidenced by the quotes below, this shift in confidence is often most salient and alive for MMs that have just finished the program.

“It made me have more confidence in my leadership. I think it made me realize my value within the space of movement and anti-violence work in projects, kind of the unique space that I hold. What my talents are, what my strengths are.”

– Cohort 5 MM

“I started [MEV] being a little bit mousey about my role. Unsure. Am I an ED? Am I the Director?... Very unclear in my role and I'm leaving being like, 'I'm a fucking ED.' I'm an ED and it's okay to make mistakes and I'm going to work at this organization for 10 years and then I'm going to think about a succession plan. So, I've got until 2028 and then I have to pass it on.” – Cohort 5 MM

“I think that in the past I have really struggled with my imposter syndrome, with whether or not I'm the right person for these different spaces that I find myself in. And I think that through the program I really have built a lot of confidence, and it has cemented the belief in my personal power and my voice and my experiences, that no matter what space I move into, I belong.” – Cohort 4 MM

“[Before] I was quite happy being small and invisible, and I was always behind the scenes. Like I was behind the camera and let everybody else kind of be the face of things. And now I know that I can't. And also I'm a lot more comfortable just putting it out there. That's really changed me.” – Cohort 3 MM

MMs who have had more distance from their MEV experience often recount that MEV helped them to clarify and name the deeper sense of purpose that animates their work, which in turn helped them to feel more sure-footed and stable in their leadership. This outcome of the program can be traced back to curricular elements focused on building Beloved Community that ask MMs to share their core values as human beings and what factors in their lives motivate them to engage in the work.

In some cases, clarity of purpose led MMs to leave their organizations in order to find a position that was more aligned with their purpose or a setting more conducive to personal growth. This was true of Alexis Flanagan who moved from her position in a mainstream domestic violence

organization to become the Co-Executive Director of Resonance Network, and also of Ariel Jacobson who became an independent consultant.

“If not for MEV, what would I probably be doing? I would probably be doing something not involved in movement and social change at all, because it was in MEV that I got the opportunity to actually feel and experience what I thought the movement was and what I thought the movement should be, which was very drastically different from what I was living and experiencing in the mainstream organizations that I had been a part of....But MEV helped me get to clarity that what I wanted, what I hoped for in the way I wanted to be doing work, how I wanted to be in the world, the values that mattered most to me, and that what I believed was possible was not naive.” – Alexis Flanagan, Cohort 3 MM and Co-Director, Resonance Network

“I remember very vividly Maura explaining,...sometimes when you're in these different spaces you are growing as a leader, you're growing your worldview... But it's like you're a plant that's in this pot, and you realize the pot's too small for you. And the soil is too rocky. At some point, you have to transplant yourself in order to grow more. And that's what I felt. I just felt I couldn't stay where I was because I was in a totally different place coming out of MEV.” – Ariel Jacobson, Cohort 3 MM and In(ter)dependent Consultant, Resonance Network & Collective Future Fund

Other leaders within MEV, particularly those that had positional authority within their organizations or existing connections to networks, used their new found sense of purpose to implement many of the ideas and concepts they learned in MEV. For instance, through her engagement with state coalitions, Nan Stoops felt an obligation to change the field, lift up the leadership of those most impacted, and “wake up” mainstream leaders to the need for change.

“Before MEV I would have never put out a call to my peers in coalition land to get together and talk about anything. And after MEV, I was like, “That's what I have to do. That's my role. That's why I was in MEV.” I feel like I got selected into it because I operate in this world of domestic violence, sexual assault, mainstream world. And I have an obligation now to take what I've learned, bring the relationships that I've been able to form to bear.” – Nan Stoops, Cohort 1 MM and Strategic Advisor at Washington State Coalition Against Domestic Violence

As will be described further in the organizational change outcomes section, these leaders often made dramatic changes to their organizations.

Comments on Enhanced Leadership from Alumni Survey

"I learned to receive deep support, ask for it, and understand I am worthy of it. I learned how to be in conflict; I sharpened and refined my conflict management tools during convenings and in-between coaching."

"I learned about myself in relation to others. I learned how to navigate this nonprofit field with a little less pain and a lot more clarity. I also learned that I am bigger and more capable than these structures will ever allow for. I grew tremendously as a person in this program."

"MEV allowed me to think bigger and to dream for a larger possibility for my work and life. I deeply benefitted from working with my coach, whose guidance changed my life and professional trajectory."

Commitment to and Ability to Advance Equity

"For me, growing up and working in mainstream organizations and being a mixed race person who accesses white privilege most often, I didn't have that driving [equity] analysis around me, but I did MEV, and I think it just changed the way I look at things, the way I partner with people, the way we generate programs, and the way we generate solutions."
 – Leiana Kinnicutt, Cohort 1 MM and Program Director of Children & Youth Program, Futures Without Violence

"I feel like I have such clarity about what I've learned through MEV, that it would be irresponsible not to take it forward." – Kelly Miller, Cohort 2 MM Collective Stewardship, Idaho Coalition Against Sexual and Domestic Violence

The second most commonly cited area of individual impact for MMs from Cohorts 1-4 was in their commitment to and ability to advance racial equity. Almost half of the respondents (44%) to our survey reported that as a result of their participation in MEV they began more intentionally integrating Racial Justice into their work. This included an increased focus on intersectionality and centering the needs of women of color in movement leadership. Approximately one third (31% of respondents) said that MEV expanded their understanding of how to practice anti-racism and how to interrogate deeply-rooted white supremacist practices. Alumni in Cohorts 2 and 3 felt this more keenly, while about a quarter of alumni in Cohort 4 and less than 10% of alumni in Cohort 1 noted advances in this area.

The variation of outcomes for Cohort 1 clearly reflects the increased focus on race and liberation that Cohort 2 advocated to become central to the program and the outcomes for

Cohort 4 may be because, as an all BIPOC cohort, they were engaged deeply in equity work prior to MEV. This influence was particularly powerful for white leaders in mainstream organizations, who came to understand their role differently than they had prior to MEV. The following quote from our Cohort 2 Final Report speaks to this.

"I feel like I am more often now deliberately taking an extra step back to create space for other voices because I recognize that I both have a lot of privilege [as an individual] and through my position. So there really are many reasons for me to take a step back, and then really recognize when I need to do the opposite and really step forward and take responsibility and take the lead. That also is one of my roles. That should not be the default." – Cohort 2 member

MEV also inspired BIPOC leaders to speak their truth within their organizations and demand something better, particularly as they connected their own experience to the experiences of BIPOC leaders throughout the movements. Trina Greene, Cohort 2 MM and MEV Facilitator, and Founder of Parenting for Liberation, speaks to the way that MEV mobilized her in the following quote.

"I no longer had to talk about racial inequities on the sidelines. I felt emboldened to...hold institutions that I was connected to accountable. Beyond just with my team, but to bring those conversations of inequity to leadership. In having these conversations at multiple levels, I realized that these questions that I've been asking aren't just personal reflections: rather this is happening throughout the movement for many Black and women of color leaders. So that emboldened me to raise questions. I challenged my inequity and white dominant culture within organizational culture. I transitioned out of several organizations, and in the process calling in organizations to ensure that they practiced what they preached. That internally, the organization was operationalizing its values within its organizational infrastructure." – Trina Greene, Cohort 2 MM and MEV Facilitator, and Founder, Parenting for Liberation

MEV's racial equity focus did more than influence people as individuals, it also influenced individuals (like Trina) to demand more of their organizations and the broader movements. This influence is discussed further in the section on organizational outcomes and in Chapter 4.

Comments on Shifts in Racial Equity Skills from Alumni Survey

“MEV helped solidify my shift fully into antiracist organizing as a core aspect of ending violence against women, girls, gender non-conforming individuals and non-binary folks.”

“I feel Cohort 2 helped shift the trajectory of MEV and supported deeper integration and affirmation of race equity, relationship building, and the messy but powerful work of Beloved Community in real, authentic ways. I also think we challenged some of the dominant culture habits and power dynamics that were more present in MEV earlier on.”

“MEV significantly changed my leadership for the better. I have a deeper understanding of how to bring intersectionality to life in how I lead and I am much more comfortable sitting with discomfort and talking about the role of white supremacy in everything.”

“Because of our Cohort's challenges around centering race I found myself focusing my energy on addressing racial dynamics and racial equity work in our movement. It's such intense work and I became curious about (maybe obsessed with) what we each need to be strong, centered and grounded in order to transform for liberation.”

“I learned so much about the habits of white supremacy and addressing systemic racism and it helped me to see the non-profit industrial complex and how white supremacy was “baked” into the system. I came out an entirely different person after that experience!”

Commitment to and Practice of Self-Care and Healing

The last major area where MEV MMs report significant individual-level impact is around their commitment to and practice of self-care and healing. A little over a third (34%) of respondents to the alumni survey reported that MEV had a lasting influence on their value for and commitment to physical and/or spiritual practice. This outcome is a powerful counterweight to the self-sacrifice and burnout so often characterizing leaders in social movements. Almost half of alumni in Cohort 1 reported this outcome, compared to about a third of alumni in Cohorts 2, 3, and 4.

ML Daniel (Cohort 3), who after completing MEV moved on to start her own organization called Spiritual Alchemy, came out of MEV with a clarity of vision for how central spiritual practice is for revitalizing and centering purpose within nonprofit spaces. She said,

“When all the systems around me seem like they are in disrepair and failure and collapse, what helps me hold my core and hold the vision and to... recognize that I have what is necessary to leap, irrespective of where I'm leaping into, is that I'm leaping with purpose, and that I will land somewhere that will serve the purpose. How do we help people begin

to cultivate that in a way that...sets them up for advancement, for a leap, for forward motion, for transformation. Everybody talks about transforming, but some folks need tools for that.... We need tools that connect us back to the very essence... What connects me to the purpose of why I'm here? What is it that allows for me to keep moving day after day, footstep after footstep... You can't white knuckle it forever. At some point, we have to get good footing.” – ML Daniel, Cohort 3 MM and Founder, Spiritual Alchemy

Several other MEV alumni have developed regular physical practice and continue to connect the source of that work back to the influence of Norma Wong. Beckie Masaki took the Tai Ji moves she learned from Norma and integrated them into the organizational and movement spaces that she worked in and has helped to support regular weekly practice over Zoom in the MEV community throughout the pandemic. Others, including Alexis Flanagan and Ed Heisler from Cohort 3, have become Zen Buddhist priests or practitioners and define this as the defining impact of their work with MEV.

“It wasn’t the rigor around intersectionality and racial equity and liberation that shifted fundamentally where I am. It was a spirit work, you know what I’m saying? It was that thread that really, really shifted where I am and where I think we are going.” – Alexis Flanagan, Cohort 3 MM and Co-Director, Resonance Network

As discussed further in Chapter 4, these spiritual and self-care practices were important glue for connecting MMs to one another and are central to the work of several organizations and groups that were “seeded” by MEV.

Comments about shifts in self-care and healing from Alumni Survey

“Realizing my spiritual self—healer, ceremony, spirit—didn't have to be separate from my executive directorship. All my work is driven by spirit, but MEV gave me opportunity to be with other directors of color to see there doesn't need to be a separation. [That] helped with wholeness and now I practice spirit/intuition in my work.”

“Healing justice was a breakthrough for me. Since then I have focused on learning more about the subject and I have integrated a healing justice component in my theoretical framework, practice, and organizational structure.”

“I believe MEV deepened my relationship to myself, and I became a more integrated human. It helped me reflect on my habits and more clearly see what was impeding some of my growth and how I was showing up in the world. And more than that, it helped me shift to greater consciousness, openness, generosity, and liberatory and transformative practices.”

“The biggest breakthrough for me was through the teachings of Norma Wong. Learning to develop my inner work practices, identifying and shaving away habits and recognizing that selfcare is a core competency and a leadership requirement transformed the way I do my work. It also led me to do new work that more closely aligned with my renewed sense of purpose.”

“Through coaching I discovered that being a nonprofit ED was too tight of a box for me, I'm more expansive and creative than that role. The concept of spaciousness and “I deserve to rest,” really rooting in Beloved Community, it was through MEV that I really understood the role of organizations and leaders in movement. I wouldn't have thought I could step away for 18 months, I got the courage to do this through MEV.”

Organizational Outcomes

The organizational outcomes that arose out of MEV are parallel to the individual outcomes, but were less common because not all of the MMs were in the position to make substantive changes to the organizations they were working in. When MMs had positional authority within their organizations, they sometimes made dramatic shifts to their organizational structure or strategies based on what they had learned at MEV. These MMs took advantage of the organizational coaching, organizational development grants, and their access to MEV coaches and facilitators to make significant changes in their organizations. In this section we highlight survey findings on organizational outcomes and provide in-depth profiles and examples from a few of the organizations that were influenced by MEV.

The organizational outcomes that were most common include (1) increased capacity and sustainability and (2) changes to policies and programs.

Increased Capacity and Sustainability

Movement Makers shared that MEV helped them build capacity and sustainability through organizational development support, resources, and increased visibility to funders and decision makers. This was particularly true for Cohorts 1 and 2 (around 50% of alumni described MEV's influence on their organizations), whereas about a quarter of alumni in Cohorts 3 and 4 mentioned this type of organizational change. The differences between cohorts may relate, at least in part, to the time intensive nature of organizational change. There simply has not been much time for Cohorts 3 and 4 to make these types of changes. Interviews over the years point to the particular importance of these types of supports for founder-led grassroots organizations with BIPOC leaders who otherwise can find it challenging to get the attention of funders or to access high quality coaching and professional support.

An example of this influence can be found in the work of Girls for Gender Equity, led by Joanne Smith of Cohort 1. [Girls for Gender Equity](#) “works intergenerationally, through a Black feminist lens, to center the leadership of girls and gender-expansive young people of color in reshaping culture and policy through advocacy, youth centered programming and narrative shift to achieve gender and Racial Justice.” Although Joanne acknowledges that there is no way to know how much of the organization's national profile can be attributed to her participation in MEV, she feels that MEV had an influence on the ability of the organization to take on such prominent levels of leadership. Below, Joanne tells the story of their work and how it was influenced by the MEV program.

Move to End Violence really shifted the trajectory of my life, my work, and my relationships in the work – it led us to further define how gender-based violence impacts young people and to see ourselves as an organization that is leading in the space. Not leading the entire space, obviously, but leading in the space because we are and have been at the forefront of preventing gender-based violence as we centered lives of Black girls and gender-expansive young people of color. So we've been able to do concrete work around prevention and educational narrative shift work to end sexual violence, from writing a book, doing participatory action research with youth, being in documentaries with Anita Hill, speaking out against R. Kelly, and other work that we've done with local and national partners. But we didn't necessarily see ourselves as a leading voice in the work until we were brought in to Move to End Violence. I think it had a lot to do with the kind of platform [MEV] was. It gave the nod to us and to others that we are a leading

voice that deserves to be heard. It boosted my confidence in my leadership, but it also created a space where we could be with other folks intergenerationally and in different areas of gender-based violence work....

[At the MEV convening], we created a mural on the wall, where folks plotted a timeline of work and shifts that have happened [in the movements to end violence]. This is in 2011... From Beckie Masaki, who founded the first Asian women's domestic violence shelter in the world or in the nation... to the government allocating funds through the [Violence Against Women Act]... to [us] being able to then locate ourselves on that journey. I remember that visceral feeling of like, "Oh, wow." GGE is not just this little prevention and education program. We've lent our voice and strategy to the culture and narrative shift that's informing the GBV movement.

For instance, for prevention to be added into government allocation of [Office on Violence Against Women] funds... That's a direct result of work that we consistently did and the way in which we framed it, and the way in which we armed folks to then go back and push back against what it means to be giving funding only to crisis intervention as opposed to prevention. Because [funding crisis only] just means we're in this cycle of never being able to fully interrupt violence. I will say that was the most profound moment for me because it was a trajectory shift, and it came at the right time for my growth.

[MEV] was also a soft place to land because the work had been so hard for so long. From it being painful work in practice and excruciating work when it comes to demonstrating impact and why we should be funded. So [MEV] opened doors for funding and made it easier for us to be seen and to articulate our role in the field. But also for me to learn. For me to learn organizational strategy and development. For me to be exposed to broader national and international work that's happening. To, again, locate ourselves in the work and face ways patriarchal violence impacted my life. For me to also offer additional opportunities to our young people and to our team and board when we were called on to present and show up at conferences and share our models and teach and train.

So it's really helped to open us up and build our confidence, particularly as a leader, that we're on the right path and doing the right thing. Although it's hard, nobody said it'd be easy, but it's right, and we're doing it well. We are respected.....

I grew up quickly over the last 10 years. Let's just say that. I made up for it, but when I think about how green I came in and naive to so many dynamics. Because I was so

inundated with building the organization and the day-to-day work that was happening and the on-the-ground work and being responsive to that while trying to build programming. [We did] not necessarily expect that we're going to be the ones to show up at the White House, or we're going to be the ones getting bills passed. We always expected to inform those things, but I didn't think we could make that kind of change. We thought we had to be a bigger machine to do that. To show up there and learn that you are part of that bigger machine, and here are your comrades. It looks different than an actual machine. It actually is a place of blessings and tears, and it is a place of trial and error and scarcity and abundance, but we must take care of each other as we work towards a shared horizon. That is how we work towards our Beloved Community.— Joanne Smith, Cohort 1 MM and Founder and Executive Director, Girls for Gender Equity

As noted in Joanne's story about the development of Girls for Gender Equity, MEV inspired Joanne to think bigger about the work of her organization (situating it within broader movements for social change), it "opened doors to funding that made it easier to be seen," and it provided the organization with opportunities to "present," share their "models, and to teach and to train." You can also see the ways that she took advantage of what was offered, leading her organization with vision and courage.

Comments on Organizational Change from Alumni Survey

"For me personally, and for [the organization] more broadly, the organizational development component of MEV was by far the most important. The OD work allowed [our organization] to think more deeply about its vision and its place in the world of social justice."

"MEV supported my organization in a transition from a primarily state-level coalition to a national movement building entity. MEV's support for our theory of change supported our eventual rebranding."

"The organizational development support and resources were instrumental in helping us move to the next level. It also gave me time to reflect and build networks with other movement folks."

"Through our MEV experience we have transformed this organization and the work we do. We moved toward decolonizing our personnel policies and standards; adopted innovative work practices moving toward building a work community (rather than a workplace); and interrogating our own white supremacy culture and then being explicit about our discoveries and commitments to change."

Changes in Policies and Programs

“The race equity work has been pivotal, both for me and for our organization in really deep ways. For me, it was the confluence of both the spiritual work and the race equity work that really has pushed my learning edges and our organization, and continues to.” – Kelly Miller, Cohort 2 MM and Collective Stewardship, Idaho Coalition Against Sexual and Domestic Violence

Just over one-third (36%) of MMs who responded to the survey said that MEV was influential at helping them develop specific programs and policies within their organizations. Some organizational leaders described how they were modeling self-care for their teams, and had instituted more liberal policies around time off. There were also programmatic changes that were engaged in by organizations in collaboration with other MMs, such as the creation of a toolkit for talking to girls about liberation. The most common areas where organizations completed work, however, were around the promotion of policies to support racial equity both in the structures of the organization and in their programmatic work. One powerful example of that is the work of Kelly Miller (Cohort 2) at the [Idaho Coalition Against Sexual and Domestic Violence](#) (Idaho Coalition).

Kelly has tapped into many aspects of MEV’s network and organizational supports to transform Idaho Coalition since her involvement in the program. She and Black, Brown and Indigenous staff and board have led dramatic shifts in programming, staffing and structures in order to center the perspectives of those most impacted by violence in the state. This effort was catalyzed by the awareness that Kelly gained through her engagement with MEV about what her role should be as a white leader and a “liberated gatekeeper” within her organization and her state. In keeping with this, at the close of her Cohort experience Kelly said,

“What we’ve done as an organization around race and equity has been really significant – centering, listening to, following, and investing in leadership in people of color in the organization.... Our hiring practices, our organizational culture, policies and practices are continually evolving to create the conditions for people to be whole and thrive.

“I thought I had this non-racist identity, but I had all the privileges of systemic racism and there was a lot more work for me to do. For me [my racial equity learning] was deeply personal, and it was my responsibility as an organizational leader with positional authority to have this organization make that same kind of shift...MEV took [my awareness] to a

much deeper level in terms of understanding power and privilege, and with that, [I have taken on] more responsibility to interrupt harm.”

Below are some of the core ways that Idaho Coalition has sought to become an anti-racist organization.

- **Shift in staffing.** Idaho Coalition diversified their staff by shifting their recruitment and hiring practices and is on a journey to transform their organization. Their staff now has many more Black, Brown and Indigenous, Trans and Queer leaders than it did before their involvement in MEV.
- **New Theory of Change.** In 2015-16, Idaho Coalition used MEV funding to engage an organizational development consultant to help them develop a theory of change. That theory of change made it clear that the organization sees gender violence as connected to and supported by systemic oppression. They became explicit about prioritizing communities most impacted by gender violence and oppression.
- **Shift in organizational structure.** After shifting their theory of change, they realized that they needed to shift their organizational structure and culture in order to actualize their goals. Thus, they’ve worked to minimize hierarchy and to make salaries more equitable and transparent. They have also moved to a Collective Stewardship, Co-Directorship structure, with three directors. Kelly shares leadership with tai simpson, a member of the Nez Perce tribe and Black organizer and storyteller who is also a member of Cohort 5, and Micaela Ríos Anguiano who is Latinx and a healer.
- **Become a fiscal sponsor for grassroots groups.** Idaho Coalition is now the fiscal sponsor for Black Liberation Collective, PODER, Immigration Justice Idaho and other groups that are rooted in the communities most impacted by gender-based violence in Idaho.

In addition, in 2020, Idaho Coalition signed on to the “Moment of Truth” statement in response to the killing of George Floyd, which was signed by 47 state coalitions in all. The statement, which appears in Chapter 4, calls sexual assault and domestic violence coalitions into account for the ways that white leadership has failed BIPOC survivors, leaders, organizations and movements. Idaho Coalition is also taking steps to become an abolition organization, though they have not officially taken that stance.

The changes that Idaho Coalition has made and the stances that they have taken are incredibly brave given the rural and conservative nature of the state that they work in. The Idaho Coalition has faced considerable opposition, including resignations from board members, staff, and

member organizations. They have had funding pulled by law enforcement partners in the state, some of whom have also severed relations with them, and are currently under a politically-motivated IRS audit. It is most important to understand that it is not the attacks against the organization that are most frightening, it is the opposition directed at Black, Brown and Indigenous, Trans and Queer, staff, including intimidation, such as death threats. Kelly described that “we went through some really challenging times over the last seven years.” She said, “In Idaho, we still have a long way to go. It is a really conservative state.”

Kelly was clear that Idaho Coalition is still evolving, learning how to embody being an anti-racist organization, how to create the conditions in a nonprofit container for Black, Brown and Indigenous people to be whole and thrive, and how to meaningfully center the communities most impacted by violence. She knows that she has made a lot of mistakes and learned a lot along the way, but at the same time the organization has come a long way because of her MEV experience. She said,

“My transformation and our organizational transformation wouldn't have happened [without MEV] because I wouldn't have been introduced to the human-centered ideas, like sitting in a circle, storytelling, really valuing the wholeness of the human beings. I mean, none of this work that's generated now would've happened without MEV, there's no doubt about that. I was a different person and I think my MEV experience was what, 2014, does that sound right? I think we started in 2013. So it's like eight to nine years. I'm a different person. So I think from that end, any of the work that the Idaho Coalition is doing right now is just so wildly different, wildly different [because of MEV]. I mean, I have a different worldview, I just see things differently. The ways I move through the world and continue to be open to evolving are different.” – Kelly Miller, Cohort 2 MM and Co-Executive Director, Idaho Coalition Against Sexual and Domestic Violence

Another example of shifts within mainstream movement organizations is the changes that happened at ValorUS, formerly known as the California Coalition Against Sexual Violence (CALCASA). VALOR is connected to MEV through MM David S. Lee (Cohort 3). It has made significant shifts in its approach that were inspired and supported by MEV. One of these is a shift in its thinking about the domestic violence field's historic reliance on incarceration as a strategy for addressing violence. David described that through his MEV networks, his organization was connected with abolitionist thinkers and has taken a stronger stand on criminalization. He said:

"MEV and related activities such as Liquefy brought us together with abolitionist thinkers. I remember a meeting in Berkeley, in particular, with people such as Beth Richie and Mimi Kim, that pushed us to think about what our relationship to abolitionist thinking is. At this time, I still do not believe that we are an abolitionist organization, but we are an organization that gives voice to abolitionist thinking. With the support of MEV, we really articulated that criminalization will not end sexual violence. That's really guiding our work."
– David S. Lee, Cohort 3 MM and Deputy Director of ValorUS

The other significant shift for the organization was its rebranding from CALCASA to ValorUS, which emphasized that sexual violence is an outcome of inequity. David described:

"Another transformation for us was our name change, in March of 2021, from the California Coalition Against Sexual Assault to ValorUS – we call ourselves VALOR. That was totally a huge change that shifted our paradigm from having a mission addressing sexual violence, to recognizing that our work was about advancing equity, and sexual violence is an outcome of the inequities as opposed to just being that silo before of we're just doing sexual violence work. Our tagline is now advancing equity, ending sexual violence." – David S. Lee, Cohort 3 MM and Deputy Director of ValorUS

4. Network and Movement Outcomes

“I think [one theme arising from MEV] is just how much we set on the power of connection. I think across cohorts and whatnot, the notion that connections and relationships could get us through. I hope that’s a theme that’s come across [in the final analysis.] I mean certainly for me, it has been a powerful part of it. And I think it is part of what allows transformation to happen.” – Jackie Payne, Former Director of MEV and Current Executive Director of Galvanize U.S.A.

One of the overarching goals of MEV was to help build a critical mass within the movements to end gender-based violence. In her book, “How Change Happens: Why Some Social Movements Succeed While Others Don’t,”¹⁵ Leslie Crutchfield describes how effective “leaderful” movements consist of coalitions of like-minded organizations and other “adversarial allies” at the “margins” of the movement and are driven by the vision and voices of those who are most impacted by the problem to be solved. By bringing together leaders from diverse fields, MEV sought to foster and support partnerships that might not otherwise exist, seed work in new areas, and revitalize existing collaborations. While networks alone cannot be considered social movements, social movements need networks to catalyze and create change. Networks contribute to social change movements in a range of ways, from building linkages and connections with the broader movement and deepening agreement and alignment on key issues.¹⁶

In this chapter, we present findings on shifts in MEV relationships, partnerships and connections over time. We then highlight some in-depth examples of collaborative projects that have been seeded by MEV and conclude with a discussion of the ways that MEV has informed movement-level change.

¹⁵ Crutchfield, Leslie (2018). *How Change Happens: Why Some Social Movements Succeed While Others Don’t*.

¹⁶ Katcher (2010) lists the following six roles of a movement network in social movements: 1) build linkages and connections with a broader movement; 2) deepen agreement on a shared political frame; 3) coordinate efforts, take joint action, and disseminate information about what works; 4) marshal and increase resources and capacity; 5) cultivate new leaders and build their identity as part of the movement; and 6) identify and fill gaps in the movement’s capacity to win in (see “[Unstill Waters: The Fluid Role of Networks in Social Movements](#).” *Nonprofit Quarterly*. pp. 52-59).

The Power of Relationships

“One significant thing that I learned [from MEV] is that...relationships are so critical to doing effective and transformative work. To this day, I understand and am grateful to have witnessed the power of relationships, and to have both personally benefited from relationships that I formed and to have seen the tactical importance of relationship building.. That was one gigantic learning for me.” – Puja Dhawan, Former Director of the Initiative to End Violence Against Girls and Women, NoVo Foundation

Relationship building, as a central component of MEV’s theory of change, is reflected not only in the cohort structure of MEV, but in the curriculum and pacing of the program. MEV invests in relationship building between diverse movement leaders, in part, to bridge ideological, political, and strategic differences that can result in movements working at cross purposes. The focus on relationship building, storytelling, joy and laughter is also a strategy for promoting healing and transformation. Towards this end, as described in Chapter 2, MEV allocates a considerable amount of time for cohort members to get to know one another as whole people in order to build mutual understanding, surface shared values, and identify common purpose.

In our alumni survey, we asked, “What movement collaborations or partnerships (if any) became possible as a result of your participation in MEV?” In response to this question, almost half (45%) of survey respondents reported that they maintained deep relationships with their fellow MMs after their participation in MEV. Approximately half of MMs in Cohorts 1, 3, and 4 reported strong relationships, versus around one third of alumni in Cohort 2. It is possible that Cohort 2 MMs report forming fewer strong relationships than other cohorts because they were the only cohort that did not dedicate their first meeting to building Beloved Community.

In interviews, MMs reported that relationships formed through MEV are uniquely strong. One of the common themes that runs through the interviews is the ways that some of the relationships have transcended professional ties to become “chosen family.” Below are some examples.

“MEV changed the trajectory of my personal and professional life, entirely. And so,... I won't say all of my relationships, but the vast majority of my deepest, most meaningful professional relationships and many of my personal relationships at this point can be traced back to relationships I've built in some way through MEV. So, it's hard to overstate.” – Ariel Jacobson, Cohort 3 MM and In(ter)dependent Consultant, Resonance Network & Collective Future Fund

“The relationships that came out of the Move to End Violence experience are nothing short of remarkable and actually life changing for me in pretty significant and deep ways...It's the quality of these relationships... they can't be quantified. It's deeply meaningful... This community has been everything for me, especially in a place like Idaho, I knew that I was never alone, that I always had people I could reach out to when things got hard and people I'm accountable to too, folks like ML and Monica. They gave so much to me and my own learning that I carry that kind of deep responsibility to take it forward.” – Kelly Miller, Cohort 2 MM and Collective Stewardship, Idaho Coalition Against Sexual and Domestic Violence

“I have developed a tremendous number of relationships out of my cohort. I can't say that I knew anybody going into the cohort professionally or personally, so to now sit here seven years post-2015, and to have tremendous relationships across the cohort, as well as relationships with members from other cohorts, seems fairly rich to me.... I would daresay that the relationships I have created in MEV, especially the close relationships I have created in MEV, there was a mutuality of respect, of purpose, of vision. There's just a level of honesty around our relationships that I just can't describe, which is really pretty lovely actually.” – ML Daniel, Cohort 3 MM and Founder, Spiritual Alchemy

“I really have had meaningful relationships with folks who have quite literally become chosen family to me... MEV really has given me so many relationships that felt like instant family, where people were having the same struggle, where people were having the same insecurity, where people were having the same dreams and the same values. Living in a rural community, where I live, that is really not accessible to me.” – Sarah Curtiss, Cohort 4 MM and Co-Executive Director of Men as Peacemakers

“The [relationships] that I made at MEV, we have substantive relationships. You know? We know about each other's lives. We know about each other's children, our personal lives, those type of things. You know? So I feel like they're going to be lifelong connections for me.” – Monique Tú Nguyen, Cohort 4 MM and Former Executive Director, Matahari Women's Worker's Center

Interviewees noted ways that they received support from their fellow MMs in large and small ways. The described informal “check-in” calls between executive directors where they could provide peer coaching to one another around a personnel issue, organizational policies, or how to support a “liberated administration.” They described checking in with one another when they were stuck on a challenge in their life that was personal or professional. Movement

Makers also reported that their fellow MMs rallied around them when they faced personal challenges, such as an accident, illness, or the loss of a family member.

MEV Network

The evaluation has captured the shifting relationships in the MEV network through Social Network Analysis (SNA) surveys that were administered at the beginning and end of each cohort cycle. SPR collected social networking information on Movement Makers' informal exchanges and formal collaborations over time. Informal exchanges included sharing information on events, campaigns, and program services, as well as trading notes on strategies and best practices. Formal collaborations included participating in the same coalition or network, presenting at summits and conferences together, or working on advocacy efforts. Social network maps showing cross-cohort connections over MEV's 10-year trajectory are shown in Exhibit 2. These maps show what the network looked like in 2013, 2017, and 2021/22. The final "All Cohort All Connections" map is included in Exhibits 2 and 4, along with a key for locating individuals on the map. "All connections" includes informal exchanges and formal collaborations. See Appendix C for the informal and formal connections all cohort maps. All maps include both Movement Makers who responded to the surveys and those who did not.

The 2022 maps are color coded by cohort, so clusters of dots of the same color show intra-cohort relationships, while a mixing of different colored dots shows inter-cohort relationships. As illustrated in the 2022 maps, Cohorts 1, 2, and 3 appear more integrated and interconnected with each other than they are with Cohorts 4 and 5. This is supported by the qualitative data, as many MMs from Cohorts 1, 2, and 3 said that they felt less connected to Cohorts 4 and 5 and had fewer opportunities to interact with them. Likewise, Movement Makers from Cohorts 4 and 5 noted that they had few relationships with MMs from other cohorts.

One reason for this may be due to the number and strength of relationships among cohort members at the beginning of their cohort experience. Cohort 4 began their MEV experience with fewer connections to one another or to alumni than did any previous cohort and, although their ties with one another were strengthened through their participation in MEV, they remained the least connected cohort. Similarly, Movement Makers in Cohort 5, while fairly well-connected to each other, are less connected to MMs in other cohorts in part because they have had less time to develop those relationships.

In addition to the baseline connections between the cohorts, cross-cohort relationships between Cohorts 1-3 and Cohorts 4-5 were likely significantly inhibited by the pandemic. Cohort 4 concluded their experience in October 2019, four months before the onset of the pandemic, and Cohort 5 began their experience in December 2020. Opportunities to collaborate, for instance through conferences or other meetings, were thus halted. This may

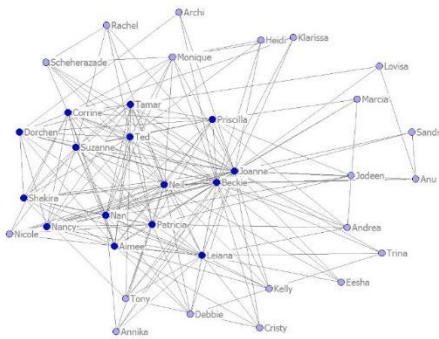
have influenced the ability of Cohort 4 to solidify their relationships with one another and to form relationships with MMs of other cohorts.

At the base of the “All Cohort Connections Map” are key bridgers for the network. A “bridger” is someone who connects two different groups in a social network; they are not necessarily the MMs with the most connections.¹⁷ As described in Exhibit 4, key bridgers include members from Cohorts 1, 3, 4, and 5. Two key bridgers are Aimee Thompson (Cohort 1) and Alexis Flanagan (Cohort 3), the Co-Directors of Resonance Network, a network built by MEV alumni (discussed further in the next section). In the case of Cohorts 4 and 5, these are folks who are essential for linking their fellow cohort members to the larger MEV network: if they were removed from the network then the Cohort 4 “cluster” or Cohort 5 “cluster” might become disconnected from the overall MEV network.

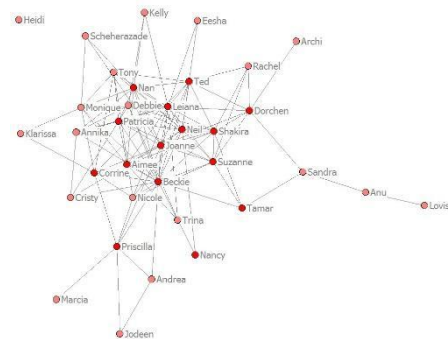
¹⁷ The closer MMs appear to the center of the network, the more connections they have.

Exhibit 2: Cross-Cohort Connections Across MEV's 10-year Trajectory

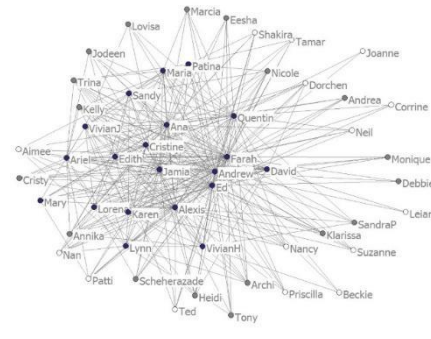
Informal Exchanges Between Cohorts 1 – 2 (April 2013)



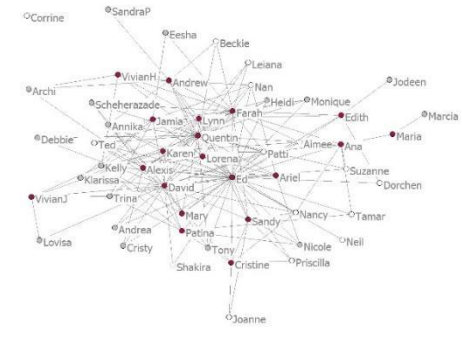
Formal Exchanges Between Cohorts 1 – 2 (April 2013)



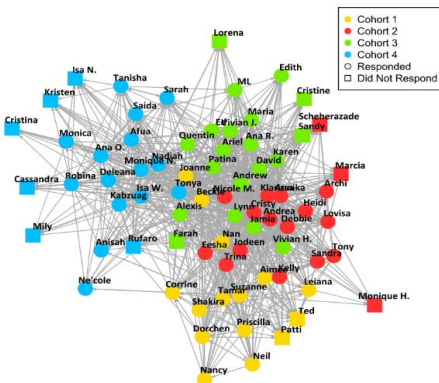
Informal Exchanges Between Cohorts 1 – 3 (Spring 2017)



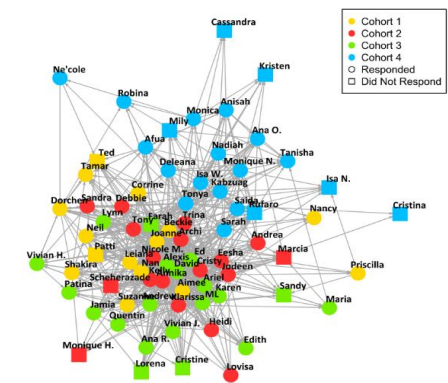
Formal Exchanges Between Cohorts 1 – 3 (Spring 2017)



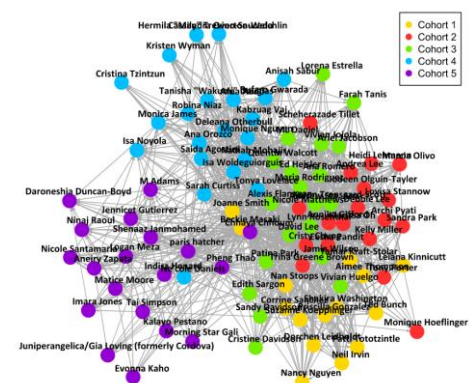
Informal Exchanges Between Cohorts 1 – 4 (Winter 2022)



Formal Exchanges Between Cohorts 1 – 4 (Winter 2022)



Informal Exchanges Between Cohorts 1 – 5 (Winter & Fall 2022)



Formal Exchanges Between Cohorts 1 – 5 (Winter & Fall 2022)

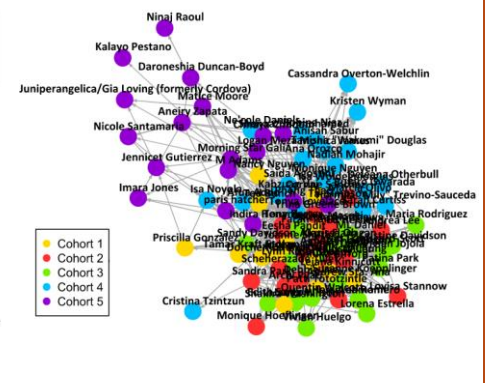
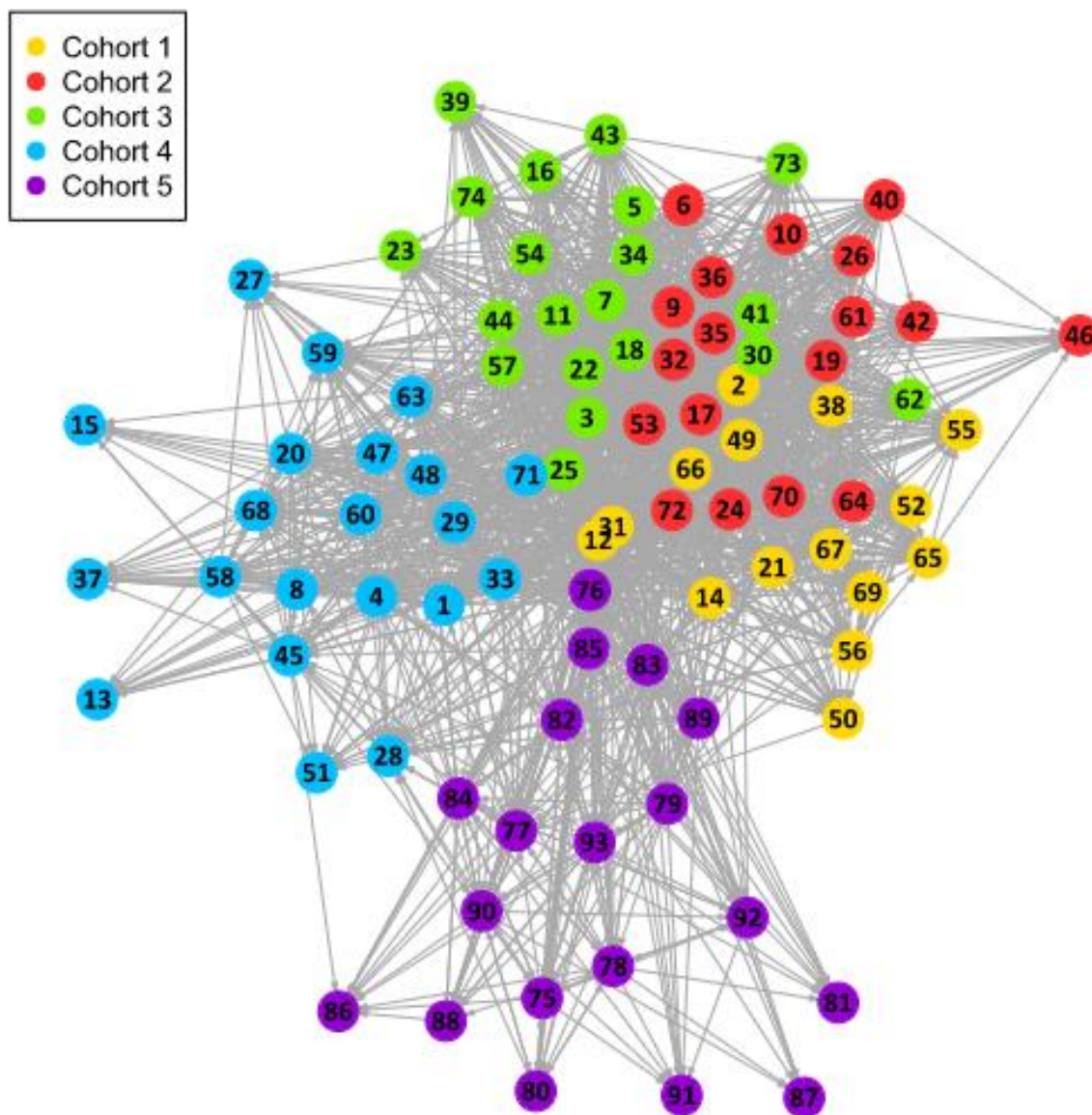


Exhibit 3: Movement Member Codes for SNA Map

ID	MOVEMENT MAKER	ID	MOVEMENT MAKER	ID	MOVEMENT MAKER
1	Afua Addo	32	Jodeen Olguin-Tayler	63	Sarah Curtiss
2	Aimee Thompson	33	Kabzuag Vaj	64	Scheherazade Tillet
3	Alexis Flanagan	34	Karen Tronsgard-Scott	65	Shakira Washington
4	Ana Orozco	35	Kelly Miller	66	Suzanne Koepplinger
5	Ana Romero	36	Klarissa Oh	67	Tamar Kraft-Stolar
6	Andrea Lee	37	Kristen Wyman	68	Wakumi Douglas
7	Andrew Sta. Ana	38	Leiana Kinnicutt	69	Ted Bunch
8	Anisah Sabur	39	Lorena Estrella	70	Tony Porter
9	Annika Gifford	40	Lovisa Stannow	71	Tonya Lovelace
10	Archi Pyati	41	Lynn Rosenthal	72	Trina Greene
11	Ariel Jacobson	42	Marcia Olivo	73	Vivian Huelgo
12	Beckie Masaki	43	Maria Rodriguez	74	Vivian Jojola
13	Cassandra Overton-Welchlin	44	ML Daniel	75	Aneiry Zapata
14	Corrine Sanchez	45	Monica James	76	Chhaya Chhoum
15	Cristina Tzintzun	46	Monique Hoeflinger	77	M Adams
16	Cristine Davidson	47	Monique Tú Nguyen	78	Matice Moore
17	Cristy Chung	48	Nadiyah Mohajir	79	Morning Star Gali
18	David Lee	49	Nan Stoops	80	Nicole Santamaria
19	Debbie Lee	50	Nancy Nguyen	81	Ninaj Raoul

20	Deleana Otherbull	51	Ne'cole Daniels	82	paris hatcher
21	Dorchen Leidholdt	52	Neil Irvin	83	Pheng Thao
22	Ed Heisler	53	Nicole Matthews	84	Shenaaz Janmohamed
23	Edith Sargon	54	Patina Park	85	tai simpson
24	Eesha Pandit	55	Patti Tototzintle	86	Daroneshia Duncan-Boyd
25	Farah Tanis	56	Priscilla Gonzalez	87	Evonné Kaho
26	Heidi Lehmann	57	Quentin Walcott	88	Imara Jones
27	Mily Treviño-Sauceda	58	Robina Niaz	89	Indira Henard
28	Isa Noyola	59	Rufaro Gwarada	90	Jennicet Gutierrez
29	Isa Woldeguiorguis	60	Saida Agostini	91	Gia Loving
30	Jamia Wilson	61	Sandra Park	92	Kalayo Pestaño
31	Joanne Smith	62	Sandy Davidson	93	Logan Meza

Exhibit 4: Final All Connections SNA Map



Key Network Bridgers (C1=3, C2=0, C3=2, C4=2, C5=3)

2 – Aimee Thompson – Cohort 1

3 – Alexis Flanagan – Cohort 3

12 – Beckie Masaki – Cohort 1

22 – Ed Heisler – Cohort 3

31 – Joanne Smith – Cohort 1

48 – Nadiyah Mohajir – Cohort 4

71 – Tonya Lovelace – Cohort 4

76 – Chhaya Chhoum – Cohort 5

82 – paris hatcher – Cohort 5

83 – Pheng Thao – Cohort 5

When it comes to cross-cohort relationships, several MMs from Cohorts 1-3 said that they felt that MEV's efforts to actively support cross-cohort relationship building decreased after the close of Cohort 3. For instance, they said that the regional trainings, such as the Racial Equity and Liberation regional trainings, that were held during Cohort 3 were valuable for supporting cross cohort collaboration. Several MMs seemed to be unaware that MEV hosted cross-cohort regional workshops during Cohort 4 and expressed disappointment that these did not continue. These MMs wished that MEV had done more to strengthen cross-cohort connections with Cohort 4 and 5 and identified this as a missed opportunity.

One interesting change in MMs' relationships over time is a shift from stronger and more frequent informal exchanges to stronger and more frequent formal collaborations. This likely illustrates the ways that relationships that started out as informal connections blossomed into formal collaborations over time.

Meaningful Partnerships and Collaborations

"We're standing facing the side of the mountain and we're looking at the horizon [where] all of our visions can coexist. We're all moving in the same direction, but we don't all have to be doing the same thing."— Trina Greene, Cohort 2 MM, MEV Facilitator and Founder, Parenting for Liberation

One of the desired outcomes for MEV was a to build an "aligned movement," including "a unified and directional vision for the future of the movement" and "a shared critical analysis with intersectional and aligned approach." There certainly has been progress towards this goal as MMs have mobilized around Racial Justice, Gender Justice, Healing Justice, Language Justice, and other frameworks seeking to break down oppressive systems. At the same time, MEV has transitioned away from the view that there should be a single gender-based violence movement, instead embracing a vision, like that shared by Trina in the quote above, of multiple movements that are headed in the same general direction-- towards liberation.

In keeping with this view, there are multiple diverse collaborations and partnerships that have arisen or have been "seeded" from MEV. In this section we provide some in-depth descriptions of the collaborative endeavors that were most frequently identified in our alumni survey and interviews. These are larger projects or collaborative endeavors that are built by MEV MMs and that build on or were to some degree inspired by the MEV core curriculum.

MEV Alumni-Led Networks

"I've been connected to Resonance Network, which has solidified and created resources and infrastructure for me to continue exploring [MEV] collaborations and partnerships in a much deeper way... I would say most of the touch points that I have now with folks from MEV, are routed through Resonance." – Ariel Jacobson, Cohort 3 MM and In(ter)dependent Consultant, Resonance Network & Collective Future Fund

Movement Makers from Cohorts 1 and 2 ended their cohort experiences with a desire to collaborate on projects with one another. In partnership with NoVo Foundation, they created an Alumni Collaborative Fund. The overall goal of the fund was to (1) launch a network to support sustained engagement of MEV members, alumni and allies; (2) build power at the margins of the movements; and (3) engage mainstream domestic violence and sexual assault coalition groups to broaden their work beyond service models. The fund led to the development of Resonance Network and Liquefy, which were alumni-led networks that sought to reach beyond MEV. Many of the ideas that fueled the work of the alumni networks were incubated in the MEV practice space, but the networks took on a life of their own, generating and incubating new and unrelated threads of work.

Resonance Network

The Resonance Network is an infrastructure for supporting ongoing collaboration, which aims to "connect people who are building a world beyond violence" through "relationships building," "centering the experience of Black, Brown and Indigenous womxn, femmes, and QTPOC folks," and "storytelling." Resonance's network includes many MEV alumni and also includes likeminded collaborators and allies who have never engaged in MEV. The overall Resonance Network includes at least 3000 members. Resonance Network is led by Aimee Thompson (Cohort 1) and Alexis Flanagan (Cohort 3), who as discussed in the previous section are key bridgers in the MEV network. The following are some vehicles through which Resonance Network has supported collaboration among MMs.

- **Workshopping the Worldview.** These are a series of virtual and in person workshops to envision a world beyond power structures that normalize violence, where people connect through relationship, song, art and storytelling. These workshops have been facilitated by ML Daniel (Cohort 3) and Norma Wong, among others. ML Daniel said that these workshops have "helped shape many people's view of what's possible and allowed people space to dream about what can and should be."
- **WeGovern.** This is a learning community around governance in social movements focused on creating norms, rules, structures and systems that support well-being,

dignity, respect and agency of the most vulnerable. It is a cohort of folks that are supporting one another to build governance practices and systems in organizations that reflect their values.

- **Seed funding for projects through Innovation Fund.** Resonance Network, via its Innovation Fund, has supported many emerging projects, which then move off to become independent work. One example of this is its support for the first sacred space workshop and spiritual midwifery circle of healing and spirit practitioners, which was the origin of ML Daniel's (Cohort 3) Spiritual Alchemy work (described further below). Another example is their provision of seed money for Trina Greene's (Cohort 2) Parenting for Liberation podcast and subsequent book (described further below), which led to the development of her organization.
- **Mending the Arc.** This is another thread of work that engages Norma Wong, that is focused on "seven generation storytelling," and about how storytelling can help to shape strategy for creating a better future.

Resonance Network has been a launch pad for MEV MMs to collaborate, innovate and create. In SPR's alumni survey, 17 (44%) of the 39 MMs who filled in optional information on their connections indicated that they had been connected to one another through a Resonance related project.¹⁸¹⁹ Resonance Network was described by Nan Stoops (Cohort 1) as having the most potential to continue linking MEV MMs with one another moving into the future.

Liquefy

Liquefy, led by Nan Stoops (Cohort 1), emerged from the engaging the mainstream work that was funded by Novo Foundation independently and as a project of Resonance Network. In 2015 alone, Liquefy (then Engaging the Mainstream) engaged mainstream coalitions and allies in 10 meetings. In that year, 90 individuals representing 32 organizations and 26 states were engaged in MEV related content, including discussions about leadership and power shifting, Racial Justice, transformative self-care, and margins-to-center strategies. One large thread of work within the engagement with coalitions was around alternatives to criminalization and incarceration when addressing domestic violence. Another strong focus was on how to center

¹⁸ 59 MMs responded to the SNA survey but only 39 filled in the optional fields related to how they were collaborating.

¹⁹ Of those connected through Resonance Network: 6 were from Cohort 1; 3 were from Cohort 2; 6 were from Cohort 3; and 2 were from Cohort 4. Members of Cohort 5 did not complete the survey.

the leadership of those most impacted by violence. As is true of Resonance Network, many of Liquefy's workshops were facilitated by Norma Wong.²⁰

"I think about Nan, my God. Nan just has...invited all the coalitions into the MEV experience for the most part, whether they had an active member or not. They've all gotten some MEV exposure and some MEV teachings. I think about the forward stance that Norma brought in. How do you engage in a forward stance, that 60/40 stance? And almost every coalition can talk to you about forward stance. They have all been exposed to 10-step Tai Ji at some point, too." – ML Daniel, Cohort 3 MM and Founder, Spiritual Alchemy

Liquefy's engagement with the coalitions set the groundwork for the "Moment of Truth" statement that was signed on to by coalitions after George Floyd's murder, and that is shared later in this chapter.

Nan Stoops (Cohort 1) and Kelly Miller (Cohort 2) are continuing to engage the state coalitions in collective work, including an emerging project focused on lifting up the stories of those that identify as BIPOC, TGNC, and Queer. They have 22-23 state coalitions that will be participating and it will be led by Vanessa Timmons, who is the Executive Director of the Oregon Coalition Against Domestic and Sexual Violence, and also who Kelly describes as "a storyteller, healer, and shaman."

Spiritual Alchemy

Another project that is linked to or inspired by the work of MEV is [Spiritual Alchemy](#), a project led by ML Daniel (Cohort 3). Spiritual Alchemy's goal is to empower "organizations and individuals to rediscover, embrace, and activate spirituality." They offer sacred space circles, retreat spaces, workshops, facilitation, and coaching. Below, ML shares how the project emerged from her work with MEV.

"[The MEV] relationships have shaped much of the work that I do currently, which is spirit-based work in movement spaces [focused on] how do we reconnect to the very essence of who we are as people and how do we center spirit to reclaim that place of wholeness out of which any anti-violence movement should be moving.... I think that part of the work that came out of MEV for me really has shaped Spiritual Alchemy. Spiritual Alchemy was birthed out of MEV in that it was the response to [me] being in a room with such brilliant individuals who felt like they were in need of spiritual recovery. [The piece on spiritual recovery] was

²⁰ Content informed by: Engaging the Mainstream Final Report (2016). Lewis-Charp, H., Berman, D., Bollela, A., and Sinicrope, C.

the piece that was missing in [MEV] in many regards. [It raised questions for me] of how do we begin to nurture the most brilliant among us who are doing all that wonderful work? How do we nurture the very spirit that brought them into the work? How do we allow and create spaciousness for that to happen in such a way that allows for them to remain in the work and for the work to be sustainable?" – ML Daniel, Cohort 3 MM and Founder, Spiritual Alchemy

The work of Spiritual Alchemy was cited by many MMs, who had engaged in sacred circles, or engaged ML to help facilitate events. In the alumni partnership survey, 9 (23%) of the 39 MMs who filled in optional information on their connections indicated that they had participated in one of ML's spirit space gatherings.²¹ Sarah Curtiss, Cohort 4 MM and Co-Executive Director of Men as Peacemakers, described how she hired ML to do reset work with her staff when they returned to the office and is currently writing a grant with her to support healing and spirit work. Kelly Miller, Cohort 2 MM and Collective Stewardship, Idaho Coalition Against Sexual and Domestic Violence, also described how she asked ML to facilitate a day long "pre-conference" day on spirituality and social movements that was well attended.

Parenting for Liberation

Parenting for Liberation is an organization founded by Trina Greene, Cohort 2 MM and MEV Facilitator, in order to connect, inspire and uplift Black families through liberated parenting. It is a "virtual community that connects, inspires, and uplifts Black folks as they navigate and negotiate raising Black children within the social and political context of the U.S." As part of her MEV experience, as a MM and as a Facilitator, Trina identified her desire to practice liberation in all aspects of her life. Below is her story, in her own words, about the relationships and networks that helped her to define her vision and to make it a reality.

For a while, I had been wrestling with the idea of how to intentionally practice liberation in my intimate relationships, in particular with my children. And there's a pivotal moment within MEV, when I was a faculty during Cohort 3 and Monica Dennis was facilitating [the convening] in South Africa. She posed this question, "What would you do if you were 10 times bolder?" Again, I had been ruminating on how do I practice liberation in my parenting, so... when she asked that, I said, "If I were 10 times bolder, I would, parent for liberation." There had been so much inspiration for the statement – it was a clarion call to myself, a commitment. I felt once I said it aloud, it grabbed ahold of me. I remember coming

²¹ The nine people who highlighted Spiritual Alchemy or ML's work on spirit include: 2 from Cohort 1; 3 from Cohort 2; 3 from Cohort 3; and 1 from Cohort 4.

back and beginning exploring the question, what does it mean to parent for liberation.... I began asking Black parents. I started a podcast. It became my passion project.

About 6 months later, Resonance launched the Innovation Fund and I applied...to take the podcast and bring it to life through an in-person gathering on Black Friday. I also took the podcast episodes and made a workbook... because I feel like these stories [from]...Black parents are teaching the way. I...created this book that was about 30 pages [and hosted] a whole event that...brought Black families together. [It was a] beautiful event and it was the beginning of the organization... 3 years later, I did a collaborative MOVE grant with Jamia Wilson who participated in Cohort 3 and she was also the Executive Director at Feminist Press. I gave her the copy of the workbook that I printed with my Innovation Fund grant... We pitched it and [Feminist Press agreed to publish it]. That book came out... Juneteenth 2020...Now there's a book and a podcast and a whole organization. Fast forward, Juneteenth, 2022, this year, Parenting for Liberation announced its first Black Parent Innovation Fund. We will be offering Black parents an opportunity to present an idea, to pitch it, [and] to get funds.... From my Innovation Fund grant, look at what I've been able to build? I can only imagine what Black parents are going to be able to build with their own ingenuity and creativity.

Through MEV, I was able to make these connections to folks who saw the potential of my idea and of my brilliance. And I was able to collaborate and partner with folks. It's been pretty amazing. I think it's really about how you build relationships, connect with other people, see yourself in their vision and invite other people into your vision so they can see it with you."

In the alumni survey, 5 (13%) MMs of the 39 that filled in the optional information on partnerships indicated that they had collaborated with Trina on her Parenting for Liberation work.²²

Another important part of Trina's work with her organization is the way that she has sought to operationalize the values of equity in Parenting for Liberation's mission statement and in the work of the organization. For instance, she has a healing justice coordinator on her staff who offers Healing Justice to Black parents in order to support them to be healthy, whole and liberated. They host regular Community Care circles that bring together Black parents to reset and recharge. They also have a Care for Caregivers Fund, where parents can apply to get one-

²² The 5 people who mentioned the work of Parenting for Liberation include: 2 from Cohort 1; 2 from Cohort 2; and 1 from Cohort 4.

on-one healing sessions. She said that these attributes of her organizational approach were “made possible” by MEV.

Collaboration Between A Long Walk Home and MIWSAC

An inspiring collaboration to come out of MEV, which was raised by multiple people who were interviewed, is the collaboration of Scheherazade Tillet (Cohort 2) of [A Long Walk Home](#) and Nicole Matthews (Cohort 2) of [Minnesota Indian Women’s Sexual Assault Coalition](#). The two MMs collaborated on a project to raise the visibility of Black and Indigenous girls who are murdered and missing. Through art and discussion, Black and Indigenous girls have an opportunity build awareness about the ways in which the experiences of Black and Indigenous people in the U.S. are similar and distinct. Now every year when Nicole Matthews’ organization helps to organize the March to Raise the Visibility of Missing and Murdered Indigenous Women and Girls, Scheherazade brings a group of the Black girls she works with in Chicago to Minnesota to walk in solidarity with them.

Sharing Learning in Movement Spaces

In addition to the collaborations highlighted above, MEV MMs have presented at at least 45 conferences and meetings (often multiple presentations). These presentations focused on sharing learnings from MEV and promoting social change strategies within the movements to end gender-based violence (see Appendix B for a full list). In addition to sharing some of the practices and approaches that MEV has used, Movement Makers have conducted presentations on racial equity and liberation, self-care and healing, the role of White leaders within the movements, intergenerational movement building, gender justice, and more. As described below, these conferences have given some of the leaders within the mainstream movement, such as David S. Lee (Cohort 3) of VALOR, an opportunity to highlight BIPOC leadership and “push the conversation” within that movement.

“We [VALOR, formerly CALCASA] are the rotating host of the National Sexual Assault Conference. And I really think that in the time of MEV, we moved away from being a national professional training and networking meeting to becoming a movement space and to really articulate that work in a much more movement building way. MEV’s voice was really essential as we drew upon MEV networks to do that. Even prior to me being a movement maker, I was featuring Movement Makers from Cohorts 1 and 2 as speakers. After I actually went through [MEV]....and pulled in more MEV movement makers...NSAC plenary speakers have ranged from Beckie Masaki presenting as a mother of a movement in 2015, to Farah Tanis speaking in 2018 and 2020, to Jamia Wilson presenting in 2021. These plenary speakers really help push the conversation in a [way] that, to me, has been really

meaningful. For example, Farah pushed us to think in a different paradigm. How do we look at truth and reconciliation? How do we really talk about those who cause harm? How do we look at community?” – David S. Lee, Cohort 3 MM and Deputy Director of ValorUS

These presentations were mainly to mainstream audiences because they were designed to change the conversation that the mainstream was having while also inviting new voices and perspectives to the table. In the next section we discuss the degree to which MMs feel that MEV has been able to influence these spaces. Below are some additional examples of partnerships identified by MMs in the alumni survey.

Comments on Partnerships from Alumni Survey

“There have been many more partnerships outside of the domestic violence and sexual abuse fields, and more intentional following—rather than leading—in racial justice/equity, immigrant rights, economic justice, LGBTQ+ rights, and voting/democracy activities.”

“[It’s] hard to capture all of the movement collaborations and partnerships because my entire work and social networks were transformed.”

“Job opportunities—many people in the work to end violence are very familiar now with MEV. I recently started applying for positions and in mentioning that I was in Cohort 4 opened up a lot of dialogue. The prestige of the program helped me get my foot in a few doors and become a finalist candidate for opportunities.”

“I’ve had the opportunity to collaborate with a number of the coalitions, organizations, and Movement makers to create programing and opportunity for leadership development focused on reconnection to their own spirits.”

“Our partners on the ground in Oregon changed. Our group, a survivor-centered and focused group, began working with groups that support folks who've done harm. MEV helped us to continue to interrogate and move away from binary thinking, which enabled us to work with others who the organization originally viewed as other and vilified.”

Movement-Level Influences

As described throughout this report, MMs say that MEV has influenced them and their work in significant ways. It has promoted stronger and more diverse leaders within the movements,

strengthened and led to the creation of new organizations, created a strong network of relationships, and led to the development of new collaborations. All of those things have influenced the movements to end violence, particularly when you consider the caliber of leaders and organizations that have been involved. In this section, we focus on two areas—Racial Justice and self-care and spaciousness --where interview respondents felt that MEV had a movement-level influence on the conversations, frameworks, and assumptions that are happening within the diverse universe of nonprofits that are working to end violence in the U.S.

Racial Justice

There has been wide-spread recognition of Racial Justice as a central tenet of social movements over the last 10-12 years and, thus, MEV cannot be credited for changing the conversation about Racial Justice on their own. Yet, MEV and the work of MMs like Nan Stoops (Cohort 1) and Kelly Miller (Cohort 2), have influenced the conversation and the stances taken by people within the mainstream domestic violence and sexual assault movements. The Moment of Truth statement signed on by 47 state coalitions is a sign that there has been a shift. Nan Stoops describes the story behind that shift below.

"The mainstream, it's a big ship and it's going to take time to turn... This metaphor of a ship, to me, is really important because once a ship starts to turn, it's pretty hard to stop it... I feel like we are seeing shifts. Have you seen this Moment of Truth statement?... After George Floyd was murdered, I had people calling me saying, "Nan, what are you going to do?" I was like, "What do you mean? Am I going to go have a talk with Derek Chauvin? What is it you want me to do?" Right?" So I enlisted some of my White friends, Kelly Miller and Kate McCord, and some others from coalitions to write a statement. And so they did. And then I and a few of my women of color friends, we read it, we edited it, and we added some actions. And then we sent it out very quickly. We sent it out to all of the coalitions and 47 coalitions signed on.... And then it went public... Then there started to be a lot of pushback.... Then many coalitions and the local programs that are members of these coalitions doubled down.... There's a way in which I think that statement, in and of itself, was a ripple effect. I look at the people who trusted me when I said, "Will you consider? It is time. It is time for us. Will you consider signing on?" And literally, within 48 hours, 47 states had signed on. We did a survey a year afterwards to see where people are with it, and if they had regrets about their decision-- 93% said no regrets." – Nan Stoops, Cohort 1 MM and Strategic Advisor at Washington State Coalition Against Domestic Violence

Exhibit 5: Moment of Truth (June 2020)

--signed on by 47 State DV and SA Coalitions

This is a moment of reckoning. The murder of George Floyd broke the collective heart of this country, and now, finally, millions of people are saying their names: George Floyd, Breonna Taylor, Tony McDade, Ahmaud Arbery - an endless list of Black Lives stolen at the hands and knees of police. The legacies of slavery and unfulfilled civil rights, colonialism and erasure, hatred and violence, have always been in full view. Turning away is no longer an option. Superficial reform is not enough.

We, the undersigned sexual assault and domestic violence state coalitions call ourselves to account for the ways in which this movement, and particularly the white leadership within this movement, has repeatedly failed Black, Indigenous, and people of color (BIPOC) survivors, leaders, organizations, and movements:

- We have failed to listen to Black feminist liberationists and other colleagues of color in the movement who cautioned us against the consequences of choosing increased policing, prosecution, and imprisonment as the primary solution to gender-based violence.
- We have promoted false solutions of reforming systems that are designed to control people, rather than real community-based solutions that support healing and liberation.
- We have invested significantly in the criminal legal system, despite knowing that the vast majority of survivors choose not to engage with it and that those who do are often re-traumatized by it.
- We have held up calls for “victim safety” to justify imprisonment and ignored the fact that prisons hold some of the densest per-capita populations of trauma survivors in the world.
- We have ignored and dismissed transformative justice approaches to healing, accountability, and repair, approaches created by BIPOC leaders and used successfully in BIPOC communities.

We acknowledge BIPOC’s historical trauma and lived experiences of violence and center those traumas and experiences in our commitments to move forward. We affirm that BIPOC communities are not homogeneous and that opinions on what is necessary now vary in both substance and degree. We stand with the Black Women leaders in our movement, for whom isolation, risk, and hardship are now particularly acute. And we are grateful to the Black Women, Indigenous Women, and Women of Color -past and present - who have contributed mightily to our collective body of work, even as it has compromised their own health and well-being.

This moment has long been coming. We must be responsible for the ways in which our movement work directly contradicts our values. We espouse nonviolence, self-determination, freedom for all people and the right to bodily autonomy as we simultaneously contribute to a pro-arrest and oppressive system that is designed to isolate, control, and punish. We promote the ideas of equity and freedom as we ignore and minimize the real risks faced by BIPOC survivors who interact with a policing system that threatens the safety of their families and their very existence. We seek to uproot the core drivers of gender-based violence yet treat colonialism, white supremacy, racism, and transphobia as disconnected or separate from our core work.

In addition to the influence that MEV has had on the mainstream movements to end violence, there are ways that the courageous conversations that MEV supported within its practice space have opened up or amplified conversations within BIPOC communities and movements, such as

conversations on anti-Blackness and Indigenous invisibility. Some respondents felt that MEV had contributed to shaping the language that people were having around these issues. Finally, interview respondents felt that MEV has helped to prepare MMs to be on the cutting edge of those conversations for their respective organizations and networks.

“Those frameworks that we all learned and experienced together do have an influence on broader shifts in the movement. I think we're better able to respond to incidents like the murder of George Floyd, for example or the election. I think that that's set us up to be able to mobilize in a different way than had MEV not existed.” – Leiana Kinnicutt, Cohort 1 MM and Program Director of Children & Youth Program, Futures Without Violence

Self-Care and Spaciousness

“There is a stake in the ground when a major foundation launches a major program that at its core is connected and embedded in self-care, as well as the idea of rest, reflection, joy as a form of activism. I do feel like we were part of a growing chorus that sway this as a necessary part of the work.” – Puja Dhawan, former Director of the Initiative to End Violence Against Girls and Women, NoVo Foundation

Another area where interviewees thought that MEV had significantly influenced the broader conversation within nonprofit spaces was around self-care, physical practice and Healing Justice. As one interviewee said, this wasn't about “bubble bath” self-care, but a form of self-care grounded in “indigenous” ideas of “sustainability, interconnectedness, and collective healing.” Trina said,

“I think MEV was ahead of the curve with that, because now you see, everybody's trying to figure out self-care and slow down and rest and spaciousness, but MEV's been saying that forever. I think it just had to get more culturally codified, because there was a way that it was talked about in the beginning that I think didn't necessarily resonate with everybody. And now I think that it's more resonant.” – Trina Greene, Cohort 2 MM, MEV Facilitator, and Founder, Parenting for Liberation

Leiana Kinnicutt, Cohort 1 MM and Program Director of Children & Youth Program, Futures Without Violence, also said that MEV had influenced the ways organizations think about “decolonizing time.” She noted that agendas have become more spacious, there are more breaks, and better boundaries around what people can expect from their teams.

6. Conclusion

“I think we absolutely contributed to learnings about how you [support movement building], but also the integrity with which you do it, how much it costs to do it and how much more needs to be poured in to this type of work, whether we're in cohorts together or just doing the work.” – Joanne Smith, Cohort 1 MM and Founder and Executive Director, Girls for Gender Equity

Over the course of the last 10-12 years, MEV has experimented, innovated, and evolved. The facilitation team and staff have been engaged in a nearly constant state of reflection, learning, iterating, and adjusting as they pushed themselves and the program to more fully align with visions of the world that they want to create. They wrestled with some of the most difficult and deeply embedded challenges of our society, systems and institutions and with their own biases and internalized oppression. They have held themselves to high standards around care and support, while also resisting habits of white supremacy, such as urgency and perfectionism. While in the process of generating new insights and approaches, they have also engaged in an ongoing process of what Monica Dennis described as “unlearning.”

As described in Chapters 4 and 5, MEV’s approach to transformative leadership development made a significant difference in the life and work of many MMs. As described further below, the power of MEV’s model has been repeatedly explained by MMs as being connected to the way it supports opportunities to practice, center purpose, and build relationships.

- **The importance of creating practice spaces for movement leaders.** Through its convenings, MEV created a protected space for MMs to reflect, strategize, pose questions, and engage in dialogue with other movement leaders. These practice spaces were places for MMs to learn from others and actively confront assumptions, biases, and movement habits that interfered with their ability to grow and collaborate. MEV also supported one-on-one coaching and organizational supports which provided individualized or tailored support for MMs to problem solve around some of the issues raised in the convening spaces, as well as other challenges facing them and their organizations. Movement Makers repeatedly spoke of the love and support in which these spaces were held by MEV staff and facilitation team as being unlike anything they had experienced in their careers.
- **The power of identifying and centering purpose (including values and vision).** Interviews with MMs also reverberate with stories about how MEV helped them to identify and name the underlying purpose or the “why” of their work within the anti-

gender-based violence movements. Within the practice space of MEV, MMs told the stories of their people and situated themselves and their work within a broader historical context. They were able to move outside of the particularities of their organizational roles or advocacy strategies to connect with what motivates and sustains their ongoing commitment to movement work. By identifying their underlying purpose, they were able to recognize how they could collaborate with others who worked in different parts of the movements. Many MMs also shifted roles within the movements, or altered the direction of their organizations, to ensure that it was better aligned with their underlying purpose, values, and vision.

- **The transformative influence of relationship building.** Finally, as recounted in Chapter 5, MEV created the space for meaningful relationships to develop among diverse leaders. Movement Makers report that these relationships have supported them on a personal level, as they have faced hardships, and significantly deepened and broadened their work. Movement Makers describe a catalytic shift in awareness when they realized that their deepest sense of purpose, what drives them to do their work and animates their life, is aligned with others who have different lived experience and who apply their purpose within a different context. This alignment of people's "whys" led to unexpected collaborations and new imaginings.

These three foundational aspects of MEV's approach, particularly where and when they intersect, have proved powerful for influencing individual, organizational and movement level change. Moving forward, it is important for funders to understand the value of creating practice spaces like MEV, particularly for TGNC and BIPOC leaders who are frequently leading small under-resourced organizations at the margins of the movements. As seen in Chapters 4 and 5, there is also a value in influencing white leaders within mainstream movements to serve as liberated gatekeepers who can champion equity, share or step down from leadership, and help make visible the powerful work and voices of Black, Brown and Indigenous leaders within the movements to end gender-based violence.

Finally, interviewees acknowledged the long arc of the struggle for change and emphasized the importance of patience and dedication. It takes time to see the influence of the types of transformative leadership development and relationship building that MEV provided. Although you can see the ways that MEV has influenced the work and trajectory of the first few cohorts, it is too soon to see the influence of the program on the work of the last two cohorts. The effects of their cohort experience will unfold over the next ten to twenty years as those leaders enact their purpose in collaboration with others, just as leaders in all cohorts, and members of the extended MEV community will continue to take what they learned from MEV and apply it in

new and unexpected ways. All are eager to see how the “seeds” planted by MEV will grow, flourish, and ultimately transform into something else.



The Intersection of Practice, Purpose and Relationship Building: Appendices

November 10, 2022

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Appendix A: Evaluation Design and Data Sources

About the Evaluation

SPR began our work as MEV's evaluation partner in 2009, when we were engaged by the NoVo Foundation to assist with the initial stakeholder interviews that informed the development of MEV's design principles. We have worked closely with MEV since then, developing the MEV learning outcomes and program logic model in collaboration with MEV leadership and its advisory committee in 2010, as the design for the first cohort was being developed. The learning outcomes and logic model are broad and flexible enough to have remained the same over the course of the initiative, even as it has evolved from one cohort to the next.

SPR's overall evaluation 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 changes to ensure that our efforts can evolve with any changing directions that MEV work may take.

Appendix A documents the evaluation design and data sources through the following documents:

- **Appendix A-1: MEV Learning Outcomes.** Learning outcomes were organized according to the major MEV goals: 1) Aligning the movement, 2) Strengthening individuals and organizations in the movement, 3) Enhancing the movement's capacity to advocate for social change, 4) Building critical mass within the movement and other movements, 5) Integration of cornerstones and impact of collaboration, 6) Engagement of other funders, and 7) Challenges and lessons learned.
- **Appendix A-2: MEV Program Logic Model.** The MEV Program Logic Model gives an overview of MEV goals and desired short-, intermediate-, and long-term outcomes.
- **Appendix A-3: Evaluation Data Sources.** The following key sources of data informed the analysis in this report: 1) document review, 2) observations, 3) cohort convening reflections, 4) interviews, and 5) surveys.
- **Appendix A-4: List of Interview Respondents.** A record of MMs, MEV facilitators, staff, coaches, and foundation program officers who were interviewed for this report.

Appendix A-1: MEV learning outcomes

EVALUATION	LEARNING QUESTIONS
Aligning the movement	<ol style="list-style-type: none"> 1. How has this initiative helped to facilitate the development of a common vision for the movement that is deeply embraced by promising leaders and that uses critical race, class, and gender analyses? 2. How does this initiative build upon past work while also clearly demonstrating forward motion on ending violence against women and girls?
Strengthening individuals and organizations in the movement	<ol style="list-style-type: none"> 3. To what extent has the initiative promoted a healthy, thriving movement by experientially increasing the capacity of individuals and organizations to end violence against women and girls? 4. What is the nexus between individual leaders' increasing self-awareness, better articulation of movement values in organizations' mission, vision, and values, and leaders' ability to advance to the movement?
Enhancing the movement's capacity to advocate for social change	<ol style="list-style-type: none"> 5. How has this initiative promoted and equipped participants to use cutting-edge social change theories and tools as the primary strategy to advocate for ending violence against women and girls in the U.S.? What skills, knowledge, and strategies are leaders using as a result of the trainings? 6. What partnerships and collaborations are forming as a result of this initiative?
Building critical mass within the movement and other movements	<ol style="list-style-type: none"> 7. To what extent has the initiative mobilized a critical mass of transformed leaders and organizations such that the movement's narrative and direction is impacted and incorporates global perspectives and cross-movement collaboration? 8. How does the MEV Program help those in the movement feel connected and engaged? How do those within the large movement feel about this Initiative?
Integration of Cornerstones and Impact of Collaboration	<ol style="list-style-type: none"> 9. What are the interactions among the various levels, i.e., individual, organizational, network/movement levels? How do changes at certain levels affect other levels? 10. What is the impact of the collaborative work of Movement Building Initiative participants?
Engagement of other funders	<ol style="list-style-type: none"> 11. How well has a funder engagement strategy informed and generated greater interest and investment in the work of the movement to end violence against women and girls (VAWG)?

	<p>12. Under what circumstances can a movement be shaped or changed by a funder? What would need to be in place for a funder to shape the movement?</p>
Challenges and Lessons Learned	<p>13. What are major challenges and lessons learned about designing and implementing a large scale, multi-year movement building initiative such as this one? What are the challenges of ensuring that this initiative's implementation mirrors the movement building process?</p> <p>14. How is this initiative promoting longer-term sustainability of the movement's leadership and work?</p>

Appendix A-2: MEV Program Logic Model

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

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

Move to End Violence Program Materials

5



Appendix A-3: Data Sources

Following are key sources of data that informed the data analysis in this report.

Method	Description
Document Review	This report draws on a thorough review of MEV's website and previous evaluation reports.
Interviews	In summer 2022, SPR completed very loosely structured interviews with 22 individuals, including MMs, MEV facilitators, MEV leaders and foundation staff. The MEV Co-Directors also conducted a focus group interview with 3 members of MEV's staff, bringing the total number of people interviewed for this report to 25. Interviews lasted between one and two hours, and an effort was made to let the respondents drive areas of focus, in order to best capture their unique experience. All of these interviews were fully transcribed. The interviews covered topics such as: influential aspects of MEV's approach and curriculum; personal and organizational impacts; and within and cross-cohort collaboration. Because of the structure of the interviews, respondents addressed specific topics to varying degrees, based on what was most important to them. Please refer to Appendix A-4 for a list of all interviewees.
Surveys	Finally, SPR administered an online survey to 74 alumni Movement Makers (MMs) from Cohorts 1 through 4 between November 10, 2021 and January 14, 2022. A total of 59 individuals responded for an 80% response rate. The survey asked alumni about how they grew their movement leadership through MEV and how anti-violence movements have evolved over the past 10 years. It also asked them about their current relationships with other MEV alumni across all five cohorts (i.e., where they had informal exchanges or formal collaborations with former MMs). Cohort 1 had the highest response rate (87%), while Cohort 4 had the lowest (71%). Although the response rate was at or over 50% for all racial/ethnic/gender subgroups, it was lowest among those that identify as Hispanic/Latinx (54%) and Native American/Alaskan Native/Native Hawaiian (63%) and trans women (50%).

	<p>For the analysis in this report, SPR also drew on a social networking survey of Cohort 5 Movement Makers administered in August and September 2022. This final survey was completed by 15 out of the 19 Cohort 5 MMs.</p>
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Appendix A-4: Interview respondents

Movement Makers

- Aimee Thompson, Cohort 1 MM, Co-Director of Resonance Network
- Alexis Flanagan, Cohort 3 MM and Co-Director of Resonance Network
- Ariel Jacobson, Cohort 3 MM and In(ter)dependent Consultant, Resonance Network & Collective Future Fund
- Beckie Masaki, Cohort 1 MM and Social Change Artist & Community Builder
- David S. Lee- Cohort 3 MM and Deputy Director of ValorUS
- Joanne Smith, Cohort 1 MM and Founder and Executive Director, Girls for Gender Equity
- Kelly Miller, Cohort 2 MM, Collective Stewardship, Idaho Coalition Against Sexual and Domestic Violence
- Leiana Kinnicutt, Cohort 1 MM and Program Director of Children & Youth Program, Futures Without Violence
- ML Daniel, Cohort 3 MM and Founder Spiritual Alchemy
- Monique Tú Nguyen, Cohort 4 MM and Executive Director Matahari Women's Worker's Center
- Nan Stoops, Cohort 1 MM and Strategic Advisor at Washington State Coalition Against Domestic Violence
- Sarah Curtiss, Cohort 4 MM and Co-Executive Director of Men as Peacemakers
- Trina Greene, Cohort 2 MM, MEV Facilitator, and Founder, Parenting for Liberation

Facilitators/Staff/Coaches/Foundation Staff

- Catalina Nieto, Language Justice Team
- Jackie Payne, Former Director of MEV and Current Executive Director of Galvanize U.S.A.
- Jesenia Santana, Former Program Officer at NoVo Foundation
- Latishia James-Portis, Program Director of MEV
- Maura Bairley, MEV Facilitator and Organizational Consultant
- Michelle Gislason, MEV Leadership and Organizational Development Coach
- Monica Dennis, MEV Co-Director and MEV facilitator
- Priscilla Hung, MEV Co-Director
- Puja Dhawan, Former Director at NoVo Foundation and Independent Consultant in Domestic and Global Human Rights
- ramelcy uribe, Program Manager of MEV
- Sequoia Ayala, MEV Director of Operations
- Telesh Pascual López, Language Justice Team

Appendix B: Documented Events and Presentations

The table below includes events and presentations that have been documented by the evaluation. It provides examples of the types of collaborative efforts that MMs engaged in but is not inclusive of all such collaborations.

July 2012	Shakira Washington	Empowerment Conference for young women survivors of domestic minor sex trafficking
December 2012	All Cohort 1 members and 100 allies	Building Movement 2012
May 2013	Nan Stoops, Beckie Masaki, Leiana Kinnicutt, and Aimee Thompson	Facilitate workshop on MEV at Family Violence Prevention and Service Acts State Administrators and State Coalitions Meeting
July 2013	Beckie Masaki, Aimee Thompson, Patti Totozintle, Corrine Sanchez, and Nan Stoops.	Workshop with 300 advocates working in Asian and Pacific Islander Communities
August 2013	MEV Movement Makers from Cohort 1-2 led series of workshops on MEV	2013 National Sexual Assault Conference: Inspire a Movement, Invest in Change, Move to End Violence
October 2013	Nan Stoops, Aimee Thompson, Neil Irvin, Joanne Smith, Beckie Masaki, Kelly Miller, Patti Totozintle, Leiana Kinnicutt, Priscilla Gonzalez	Washington State Coalition Against Domestic Violence (WSCADV) 22nd Annual Conference in Yakima, Washington
March 2014	David S. Lee	Web Conference: #PowerInPrevention Ending Child Sexual Abuse Web Conference

November 2014	Kelly Miller	Compassionate Communities Conference
December 2014	Cohort 1 and 2 join to express outrage at deaths of Michael Brown and Eric Garner.	Black Lives Matter Call to Action: As movement leaders, activists, and community organizers deeply dedicated to ending gender-based violence, domestic violence, sexual assault, state-sanctioned systemic violence and community violence, we decided to join voices to express our collective outrage—and to ensure that girls and women are not forgotten in our fight for justice. The same systems and institutions that have failed Mike Brown and Eric Garner have also failed Tanisha Anderson, Islan Nettles, Aiyana Stanley-Jones, and Marissa Alexander, a survivor of domestic violence who harmed no one, yet continues to serve time in prison.
June 2015	Annika Gifford Brothers, Eesha Pandit, Nicole Matthews, Nan Stoops, Joanne Smith, Klarissa Oh, Cristy Chung, Beckie Masaki, Scheherazade Tillet, Sandra Park	INCITE! 2015 Conference
September 2015	Nicole Matthews, Kelly Miller, Archi Pyati, Joanne Smith, Beckie Masaki, Trina Greene	MEV hosted a mini-track at the 2015 National Sexual Assault Conference: Inspired by Progress, United by Purpose
September 2015	Tony Porter hosted, with many other MMs presenting	Sports Culture: Advancing its role in Domestic Violence and Sexual Assault Prevention

December 2015	Cristy Chung, Trina Greene, Annika Gifford, Heidi Lehmann, Eesha Pandit, Klarissa Oh, Kelly Miller, Joanne Smith, Leiana Kinnicutt	Gender and Race Meeting
April 2016	Lorena Estrella and Joanne Smith	Book launch for Monique Morris' latest book, Pushout: The Criminalization of Black Girls in Schools.
April 2016	Lorena Estrella, Joanne Smith, Scheherazade Tillet	Black Girls Movement Conference
April 2016	Farah Tanis and Black Women's Blueprint hosted event; Sandra Park attended	Black Women's Truth and Reconciliation Commission on Sexual Assault
June 2016	Joanne Smith, Quentin Walcott, Lynn Rosenthal, Neil Irvin, Vivian Huelgo, Jamia Wilson, Patina Park, Kelly Miller, Patti Tototzintle, Sandra Park, Shakira Washington, Eesha Pandit, Nicole Matthews	United State of Women Conference. MEV speakers were plenary speakers and also presented.
June 2016	David S. Lee, Lovisa Stannow, and Farah Tanis. Jackie Payne gave plenary speech.	2016 CALCASA Statewide Conference for Transformative Conversations to End Sexual Violence
August 2016	Ariel Jacobson, Nicole Matthews, Marcia Olivo, Joanne Smith	2016 Democratic Convention
August 2016	Lynn Rosenthal	20th Anniversary of the Fordham Forum on Domestic Violence, a conference that serves as an annual convening for the NYS anti-DV litigator community.
September 2016	David S. Lee	2016 National Sexual Violence Resource Center Leadership Training

September 2016	Cristine Davidson and Patina Park	Supporting Standing Rock – Resources and support are provided for those looking to support Standing Rock protesters.
September 2016	Joanne Smith and Kelly Miller	Transformative Movement Building Webinar Series Part 2: Leading with Vision and Purpose
October 2016	Cristy Chung and Nan Stoops	Transformative Movement Building Webinar Series Part 3: Deep Embodiment Through Practice
October 2016	Marcia Olivo	Transformative Movement Building Webinar Series Part 4: Radical Connection
October 2016	Aimee Thompson and Annika Gifford	Transformative Movement Building Webinar Series Part 6: Transformative Strategy
October 2016	Beckie Masaki, Kelly Miller, Lorena Estrella, Lynn Rosenthal, Karen Tronsgard-Scott, Ed Heisler, David S. Lee, Ana Romero, Maria Rodriguez, Archi Pyati, Scheherazade Tillet, Alexis Flanagan.	2016 National Coalition Against Domestic Violence Annual Conference: “Voices United” - three-part exploration of the domestic violence movement’s past, present, and future
October 2016	Movement makers come together to mobilize people to vote	Several Movement Makers and allied leaders have come together to launch #survivorsvote, a get-out-the-vote initiative, to lift up the voices of survivors.
January 2017	Many MMs, including Farah Tanis’s organization	National Women’s March

February 2017	Cohorts 1-3	2017 Move to End Violence Cross Cohort Convening
April 2017	Alexis Flanagan, Cristine Davidson, Nicole Matthews (Host)	Minnesota Women's Sexual Assault Coalition conference 2017
April 2017	Farah Tanis, Edith Sargon, Jamia Wilson, Trina Greene	Black Women's Blueprint, Words of Fire Meeting
April 2017	Archi Pyati and Heidi Lopez	Week 1 of Equity and Liberation: Locating oneself.
April 2017	Nicole Matthews and Lorena Estrella	Week 2 of Equity and Liberation: Beyond Single Stories
May 2017	Alexis Flanagan	Week 3 of Equity and Liberation: Choosing Vulnerability
May 2017	Lynn Rosenthal	Week 4 of Equity and Liberation: Analyzing Systems of Power
May 2017	Sandra Park and Eesha Pandit	Week 5 of Equity and Liberation: Complex Levels of Racism
May 2017	Trina Greene	Week 6 of Equity and Liberation: Community Conversations
June 2017	David S. Lee and Kelly Miller	Part of new report highlights how the field of sexual and domestic violence prevention has evolved – using a public health approach and drawing perspectives from feminist theory and practice. Report is based on webinar series: “Leaders from the Move to End Violence community shared their local and national prevention work and explored themes like movement-building and intersectionality.”

September 2017	Beckie Masaki and ML Daniel	California Coalition Against Sexual Assault (CALCASA)'s 2017 Statewide conference
September 2017	Nan Stoops, Farah Tanis, Lynn Rosenthal, Jamia Wilson, ML Daniel	Washington State Coalition Against Domestic Violence (WSCADV) annual conference
October 2017	Nicole Matthews, Tony Porter, Beckie Masaki, Alexis Flanagan, Trina Greene, Ted Bunch, Neil Irvin, Ed Heisler, Scheherazade Tillet, Pheng Thao	A CALL TO MEN 2017 conference: The Many Faces of Manhood Conference Sessions: The Many faces of Manhood; Men Embracing our Authentic Selves; Issues of Race and Culture in America
October 2017	Shakira Washington and Logan Meza	In Solidarity We Rise: Healing, Opportunity and Justice for Girls Conference Session: Beyond the Binary, Building Leadership with Gender Non-Conforming Youth of Color
November 2017	Nadia Mohajir, Patina Park, Kelly Miller	Idaho Coalition Against Sexual & Domestic Violence's Compassionate Communities: We Choose All of Us
November 2017	Farah Tanis, Ana Romero, Andrea Lee, Ed Heisler, Lynn Rosenthal, David S. Lee, and Nan Stoops	End Domestic Abuse WI: focus on economics globalization, white allies in collective liberation.
March 2018	Shakira Washington	In Solidarity We Rise: Healing, Opportunity and Justice for Girls
September 2018	Farah Tanis, Beckie Masaki, Kelly Miller, Mily Treviño-Sauceda, Trina Greene, Corrine Sanchez, and David S. Lee	2018 National Sexual Assault Conference (NSAC) "Bold Moves:

		Ending Sexual Violence in Once Generation”
September 2018	Lynn Rosenthal, Farah Tanis, Beckie Masaki, Kelly Miller, Mily Treviño-Sauceda, Trina Greene, Corrine Sanchez, and David S. Lee	National Coalition Against Domestic Violence’s 17th annual national conference on domestic violence, "Voices Rising"
September 2018	Trina Greene with support from Resonance	Ms. Magazine features Trina’s liberated parenting workshops for incarcerated women. “Raising Liberated Children” with support from Just Detention International.
February 2019	Nicole Matthews organizes, attended by Scheherazade Tillet and young women from her organization	The March for Missing and Murdered Indigenous Women
May 2020	Trina Greene, Nadiah Mohajir, Wakumi Douglas, and Sarah Curtiss	Three-part series hosted by Parenting for Liberation on “Intergenerational Movement Building in the time of Covid-19 and beyond.”
Spring 2020-March 2021	Cohort 4 executive directors: Wakumi Tanisha Douglas, Nadiah Mohajir, Monique Tú Nguyen, Isa Woldegiorgis	Discussion series around pressures of pandemic and broader political context, leading to development of the “Productivity Paradox Tool.”
September 2020	Farah Tanis, Ariel Jacobson, Tai Simpson, Quentin Walcott	2020 National Sexual Assault Conference (NSAC) “Bold Moves”
December 2020	Nicole Matthews, Isa Noyola, and ML Daniel	Cohort 5 Convening – panel on power, regeneration, and wholeness.
August 2021	Jamia Wilson, Neil Irvin, Alexis Flanagan, Saida Agostini, Monique Tú Nguyen	2021 National Sexual Assault Conference (NSAC) “Advancing Equity, Ending Sexual Violence”

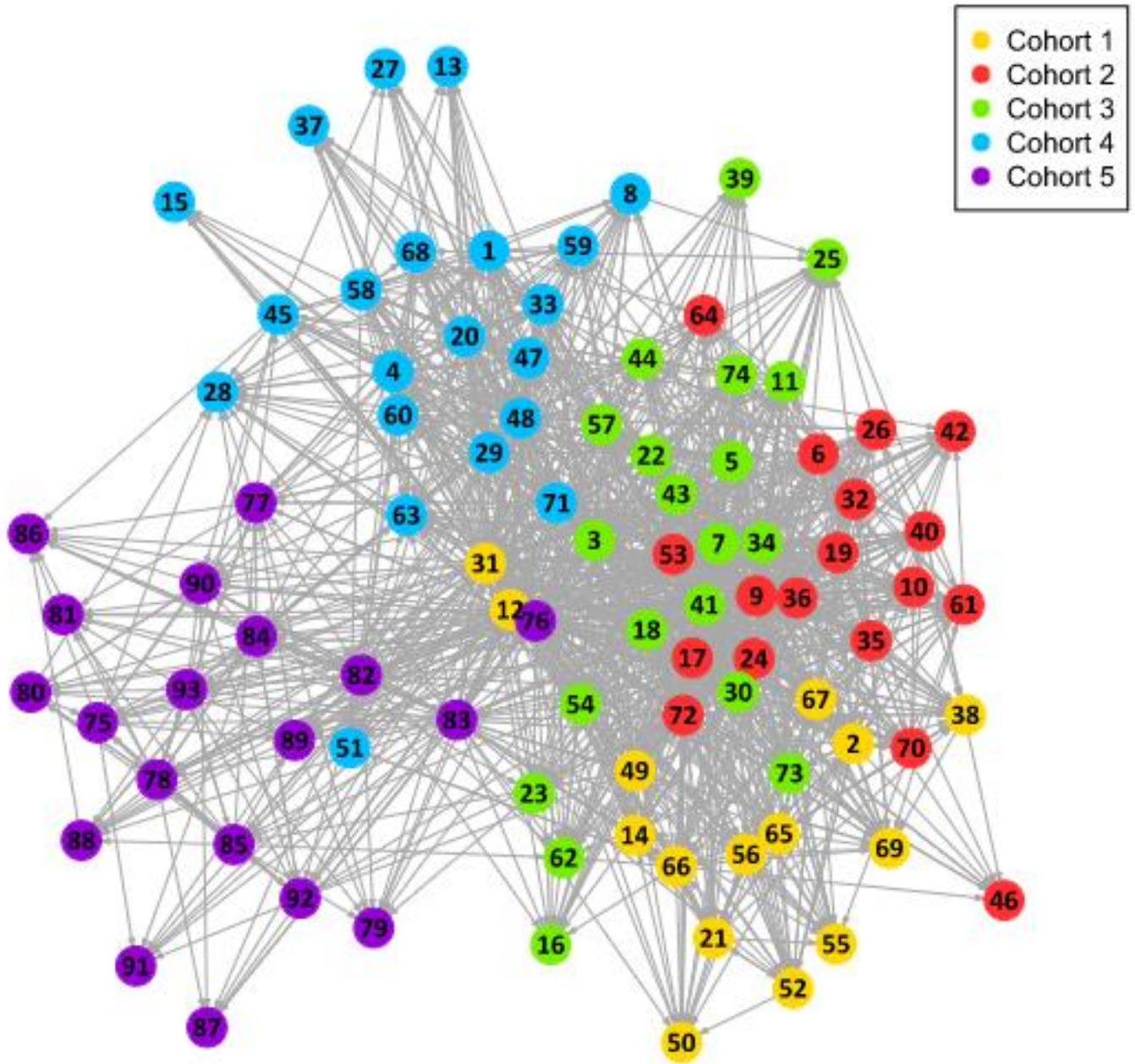
Appendix C: Additional SNA Maps

Exhibit C1: Movement Maker Key

ID	MOVEMENT MAKER	ID	MOVEMENT MAKER	ID	MOVEMENT MAKER
1	Afua Addo	32	Jodeen Olguin-Tayler	63	Sarah Curtiss
2	Aimee Thompson	33	Kabzuag Vaj	64	Scheherazade Tillet
3	Alexis Flanagan	34	Karen Tronsgard-Scott	65	Shakira Washington
4	Ana Orozco	35	Kelly Miller	66	Suzanne Koepplinger
5	Ana Romero	36	Klarissa Oh	67	Tamar Kraft-Stolar
6	Andrea Lee	37	Kristen Wyman	68	Wakumi Douglas
7	Andrew Sta. Ana	38	Leiana Kinnicutt	69	Ted Bunch
8	Anisah Sabur	39	Lorena Estrella	70	Tony Porter
9	Annika Gifford	40	Lovisa Stannow	71	Tonya Lovelace
10	Archi Pyati	41	Lynn Rosenthal	72	Trina Greene
11	Ariel Jacobson	42	Marcia Olivo	73	Vivian Huelgo
12	Beckie Masaki	43	Maria Rodriguez	74	Vivian Jojola
13	Cassandra Overton-Welchlin	44	ML Daniel	75	Aneiry Zapata
14	Corrine Sanchez	45	Monica James	76	Chhaya Chhoum
15	Cristina Tzintzun	46	Monique Hoeflinger	77	M Adams
16	Cristine Davidson	47	Monique Tú Nguyen	78	Matice Moore
17	Cristy Chung	48	Nadiyah Mohajir	79	Morning Star Gali
18	David Lee	49	Nan Stoops	80	Nicole Santamaria
19	Debbie Lee	50	Nancy Nguyen	81	Ninaj Raoul

20	Deleana Otherbull	51	Ne'cole Daniels	82	paris hatcher
21	Dorchen Leidholdt	52	Neil Irvin	83	Pheng Thao
22	Ed Heisler	53	Nicole Matthews	84	Shenaaz Janmohamed
23	Edith Sargon	54	Patina Park	85	tai simpson
24	Eesha Pandit	55	Patti Tototzintle	86	Daroneshia Duncan-Boyd
25	Farah Tanis	56	Priscilla Gonzalez	87	Evonné Kaho
26	Heidi Lehmann	57	Quentin Walcott	88	Imara Jones
27	Mily Treviño-Sauceda	58	Robina Niaz	89	Indira Henard
28	Isa Noyola	59	Rufaro Gwarada	90	Jennicet Gutierrez
29	Isa Woldeguiorguis	60	Saida Agostini	91	Gia Loving
30	Jamia Wilson	61	Sandra Park	92	Kalayo Pestaño
31	Joanne Smith	62	Sandy Davidson	93	Logan Meza

Exhibit C2: All Cohorts Informal Connections

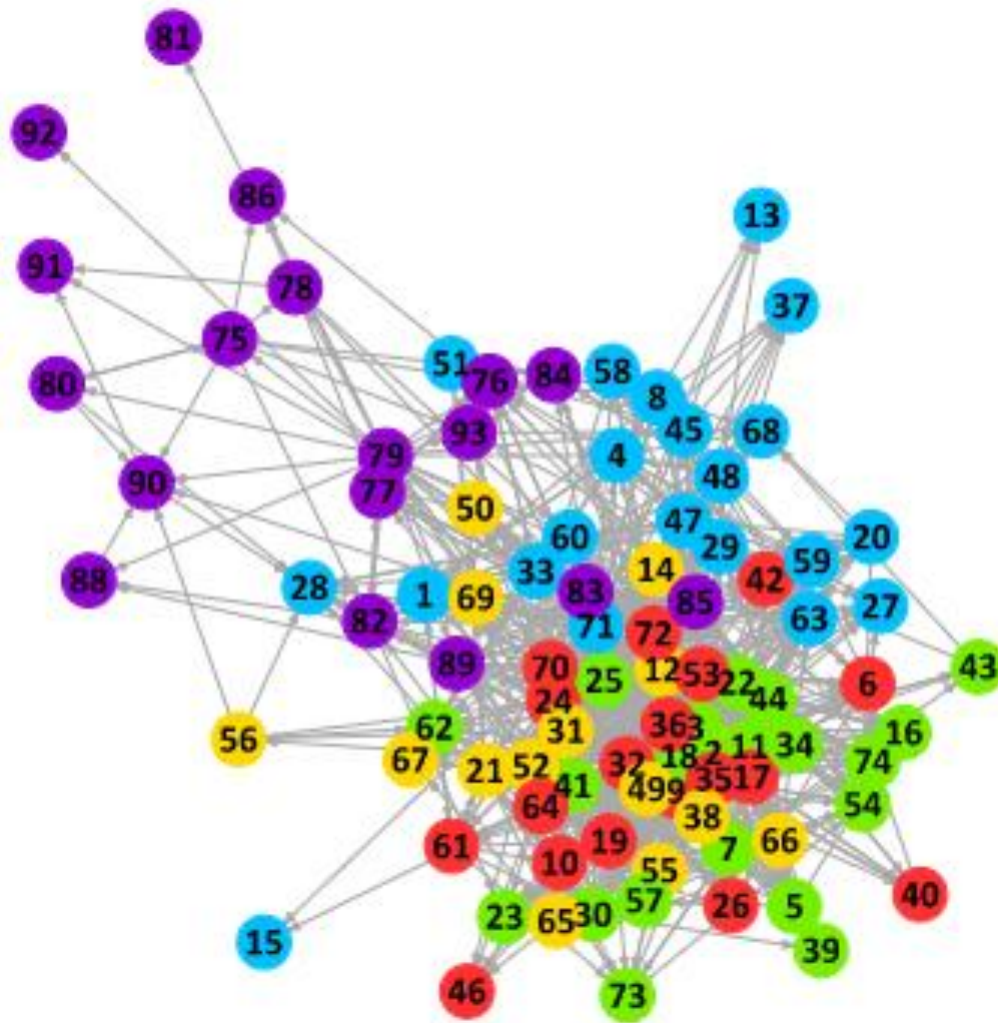


Bridgers (C1=5, C2=2, C3=3, C4=0, C5=0)

7 – Andrew Sta. Ana – Cohort 3
 12 – Beckie Masaki – Cohort 1
 14 – Corrine Sanchez – Cohort 1
 24 – Eesha Pandit – Cohort 2
 25 – Farah Tanis – Cohort 3
 38 – Leiana Kinnicutt – Cohort 1
 52 – Neil Irvin – Cohort 1

53 – Nicole Matthews – Cohort 2
 56 – Priscilla Gonzalez – Cohort 1
 57 – Quentin Walcott – Cohort 3

Exhibit C3: All Cohorts Formal Connections



Bridgers (C1=4, C2=2, C3=2, C4=2, C5=0)

2 – Aimee Thompson – Cohort 1

3 – Alexis Flanagan – Cohort 3

9 – Annika Gifford – Cohort 2

12 – Beckie Masaki – Cohort 1

15 – Cristina Tzintzun – Cohort 4

21 – Dorchon Leidholdt – Cohort 1

25 – Farah Tanis – Cohort 3

26 – Heidi Lehmann – Cohort 2

29 – Isa Woldegiorgis – Cohort 4

56 – Priscilla Gonzalez – Cohort 1