CULTIVATING LEADERSHIP: An Evaluation of the Women of Color Leadership Program

BECOME
Community Engagement and Social Change
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EXECUTIVE SUMMARY

“[Women of color] have had to develop a larger vision of our society than perhaps any other group. They have had to understand white men, white women, and [men of color]. And they have had to understand themselves. When [women of color] win victories, it is a boost for virtually every segment of society.”

Angela Davis

Scope and Objectives

Women of color sit in a unique position in the US – one that often experiences the brunt of racism, sexism and other discriminatory stances while simultaneously, too frequently, being expected to manage, organize, care for and implement processes and practices that move a family, organization, corporation or community forward. While women of color in general experience these tacit expectations, women of color organizers and leaders are explicitly tasked with these responsibilities in a professional space that historically was not crafted for them.

The Women of Color Leadership Program (Cultivate) was designed to address this void. Cultivate is a collaboration between several powerful foundations in Chicago, including the Chicago Foundation for Women, Crossroads Fund, Woods Fund Chicago, and the Chicago Community Trust. Cultivate has an intentional focus on race, gender and identity of women of color leaders and organizers in social justice and advocacy to improve their experiences and trajectory in community organizing and leadership roles. The program also seeks to cultivate networks, significant relationships and vital leadership skills of women of color through group sessions on topics chosen by the participants with individual coaching sessions.

To evaluate the efficacy, outcomes and implications of this initiative, Cultivate partnered with Become: Center for Community Engagement and Social Change (Become).

The purpose of the evaluation was to measure and contribute to progress around:

1. Program goals, especially regarding relationship building, the development of a safe space and intersectionality/identity
2. Self-care of participants
3. Participants’ use of their voice, expression and influence outside of the program
4. Institutional and macro level focus of the program
5. General program improvement and structure

A total of 47 stakeholders participated in data collection, including:

13 interviews with participants
6 interviews with coaches and a funder
2 focus groups with:
   3 program participants
   2 funder representatives
23 participant survey respondents
Women who participated in Cultivate:

Came With

- Need to Reduce Stress
- Desire for Improved Work/Life Balance
- Professional Isolation

Left With

- Stronger Voice
- Increased Confidence
- Renewed Energy
- Connections

Experienced

- Community
- Safe Space
- Learning
- Mentorship + Guidance

Findings and Recommendations

1. Most participants agreed that Cultivate supported their personal and professional development, created space and opportunities to develop meaningful and lasting relationships, built a safe space for women of color to discuss and learn about alternative models of leadership development, organization building, community organizing and movement building, and supported their multiple identities and intersectionalities.

2. Most participants agreed that Cultivate provided tools for them to practice effective self-care.

3. Most participants agreed that Cultivate helped them to find their voices as women of color leaders and organizers.

4. Most participants agreed that because of Cultivate they have tools to affect change within their host organization and the non-profit community. They also conveyed that Cultivate increased their knowledge and confidence in key leadership and organizational management skills.

5. Most participants were pleased with the curriculum flexibility, the information that they learned during sessions and the skills gained from coaching.
### Suggestions for the ongoing format of the program include:

| Planning, Model, & Structure  
<table>
<thead>
<tr>
<th>(Before Program)</th>
<th>Program Framework (During Program)</th>
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<tr>
<td>• Continue to decide on the cohort focus of the program (i.e. the intended career level of the women) and be consistent</td>
<td>• Components of the curriculum and sessions should be complementary and supplemental to other components of the Cultivate program (e.g. coaching, projects, facilitation, etc.). This should contribute to a cohesive picture and vision of the program rather than separated pieces</td>
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<td>• Decide how that cohort will be integrated with previous cohorts</td>
<td>• Maintain flexibility of programming and tailoring to participant needs</td>
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<td>• Ensure that experience levels of participants are complementary</td>
<td>• Include a collective capstone project that all cohort members must work together to complete that responds to the sociopolitical times or relevant issues (e.g., policy recommendations, power analysis, social campaign)</td>
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<td>• Create a directory of alumnae and areas of expertise to share with the group</td>
<td>• Include safe space check-ins in each session</td>
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<td>• Plan time and space for intentionally building relationships and networks during and after the program</td>
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<td>• Continue to communicate expectations and objectives of the program prior to and during the orientation</td>
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<td>• Create a program guidebook that includes core components</td>
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| Coaching (Before and During Program) | Follow-up and Continued Contact  
| (After Program) |
| --- | --- |
| • Conduct coaching readiness assessment or plan to prepare cohort for coaching | • Create physical or virtual space and opportunities for members to continue to network and connect |
| • Ensure a good match or fit between coach and participant | • Host an event at least annually to bring together all alumnae |
| • Ensure that participants are committed to the coaching schedule | • Maintain a directory of all alumnae in the Cultivate network to share with current and past participants |
INTRODUCTION

[Women of color] have had to develop a larger vision of our society than perhaps any other group. They have had to understand white men, white women, and [men of color]. And they have had to understand themselves. When [women of color] win victories, it is a boost for virtually every segment of society.”

Angela Davis

Women of color sit in a unique position in the US – one that often experiences the brunt of racism, sexism and other discriminatory stances while simultaneously, too frequently, being expected to manage, organize, care for and implement processes and practices that move a family, organization, corporation or community forward. This weight of expectation amid intersectional discrimination creates deleterious stress that, in too many instances, harms the mind, body and hope of women of color.

While women of color in general experience the tacit expectation of the above, women of color organizers and leaders are explicitly tasked with these responsibilities in a professional space that historically was not crafted for them. Community organizing is a field related to the well-being and self-interest of people in a community (Stall & Stoecker, 1998). It is a process for building and mobilizing communities with activities that can include resource development, economic development, social and political addressment, democratic governance, and relationship building to name a few. Historically, community organizing has been a space occupied by white males who worked in the public sphere involved in high level negotiation and plan implementation. The work of women, specifically women of color, in community organizing, was to some extent an “invisible labor” (Stall & Stoecker, 1998), missing key opportunities to engage in and cultivate executive and leadership skills along with their peers.

The landscape of community organizing is changing. Due to the current sociopolitical environment where diversity and intersectionality are ever present, the number of women of color entering this field is growing, despite the lack of networks available to them. Therefore, women in community organizing and leaders in social justice and advocacy often exist in isolation. Creating space for this demographic with intentional focus on their many identities is not only imperative for the personal development of these leaders, but contribute to the overall collective empowerment of businesses, organizations, and society. According to Ospina and Foldy (2010), the intentional focus on the identity of leaders can play a key role in remedying this social fragmentation and, in turn:

- Support the development of leadership in all facets of society
- Draw from felt consequences of identity in producing significant change and progress
- Ensure different voices at the table in making key professional, social and political decisions
- Contribute to deep, recurrent deliberations on pressing issues
- Confront diverse or even dissenting ideas in all arenas
- Create equitable governance and democratic mechanisms for positive social outcomes
- Have a representative structure plus inclusive processes in organizations
- Weave multiple worlds together through interpersonal relationships which is a key component to networking and building capacity
- Minimize power inequities across different fields and contexts, and
- Recognize the strategic value of difference for cultural competence and highly engaged members of society.
Though these points provide support for implementing leadership programs for women of color, few programs exist that focus on this demographic. The Rockwood Leadership Institute creates programs to develop leaders who will advance social change. Leading Women of Color is an organization for women of color attorneys that convene annual conferences for training, mentorship, and networking. Inspired Women of Color Leadership is an interactive program designed for women of color in independent schools. Leadership Greater Chicago brings together diverse groups of men and women from private, non-profit, and public sectors with a focus on civic leadership development. There are other programs and chapters of programs that focus on people of color in specific fields (law, business, psychology), but none that focus on leadership development, year-long program structure, and program frameworks for women of color working in community organizing, advocacy, and social justice.

The Cultivate program was born out of the acknowledgement of these facts. Cultivate uses a lens of intentional focus on race, gender and identity of women of color leaders and organizers in social justice and advocacy to improve their experiences and trajectory in community organizing and leadership roles. The program also seeks to cultivate networks, significant relationships and vital leadership skills of women of color.
The Women of Color Leadership Program (Cultivate) is a collaborative of powerful foundations including the Chicago Foundation for Women, Crossroads Fund, Woods Fund Chicago, and the Chicago Community Trust, with support from other local foundations. Cultivate seeks to build a cadre of energized women of color leaders who are well connected across social and economic justice movements and whose collective voice and power can be leveraged in realizing a shared vision of the Chicago region’s future. By bringing together women who lead in intersecting but separate justice movements that may include women’s rights, labor rights, civil rights, LGBTQ rights, immigrant rights and others, the project benefits from a diversity of experiences and perspectives. In doing so, Cultivate creates opportunities to strengthen women’s leadership, their respective organizations and the larger fields in which they work.

THE 5 GOALS OF CULTIVATE:

1. Support the personal and professional development of women of color leaders.
2. Develop a framework that intentionally and explicitly incorporates race and gender in the participants’ leadership and professional development.
3. Build a safe and healthy space for women of color to discuss and learn about alternative models of leadership development, organization building, community organizing and movement building.
4. Advance the sustainability and longevity of individual women of color leadership while enabling a pipeline for new leaders to emerge within grassroots community organizations.
5. Nurture relationships to create a learning community across organizations and fields of work.

Toward these goals, Cultivate designs its program to provide a space for women of color with shared interests and backgrounds to convene, a participant-crafted curriculum with sessions for professional and personal development, and professional coaching to women in each cohort.

From its first year to its fifth year, a total of 80 women of color have gone through the program. Future success and expansion of the program -- and of the development of similar models locally and nationally -- depends in part on a comprehensive evaluation of key learnings, successes, opportunities and challenges specific to women of color, which can be uniquely instructive and widely shared. In recognition of this and to evaluate the efficacy, outcomes, and implications of this initiative, Cultivate partnered with Become: Center for Community Engagement and Social Change (Become).

Become is a 501c3 nonprofit with a mission to nourish communities affected by poverty and injustice to make their vision of a thriving community a reality. We do this through culturally responsive program evaluation and design, strategic planning and implementation and training and facilitation towards effective social change and justice.
Cultivate Program’s Current Theory of Change

**Program Components**
- Sessions
- Program Framework
- Coaching
- Networking Activities

**Strategies**
- Program pre-planning by program leaders (funders)
- Participant-led program design (i.e. topics of sessions, identification and selection of speakers)
- Selection of women of color coaches
- Resident facilitator/mentor and notetaker

**Outcomes**
- Personal and professional growth
- More women of color leaders
- A community for women of color leaders and organizers
- More support for women of color in this field
Evaluation Methodology

The initial step in the evaluation process was a visioning session in which program alumnae, funders, coaches and consultants were convened to discuss the purpose of the evaluation and to define its direction. Over 25 people participated. During the session, in world café style, participants answered the following questions:

1. What does the landscape of organizing look like for women of color leaders and organizers in Chicago?
2. What do you hope could come from this evaluation and learning process with respect to movement building, community building and relationship building?
3. What pressing questions emerge as we consider how Cultivate inspires women of color leaders and organizers?

Information from these questions fed into the overall evaluation plan.

The purpose of this evaluation was to ascertain the program’s progress towards the goals as well as to inform improvement moving forward. This diverse group of stakeholders emphasized the following areas as important for this evaluation:

1. Progress towards program goals, especially around relationship building, the development of a safe space and intersectionality/identity
2. Self-care of participants
3. Participants’ use of their voice, expression and influence outside of the program
4. Institutional and macro level focus of the program
5. General program improvement and structure

Components of the evaluation for Cultivate included:

1. Review and analysis of the existing data, including past surveys and program reports
2. Engagement of Cultivate alumnae in focus groups and interviews to provide additional qualitative data on the impact of the program on them as individuals in leadership positions
3. Interviews of consultants who have provided coaching and other services to obtain their input, feedback, and recommendations
4. A survey of the participants perceptions of program progress around its goals, logistics, and outcomes
The following presents the number of participants for each modality. (See Appendices A-D for specific evaluation tools.)

Evaluation Participants

- **47** stakeholders participated in data collection
- **13** interviews with participants
- **6** interviews with coaches and a funder
- **23** participant survey respondents
- **2** focus groups with
- **3** program participants
- **2** funder representatives
Results are reported according to the five areas of importance previously identified from stakeholders during the evaluation visioning session.

The following shows an overarching narrative from participants of program experience and personal change:

**Came With**
- Need to Reduce Stress
- Desire for Improved Work/Life Balance
- Professional Isolation

**Experienced**
- Community
- Safe Space
- Learning
- Mentorship + Guidance

**Left With**
- Stronger Voice
- Increased Confidence
- Renewed Energy
- Connections

Cultivate Participants’ Program Experience and Results

**PROGRESS TOWARD PROGRAM GOALS, ESPECIALLY RELATIONSHIP BUILDING, THE DEVELOPMENT OF SAFE SPACE, AND INTERSECTIONALITY/IDENTITY**

When examining movement toward the goals of Cultivate, participants expressed making progress both personally and professionally. Each interviewee described how program sessions assisted them with exploring how their intersectionality impacted their professional development and leadership in the field. Relationship building, preparing, creating and maintaining safe space were also important for each of the evaluation participants. The section below synthesizes feedback pertaining to each explicit goal. Quotes from cohort members and other stakeholders are included to aid in illustrating emergent themes.

**GOAL 1**
**Support the personal and professional development of women of color leaders.**

Throughout the life of the program, there have been varying levels of leadership represented, from seasoned veterans or leaders in the work to women who are new to the field. However, regardless of position, participants conveyed that they benefited from the program in both the personal and professional aspects of their lives.
Most survey respondents agreed or strongly agreed that Cultivate supports the personal development of women of color, with the majority strongly agreeing.

Both program participants and coaches reinforced the influence of the program process as well as the content. Coaching was emphatically noted as particularly beneficial to the personal and professional development of most participants. Most interviewees (nine out of thirteen) experienced both personal and professional development through their coaching. This was also affirmed by the participants responses in the focus groups and surveys.

To those survey respondents for which coaching was applicable, all respondents agreed that coaching was valuable and helpful; coaching contributed positively to their overall professional development, and to their effectiveness as leaders and organizers.
In addition to the successes and achievements through coaching, participants relayed that they also gained professionally from being co-creators of the program, using their agency, creativity, professional needs, and interests to guide that cycle’s content and focus. Most survey respondents agreed or strongly agreed that the Cultivate program framework was well-tailored to its cohort and participants’ needs, that the program framework was flexible depending on needs of the women in the cohort, that they learned new concepts during sessions, and they gained new skills through the process of participating in Cultivate.

Most respondents agreed that they were well-matched with their coach and that coaching contributed positively to their personal development.

Further insight on the value of coaching can be gained from participants’ recounting of the following experiences:

“My coach worked with me to come up with strategies to stand in my power… I can make sure that even if I feel unprepared, I have a set of tools in my tool box to make sure that I’m always speaking from my power.”

Cohort Member

“With the support of the coach, I found a program at Northeastern that serves adult learners through their work experiences. I don’t have the money right now for the program; however, I did enroll in Malcolm X and am currently taking classes in Advanced English and Math – in their weekend program. This will definitely assist my professional career… Cultivate helped me to envision this and to go after the opportunity”.

Cohort Member

In addition to the successes and achievements through coaching, participants relayed that they also gained professionally from being co-creators of the program, using their agency, creativity, professional needs, and interests to guide that cycle’s content and focus. Most survey respondents agreed or strongly agreed that the Cultivate program framework was well-tailored to its cohort and participants’ needs, that the program framework was flexible depending on needs of the women in the cohort, that they learned new concepts during sessions, and they gained new skills through the process of participating in Cultivate.
This unique aspect of Cultivate was mentioned by multiple cohort members. Almost every interviewee (nine out of thirteen) described the first session, where cohort members select their session topics, as being incredibly empowering and positive. Due to cohort members being active participants in selecting workshop topics, they are engaged and a part of the learning process in a powerful way. Rather than being solely receivers of information, they are also conveyors and facilitators of collective knowledge building.

When describing session workshops, every program participant described learning spaces where both personal and professional development topics were explored in an organic way. Nine out of thirteen interviewed cohort members noted the value of this approach, saying that it helped them to feel engaged during session discussion and to apply the topic at hand to the context of their own work.

This point is best illustrated by the statement:

“The sessions were held in a safe, respectful and affirming way. There is something truly unique about the Cultivate sessions. From the beginning, we get to shape our experiences in the program because we decide the session topics that we as a group really want to dig into. Also - we aren’t just receivers of information- we are also sharers of our learnings and experiences.”

Cohort Member

One hundred percent of the cohort interviewees and all coaches described resultant workshop sessions as important to supporting the personal and professional development of cohort members. Interviewees described professional development support at the micro and macro level. On the Micro level, interviewees described doing personal work, including discussions on self-care, personal boundary development and protecting oneself when feeling unsafe or disrespected (see Cultivate Sessions in Appendix E). They also included conversations and activities to support active listening, conflict resolution and coalition-building. Macro workshops included sessions on understanding policy that impacted the field and strategies on funding organizational and social change work. Their shared experiences and desired learnings coalesce to inform the session topic and partnership with the coach or consultant facilitator.
All cultivate coaches interviewed also expressed that they too learned during their participation in the program. Each stated that they learned and grew from the conversations and support that they provided to their mentees as coaching and mentorship is a two-way exchange. This point contributes to the collective strength and dynamic of this group of women.

“For me, the things that I learned and know inform my ability as a coach... You are there as a guide, not as a guru... You are there to cultivate pearls already in individuals and to help as outsiders identify barriers that exist that may prevent them from reaching full capacity... There is an exchange between the coach and mentee. We as coaches evolve as we work with mentees.”

*Cultivate Coach*

**Goal 2**

*Develop a framework that intentionally and explicitly incorporates race and gender in the participants’ leadership and professional development.*

There is explicit discussion around intersectionality, especially in the first session with the women. However, even without explicit mention, when program participants are encouraged to design session topics and are supported in facilitating key components of those topics, the curriculum framework almost naturally incorporates race, gender, ethnicity, socioeconomic status and identity. As one interviewee eloquently stated,

“We use our lives, our stories and the situations that we face to build strategies.”

*Cohort Member*

Consistent with this discussion, most survey respondents agreed or strongly agreed that Cultivate develops a framework that intentionally and explicitly incorporates race and gender into participants’ personal and professional development. Most participants agreed or strongly agreed that Cultivate viewed them as whole people, that valued their multiple identities and intersectionalities.

Albeit this intersectional integration of race, gender, and other ways in which the participants may identify or affiliate, some participants expressed room for improvement in this area. Another participant highlighted a supposed underlying assumption of the program that could potentially undermine a holistic identity

“Offer space at the beginning to navigate social, emotional, and political perspectives... There is an assumption that we're all on the same page. Even though we all come with certain shared values, we are not the same. Doing things in the beginning to build trust will make people want to sacrifice their free time in order give more and build relationships.”

*Cohort Member*

Four of those interviewed wanted more overt discussion around respecting different intersections represented and not represented in the group. It is important to note that two of these interviewees discussed the importance of expanding the intersectional approach of Cultivate’s framework to be more intentional around the needs, strengths and challenges of women in the LGBTQIA community. Both interviewees shared that in one cohort a trans woman did not feel welcomed participating in the program sessions and workshops. That woman did not complete the program. There was also a call by a consultant for direct follow-up with her, as well as others who did not complete the program, in the form of an exit interview.
Goal 3
Build a safe and healthy space for women of color to discuss and learn about alternative models of leadership development, organization building, community organizing and movement building.

For many participants and coaches, “safe space” is defined as:

- respectful
- supportive of the women’s intersectional experiences, and
- “Brave space” – not necessarily comfortable but a space for exploring difficult topics.

One participant stated,

“There is never a 100% safe space but we as women felt safer [in Cultivate sessions].”

Cohort Member

Every interviewee indicated that they felt Cultivate provided healthy and safe spaces to explore leadership development, organizing, working within the community and using voice to create change. Multiple participants described Cultivate workshops as safe spaces where they could be themselves without fear of ridicule or stereotype. Others described the workshop sessions as spaces where difficult and heavy topics could be discussed without fear of reprisal or compromising their career. In this space, they found commonality and comfort.

With regard to its explicit agenda to provide safe space to discuss and learn about alternative models of leadership development, organization building, community organizing, and movement building, most survey respondents either agreed or strongly agreed with these statements.

Participants mentioned:

“During the sessions, we had a space where the women were not only learners but also sharers- they reminded me that I am not the only one going through things like navigating government and funding organizations and trying to establish a new non-profit… After my sessions I felt stronger and just ready to work. They gave me a boost professionally.”

Cohort Member

As mentioned previously, there is room to grow in this area in making the space safe and inclusive for women who are not cisgender but identifying as women. Interviewees agreed on the need to be proactive in understanding and respecting every person’s intersectional experience. For example, committing to use preferred gender pronouns, continuing to offer diet sensitive meals, and continuing to offer childcare would be positive steps to making a stronger safe space.
Interviewees conveyed a desire to have more intentional integration throughout each session of safe space practices, such as check-ins.

“The safe space was incredibly important and useful.”

**Goal 4**

**Advance the sustainability and longevity of individual women of color leadership while enabling a pipeline for new leaders to emerge within grassroots community organizations.**

Referring to her own behavior, longevity in the field, and sustainability of current practices, one cohort participant mentioned:

“Cultivate helped me calm down jumping from 1 to 100 in a matter of seconds, now it may take a matter of minutes. I’ve learned more active listening, holding on to certain thoughts even if I think they’re right. I can’t allow myself to be completely vulnerable depending on the setting, people exploit that…. I can’t talk like a sheep if I’m talking to a wolf.”

One hundred percent of the interviewees agreed that the Cultivate program supported them in their leadership development. Many members agreed that the program helped renew their energy level in the field. The combination of topical workshops that were selected by the cohort members, such as personal boundary development and understanding policy, paired with program coaching, facilitates a unique framework of learning, strategizing and problem solving.
While workshop sessions support sustainability of women of color leadership from a macro level, coaching supports individual goals and development in a very personal and tailored way. Coaches are often leaders in the field who have persevered and thrived. Interviewees shared numerous benefits of coaching from communication skills support to strategic problem solving. Coaches also build rapport and positive interpersonal relationships with the women that result in supporting both personal and professional growth.

**Goal 5**

**Nurture relationships to create a learning community across organizations and fields of work.**

“With cultivate, even though I had been connected in the community for a while through informal networks, it gives me a professional network of women…. Professionally, I’ve never had that.”

*Cohort Member*

Most survey respondents agreed or strongly agreed that they developed meaningful and lasting relationships through the Cultivate program and that Cultivate provided space and opportunities to build and foster relationships.
Nine out of thirteen interviewees experienced positive and affirming relationships with their cohort members. They described multiple examples of rapport building, receiving empathy, support and constructive critical feedback from their cohort teammates.

“I knew [fellow program participant name] before-hand but Cultivate brought us together. We got a lot closer.”

Cohort Member

Additionally, program participants overwhelmingly agreed that staff members (funders), consultant facilitators and program coaches acted as positive mentors and supporters during the program. Two members of the focus group and one interviewee discussed the positive impact of the Cultivate program staff. They shared that staff members in the program help to demystify and humanize key organizational processes including goal setting, strategic planning, fundraising and sharing organizational outcomes.

“The leadership of Cultivate looks out for you to help grow your organization and stay sustainable… getting to see them in a different light where they’re actual people changed how I looked at funders and funding.”

Cohort Member

In many cases, the relationship with the Cultivate program coach appeared to be the most transformative. In interviews and focus groups, when answering questions related to relationships and relationship building, participants typically responded similar to the following:

“I cannot say enough about the coaching- my coach was “supernatural” the mentorship was amazing! She provided so many resources and information and worked in my best interest…”

Cohort Member

While one participant brought their own coach with them into the program, others worked with coaches that were assigned through the process. Over half of those interviewed indicated that they wished they had more time working with their program coach. When describing the coaching relationship, answers varied. Several interviewees discussed using the coaching opportunity to debrief around work-related issues and to strategize next steps around them. One person shared that she incorporated “Spirit, Work” with her coach. Several mentioned that coaches assisted with active listening and more positive communication strategies. Four out of seven interviewees shared examples where coaches assisted them with coalition-building between their organization and another or networking to meet potential funding and support institutions.

“With some organizations, I feel like there's nothing I can get out of a relationship with them. I worked with [Cultivate coach’s name] to find out how to work in deeper relationships with each other.”

Cohort Member

Three of the interviewees shared that coaches assisted them with personal and interpersonal issues and concerns. They felt strongly about the role of coaching and recommended expansion of that aspect of the program multiple times.

Overall, while both participants and coaches agreed that Cultivate fostered relationship building, they also agreed that they wanted more in this area. For example, they request more activities and informal spaces to build nurturing relationships within the cohort group.
“Coaching was for four months and was not long enough. Ideally, it would really be more supportive if the coaching could align with the overall Cultivate schedule, perhaps 10 months, rather than 4… It takes several sessions to set up goals and strategies. It would be nice to have more coaching sessions overall to think through and develop the goals before checking in with the coach on implementation strategies.”

Coaching Staff

Two of the three coaches interviewed strongly recommended integrating rapport building and learning opportunities between coaches and session facilitators/consultants.

One coach shared that the program should “hold more meetings among coaches and participants and meetings among coaches and coaches.”

SELF-CARE OF PARTICIPANTS

“Sometimes, I feel lonely and overwhelmed in my work. There are very few other black women that do this work and though I try my best to do self-care, this work, it is difficult. The issues that I work on in my professional life also impact me on a personal level, you know. Sometimes I find myself assisting family, friends – people close to me – with the same issues our participants are facing. (laughs) Its ridiculous… and its real.”

Cohort Member

This statement illustrates the identification of self-care as a need for women of color in the community organizing arena. Both program participants and coaches shared a variety of life stressors impacting the work and experiences of Cultivate members. Every participant mentioned stress emergent from their intersectional experiences as women of color. Another participant said, “I have to pull off some superhuman [strength].”

Another key life stressor shared by multiple participants was the severe lack of work-life balance. Several explained that they came into the Cultivate program dealing with personal, familial and professional responsibilities. Many of the women interviewed are caregivers as well as leaders and shared that the two roles sometimes conflict. Having the Cultivate thinking space allowed them to be free of some of these constraints, while focusing on and thinking critically about the workshop topics.

“People expect us to do everything, especially a black woman.”

Cohort Member

Most survey respondents agreed or strongly agreed that because of Cultivate they have tools to practice effective self-care, that they can better identify the need for self-care and that Cultivate positively influenced their tendencies to consistently engage in self-care practices.
In interviews and focus groups, many agreed with the following statement:

“The meetings helped me to do self-care and gave me a space to reflect and to receive support from women who looked like me and understood some of what I was dealing with.”

Cohort Member

During participant interviews and the focus group, all respondents shared a diversity of responses around self-care. Safe space played an integral role in creating the foundation for self-care. Again, every respondent shared that Cultivate was a safe space, a space where they felt comfortable and able to express themselves without oversight, judgment or stigma. One participant summarized this feeling by saying, “Without spaces of sustainability shared among people like Cultivate, no one can take care of themselves.” Many of the participants described self-care as being tremendously important. In one cohort, several shared that they were able to participate in a workshop during their Cultivate experience where they discussed the role and importance of self-care.

“The program really helped me to focus on my self-care activities. The program also supported me in delegating work – so that I didn’t have to do everything at home or at work on my own, but learn to ask other people to help and support. The coach really helped me to delegate my time.”

Cohort Member

“For me, Cultivate was a form of self-care. Taking a full day to just focus in on my professional issues and goals. I felt really supported by the program and talking during the sessions helped me to feel rejuvenated and more equipped to handle the everyday ups and downs of the work.”

Cohort Member
PARTICIPANTS’ USE OF THEIR VOICE, EXPRESSION AND INFLUENCE OUTSIDE OF THE PROGRAM

“The space has given me tools and affirmation on putting myself first and bringing my whole self to the table regardless of the comforts of others… I advocated for the role I’m in now. I got a promotion in May. A lot of black women are not in leadership roles in development.”

Cohort Member

Most survey respondents agreed or strongly agreed that Cultivate viewed them as whole people, that Cultivate valued their multiple identities and intersectionalities, and helped them to find their voices as women of color leaders and organizers.

“Cultivate was the first program I entered after becoming an executive director… [It] came at the right time- exactly what I needed to put me on a path… I felt deserving through shared experiences. I was a lion, turned into a mouse. Cultivate helped me to be a lion again…”

Cohort Member

Most survey respondents agreed that, following their participation in Cultivate they are more prepared to navigate the challenges in their roles as leaders and organizers, that their effectiveness as leaders has increased, they have tools to flourish in their personal and professional lives and they have resources to help them in the future.

Both focus group and interview participants (two focus group members and six interviewees) stated that they felt stronger, more assertive and more confident in their role at their host institutions after participating in the Cultivate program.

One participant stated,

“I am more assertive. I have a strong network. I don’t think my other friendships have ever fostered my needs to advance in the workplace. I have been my worst enemy because of a lack of self-confidence… Cultivate has made me feel like I deserve it.”

Cohort Member

Several mentioned that they “found their voice” because of the Cultivate activities, sessions and coaching. Two shared that they felt renewed or refreshed to go back to their work and address social justice issues in a stronger way. As was mentioned earlier, members felt safe in the program to explore both personal and professional issues, as a result, several shared examples of personal or professional growth where they felt more equipped to navigate and address issues within both spheres.
INSTITUTIONAL AND MACRO LEVEL FOCUS

The various stakeholder groups that participated in the visioning session questioned the focus of Cultivate around organizational, sector and philanthropic institutional change. Some pressed for information and a clarified emphasis around how the program is addressing these areas.

**Institutional Change**

In the focus group, Funders mentioned that this is an area of further exploration with some constraints (depending on their ability to move resources) and their varied perspectives. However, participants and coaches believed that the role of Cultivate is to improve the leadership of individuals so they can then return to their host organizations and contribute to the knowledgebase and leadership climate.

Most survey respondents agreed or strongly agreed that because of Cultivate, they have tools to support change in their host organizations and in the non-profit sector, and that Cultivate increased their knowledge and confidence in their own leadership and organizational management skills.

A theme from interviews and focus groups is that Cultivate should collaborate with other non-profits in general to increase its reach for greater impact. Cultivate should be a model for funding and supporting women of color and women of color organizations.

**Philanthropic Sector**

Most respondents were either neutral or agreed that because of their participation in Cultivate, they have tools to support change within the Philanthropic Community.

A theme from interviews and focus groups was that Cultivate could ultimately be a collaboration within the philanthropic community (as well as in the non-profit community) to increase its reach and impact around race and gender equity through serving women of color leaders and organizers. Cultivate could create a model to share with the philanthropic community to engage and support women of color in general and women of color organizers in particular, creating more leaders of color and extending the pipeline. In other words, it can “lift up the incredible amount of capacity to impact policy and practice”, according to a funder representative, through highlighting alumnae successes in these areas as well as in leadership and management practices. From these exemplars, philanthropy could be more equipped to support and exemplify race and gender equity. Though this is already happening in most of Chicago’s foundations, Cultivate could be a catalyst for continued momentum and progress.
GENERAL PROGRAM IMPROVEMENT AND STRUCTURE

Recommendations for Improvement

When invited to share recommendations for program improvement, Cultivate stakeholders had a variety of ideas and strategies. Overall, to improve the program, respondents mentioned more time, more structure, more networking opportunities and more conversations around values, identity, ideology, and how to work in larger, cross-sector movement. More specific suggestions included:

Planning
- Extend the opportunity for more women in the field
  - Invite younger women who have just begun to work in the nonprofit community
  - Invite women who are not a part of the grantee structure of the four funders
- Bring a cross-section of stakeholders together to discuss best or promising practices learned from previous cycles and how to integrate them into the next cycle
- Integrate evaluation throughout process

“Experiencing Cultivate is a true privilege. It would be wonderful to create opportunities for more women, younger women in this work who are just entering organizing; also developing activities or strategies to introduce and expose younger women to older women in this work.”

Cohort Member

Networking and Connections
- Create more informal gathering spaces and opportunities to network and connect with fellow Cultivate cohort members.
- Two of those interviewed wanted to learn more about the struggles, strengths and strategies of other women involved with organizing work.
  - They shared that there was power in discussing these experiences and learning the stories of these women and recommended that the Cultivate program build more opportunities to explore this area.
- Continue to host sessions at varying participants’ organizations. This can help to foster relationships between organizations and communities.

“One thing I love about the program was that we went to different places- it was really good to see and learn about the programs- we visited a church on the South side- Greenstone. It was my 1st time visiting there and being exposed to the community. It was really nice to learn something new.”

Cohort Member

- Host an annual event to continue to facilitate the networks and positive relationships that occurred within each cohort and between cohorts.

“Cultivate can help to maintain this cohesive network that we have created together…”

Cohort Member

Curriculum and Structure
- Interviewees recommendations concerning curriculum, included providing clear curricular and program objectives at the beginning of each session.
  - Print the curricular materials and design a guidebook for the program (two interviewees)
  - Share the materials across cohorts or with other women of color (two interviewees/ one focus group member).
“Be clear on curriculum and outcome of what people are meant to walk away with. Go around and ask what people hope to get out of it. It can be about professional development and building community – make sure it is a formal part of the agenda.”

Cohort Member

- While the participants appreciate the flexibility and openness of the program, they offered a critique around the extent of intersectionality that is intentionally and explicitly emphasized. If the program is to have a clear framework around intersectionality, this should be made evident in the content or design, not mainly in the participants served. As a guide, one person thought the program could be supported by a mandatory session on critical race theory as a foundational aspect of the program.
- Consider having two tracks concurrently: 1) for Executive Directors to prevent burn-out and build sustainability and 2) for middle management and organizers to develop leadership skills to enhance the pipeline. Bring these two groups together for mentorship and peer-to-peer learning.
- Add a communications component directed at the philanthropic sector to teach them lessons learned and build their capacity to exemplify and support gender and racial equity in the region.

Self Care
- A majority (five interviewees and one focus group member) of the participants mentioned the importance of self-care being made a strategic and intentional part of the program.
- Participants recommended including space to check in and discuss social, emotional and political perspectives impacting the work before each session begins.
- Another interviewee recommended that participants have an opportunity to discuss self-care techniques at the beginning of the program and determine which techniques they would like to utilize as a group throughout the different sessions.
- One interviewee suggested that each Cultivate workshop session begin or end with a different type of self-care (e.g., meditation, journaling, aromatherapy).
- Another participant recommended that the program incorporate journaling into the program structure as a form of self-care and as a reflection tool to explore issues related to expression, voice and influence.
  - This strategy may help participants deepen their exploration of using their voice to address issues related to their work.

Coaching
- Deepen or extend the coaching timeframe to support relationship building with their program mentor.
- Have more communication with the coaches. Help to ensure they are aware of program dynamics, content and objectives.

“I didn’t know about meetings or what the full curriculum looked like for cultivate participants. I think I had some powerful experiences with my mentees despite this but knowing what was discussed as part of the program would have been helpful.”

Cultivate Coach

- Convene the coaches on a regular basis to learn from one another.

“One of the things that would have been better is if coaches would have been brought in at some point to meet each other more often to see if what we were talking about would have had more relevance, so we know.”

Cultivate Coach
Below are suggestions for the ongoing format for the program:

<table>
<thead>
<tr>
<th>Planning, Model, &amp; Structure (Before Program)</th>
<th>Program Framework (During Program)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continue to decide on the cohort focus of the program (i.e. the intended career level of the women) and be consistent</td>
<td>• Components of the curriculum and sessions should be complementary and supplemental to other components of the Cultivate program (e.g. coaching, projects, facilitation, etc.). This should contribute to a cohesive picture and vision of the program rather than separated pieces</td>
</tr>
<tr>
<td>• Decide how that cohort will be integrated with previous cohorts</td>
<td>• Maintain flexibility of programming and tailoring to participant needs</td>
</tr>
<tr>
<td>• Ensure that experience levels of participants are complementary</td>
<td>• Include a collective capstone project that all cohort members must work together to complete that responds to the sociopolitical times or relevant issues (e.g., policy recommendations, power analysis, social campaign)</td>
</tr>
<tr>
<td>• Create a directory of alumnae and areas of expertise to share with the group</td>
<td>• Include safe space check-ins in each session</td>
</tr>
<tr>
<td>• Plan time and space for intentionally building relationships and networks during and after the program</td>
<td></td>
</tr>
<tr>
<td>• Continue to communicate expectations and objectives of the program prior to and during the orientation</td>
<td></td>
</tr>
<tr>
<td>• Create a program guidebook that includes core components</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Coaching (Before and During Program)</th>
<th>Follow-up and Continued Contact (After Program)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Conduct coaching readiness assessment or plan to prepare cohort for coaching</td>
<td>• Create physical or virtual space and opportunities for members to continue to network and connect</td>
</tr>
<tr>
<td>• Ensure a good match or fit between coach and participant</td>
<td>• Host an event at least annually to bring together all alumnae</td>
</tr>
<tr>
<td>• Ensure that participants are committed to the coaching schedule</td>
<td>• Maintain a directory of all alumnae in the Cultivate network to share with current and past participants</td>
</tr>
</tbody>
</table>
Overall Experience

Most survey respondents gave Cultivate an 8 or 9 in regards to how helpful their experiences were, indicating very helpful with little room for improvement.

“I loved this program and I hope it grows and continues.”

“I am grateful for the opportunity to be a participant and eternally grateful for the coaching!”

Most survey respondent indicated that what they liked most about the program were the sessions, coaching and/or meeting people with whom they built relationships.

All respondents indicated that they would recommend Cultivate to other women like them.

Summary

The overarching consensus of interviews, focus groups and surveys is that Cultivate is a necessary program due to its intentional and explicit focus on race and gender for women in community organizing, social justice and advocacy. It provides a unique space that women in community organizing have not found elsewhere. Most women agreed that their participation in Cultivate positively contributed to their personal and professional growth and development. The understanding that there is space where race, gender, identity and intersectionality are understood and do not have to be explained walking through the door provided a sense of strength for many women. The understanding that there are other women of color in
similar positions with similar experiences, provides a sense of support for many women.

Coaching was pinpointed as a strong and vital component of the program for which women were profoundly grateful. Many women mentioned being well-matched with their coaches and wanting more time. In the future, considering how to enhance the benefits of coaching by connecting coaches with one another and providing resources such that coaching can complement the curriculum are recommended.

Participants were pleased with the safe environment provided by Cultivate and the organic relationships built through interaction with one another. Participants requested additional intentional and dedicated time toward fostering new relationships and building their personal and professional networks.

Overall, the participants and coaches conveyed the unique value Cultivate provides and its impact on their lives. Almost every participant strongly agreed that the Cultivate program is a vital space for women of color. This program should have continued support here in Chicago and also be replicated in other cities to create this rare and necessary space for women of color around the country. One participant summarized this feeling by stating,

“It’s part of a need to have a space for women working in social justice and advocacy. There’s no professional group in those areas of work that we can go to. I think about it as a structure providing support, mentorship and networking.”

Cohort Member
Cultivate Participant Interview Protocol

Materials

- Interview Protocol
- Audio Recorder
- Instruments for note taking (pen, paper...)

Introduction:

Hello. My name is ______________________, and I work with an organization called Become: Center for Community Engagement and Social Change. Among the services that we provide, we do program evaluation which is a tool to assess the strengths and needs of organizations. The purpose of this interview is to help the Cultivate program determine the efficacy of its program and if it and how it meets and supports the needs of women of color leaders and organizers. I will ask you some questions about your experience with Cultivate. The information that you provide is confidential and will be used to enhance the Cultivate program for other women like you to benefit from what is has to offer, so please be as open and honest as possible.

Do you mind if I audio record this interview?

Questions

1. Describe your experience(s) as a woman of color leader and/or organizer.
2. How has the Cultivate program supported your personal and professional success?
3. Did you make any connections with other participants in Cultivate that have affected your life in some way? How did Cultivate foster this (or these) connections?
   a. Can you tell me about an experience in the program that lead to deepening these connections?
   b. What should the program continue doing in this area?
   c. What should change?
4. What stressors do you experience as a woman of color leader and advocate?
   a. What does effective self-care look like for you?
   b. Has the program influenced your tendency to consistency engage in self-care activities? How so? (what are strengths in this area- what are challenges)?
   c. What can the program do to build opportunities for self-care that easily fit within your busy life?
5. Did Cultivate do anything that helped you to find your voice or express yourself in a deeper way? To what extent has Cultivate changed the way you use your voice outside of the program? How so?
6. What is the long-term impact you want to see Cultivate do?
7. Is there anything else that you’d like to add?

Thank you so much for your time. In addition to this interview, we will send out a survey to all participants in the program within the next few weeks. When you receive it we would appreciate if you took the time to complete it. In the meantime, if you have any questions, please don’t hesitate to reach out to me.
APPENDIX B
Coaches/Consultants Interview Protocol

Cultivate Coach/Consultant Interview Protocol

Materials
- Coach/Consultant Interview Protocol
- Audio Recorder
- Instruments for note taking (pen, paper...)

Introduction:
Hello. My name is __________________, and I work with an organization called Become: Center for Community Engagement and Social Change. Among the services that we provide, we do program evaluation which is a tool to assess the strengths and needs of organizations. The purpose of this interview is to help the Cultivate program determine the efficacy of its program and if it and how it meets and supports the needs of women of color leaders and organizers. I will ask you some questions about your experience with Cultivate. The information that you provide is confidential and will be used to enhance the Cultivate program for other women like you to benefit from what is has to offer, so please be as open and honest as possible.

Do you mind if I audio record this interview?

Questions
1. Describe your experience(s) as a woman of color leader, organizer, coach, or consultant.
2. Describe your experience as a coach/consultant in the cultivate program specifically.
3. To what extent have you noticed that Cultivate fosters connections and relationships for program participants? For consultants?
   a. If it does, what have you observed is the strategy?
   b. Can you tell me about an experience in the program that lead to deepening these connections?
   c. What should the program continue doing in this area?
   d. What should change?
4. What strategies or methods have you used in your coaching and consultation to support the needs of Cultivate participants that you have seen work?
   a. Could you describe a success story?
   b. Could you describe a time when a strategy didn’t work with a participant? What was the underlying cause, in your expert opinion?
5. What is Cultivate’s role/ impact in the structural and institutional change in:
   a. the individual (personal and professional) experiences of participants?
   b. the individuals’ host organizations?
   c. the larger non-profit community in Chicago, Illinois and beyond?
   d. the philanthropic community/ sector?
6. What is the long-term impact you want to see Cultivate have or do?
7. Is there anything else that you’d like to add?

Thank you so much for your time. In addition to this interview, we will send out a survey to all participants in the program within the next few weeks. When you receive it we would appreciate if you took the time to complete it. In the meantime, if you have any questions, please don’t hesitate to reach out to me.
Cultivate Participant Focus Group Protocol

Materials

- Participant Focus Group Protocol
- Audio Recorder
- Instruments for note taking (pen, paper...)

Introduction:

Hello. My name is ____________________, and I work with an organization called Become: Center for Community Engagement and Social Change. Among the services that we provide, we do program evaluation which is a tool to assess the strengths and needs of organizations. The purpose of this focus group is to help the Cultivate program determine the efficacy of its program and if it and how it meets and supports the needs of women of color leaders and organizers. I will ask you some questions about your experience with Cultivate. The information that you provide is confidential and will be used to enhance the Cultivate program for other women like you to benefit from what is has to offer, so please be as open and honest as possible.

Do you mind if I audio record this focus group?

Ice Breaker

“Let’s go around the room and introduce ourselves. Please give your first name and how you’re doing Physically, Intellectually, Emotionally and Spiritually (PIES). Note: spiritual is whatever it means to you. We have 2 minutes each.”

Questions

1. Tell me about your experience(s) as women of color leaders and/or organizers.

2. Tell me about your experience(s) participating in the Cultivate program.

3. Think back over the course of your Cultivate program experience. What did relationship building and forming connections look like in the program? What worked well? What didn’t?

4. What does safe space look like for you? What does safe space look like in the Cultivate program? What activities and experiences in the program help to build safe space? What activities/experiences did not build safe space? Does safe space in Cultivate feel similar to other non-profit spaces or different?

5. Distribute a sheet of paper with the goals of Cultivate listed. Ask participants to take a few minutes to review the goals. Then ask:
   a. Now that we have reviewed the program goals, how would you describe the purpose and goals of the program in your own words? Who does the program serve? What are the program outcomes in your opinion? [go through each goal one by one if needed]

   b. Should Cultivate have additional program goals/outcomes? If so- what would you include and why?
Cultivate Participant Focus Group Protocol

6. *Pass out a simple Spheres of influence diagram of four concentric circles.*

As we conclude our time together today- please take a few minutes to express your thoughts on Cultivate’s current role/ impact in the structural and institutional change in:

- a. your personal and professional experiences?
- b. your employer and/ or host organization?
- c. the larger non-profit community in Chicago, Illinois and beyond?
- d. the philanthropic community/ sector?

At the bottom of your feedback, please add activities/ experiences/ work that you envision Cultivate supporting in the next three years.

Thank everyone for attending and – if there is time- we can ask folks who want to share OR we can simply collect the feedback.

7. Do you have anything else that you’d like to share about the program?

Closing:

Thank you so much for your time. In addition to this interview, we will send out a survey to all participants in the program within the next few weeks. When you receive it we would appreciate if you took the time to complete it. In the meantime, if you have any questions, please don’t hesitate to reach out to me.
Goals of Cultivate

Please review these goals and feel free to reference them in your response.

Thank You!

Goal 1: Support the personal and professional development of women of color leaders.

Goal 2: Develop a framework that intentionally and explicitly incorporates race and gender in the participants’ leadership and professional development.

Goal 3: Build a safe and healthy space for women of color to discuss and learn about alternative models of leadership development, organization building, community organizing and movement building.

Given this goal, can you give examples of what these alternative models may be? What are the foundations role in supporting you to advance these other models?

Goal 4: Advance the sustainability and longevity of individual women of color leadership while enabling a pipeline for new leaders to emerge within grassroots community organizations.

Goal 5: Nurture relationships to create a learning community across organizations and fields of work.
What is Cultivate’s current role/impact in the structural and institutional change in:

- Non-Profit and/or Philanthropic Work in Illinois and beyond?
- Non-Profit and/or Philanthropic Work in Chicago?
- Your Employer and/or Host organization?
- Your Personal/Professional Experiences?

Please add activities/ experiences/ work that you envision Cultivate supporting in the next three years.
Cultivate Funders Focus Group Protocol

Materials

- Funders Focus Group Protocol
- Audio Recorder
- Instruments for note taking (pen, paper...)

Introduction:

Hello. My name is ____________________, and I work with Become: Center for Community Engagement and Social Change. Thank you for giving us your time during this evaluation process to provide a critical piece of the Cultivate picture: a perspective on the program from the funders. I will ask you some questions about your experiences as members of Cultivate funding organizations from the inception of the program to present. Please pull from your professional and personal experiences, observations, and anecdotes, and use this space to speak openly and freely as the information that you provide is confidential and will be used to enhance the Cultivate program for other women to benefit from what the Cultivate program has to offer.

Do you mind if I audio record this meeting?

Ice Breaker

“Let’s go around the room and introduce ourselves. Please give your name and answer the question, “What would a perfect world for women of color look like?”

Questions

1. Over the years, you have served women at different levels of their organization from organizer to experienced leader. Now that you have had a few years to witness and experience the program for women at these varying levels, who should the program be intended for?
2. *Hand out sheet of paper with Cultivate goals.* What is the underlying purpose of each of these goals?
3. What are some actual outcomes of the program that you are particularly proud of? (Please share some specific stories).
4. What is Cultivate’s role/impact in the structural and institutional change in:
   a. the individual (personal and professional) experiences of participants?
   b. the individuals’ host organizations?
   c. the larger non-profit community in Chicago, Illinois and beyond?
   d. the philanthropic community/sector?
5. How does Cultivate influence connections and relationships for program staff?
   a. What should the program continue doing in this area?
   b. What should it change?
6. From your perspective, what does Cultivate do well? What can Cultivate improve?
   a. Should Cultivate be doing something else? If so, what might that look like?
7. What is the long-term impact you want to see Cultivate have or do?
8. Is there anything else that you’d like to add?

Thank you so much for your time. If you have any questions, please don’t hesitate to reach out to me or a member of the Become team.
Cultivate has five (5) major goals:

● Goal 1: Support the personal and professional development of women of color leaders.

● Goal 2: Develop a framework that intentionally and explicitly incorporates race and gender in the participants’ leadership and professional development.

● Goal 3: Build a safe and healthy space for women of color to discuss and learn about alternative models of leadership development, organization building, community organizing and movement building.

● Goal 4: Advance the sustainability and longevity of individual women of color leadership while enabling a pipeline for new leaders to emerge within grassroots community organizations.

● Goal 5: Nurture relationships to create a learning community across organizations and fields of work.
# APPENDIX E

## Cultivate Sessions (By Cohort)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sessions</th>
</tr>
</thead>
</table>
| 2012/2013  | 1. Orientation  
             | 2. Self-Care  
             | 3. Identifying our Needs and Priorities  
             | 4. Women of Color Leadership  
             | 5. Round table with Funders  
| 2013/2014  | 1. Orientation  
             | 2. Leadership Styles/Organization Management  
             | 3. Community Organizing  
             | 4. Building a Women of Color Pipeline  
             | 5. Fundraising/Financial Management  
             | 6. Our Public Image  
             | 7. Closing Session |
| 2014/2015  | 1. Orientation- Foundation staff  
             | 2. Race and Gender  
             | 3. Building Women of Color Pipeline  
             | 4. Organizational Management(Fundraising)  
             | 5. Community Organizing/Coalition Building  
             | 6. Public Policy/Advocacy  
             | 7. Closing Session |
| 2015/2016  | 1. Orientation  
             | 2. Racial Wealth Divide  
             | 3. Race and Gender  
             | Others to be identified |
| 2016/2017  | 1. Orientation  
             | 2. Race and Gender  
             | 3. Communication and PR  
             | 4. Public Policy  
             | 5. Community Organizing  
             | 6. Organizational Management  
             | 7. Closing Session |
## Participant Survey Data

<table>
<thead>
<tr>
<th>Expectations</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>The application process was easy to complete.</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>26%</td>
<td>74%</td>
<td>0%</td>
</tr>
<tr>
<td>The expectations of the cultivate program were clearly defined.</td>
<td>0%</td>
<td>4%</td>
<td>9%</td>
<td>48%</td>
<td>39%</td>
<td>0%</td>
</tr>
<tr>
<td>I was aware of my status with the cultivate program in a timely manner.</td>
<td>0%</td>
<td>0%</td>
<td>4%</td>
<td>17%</td>
<td>78%</td>
<td>0%</td>
</tr>
<tr>
<td>Goals</td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Neutral</td>
<td>Agree</td>
<td>Strongly Agree</td>
<td>N/A</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
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<td>----------------</td>
<td>-----</td>
</tr>
<tr>
<td>Cultivate supports the personal development of women of color leaders.</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>39%</td>
<td>61%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate supports the professional development of women of color leaders.</td>
<td>0%</td>
<td>0%</td>
<td>4%</td>
<td>26%</td>
<td>70%</td>
<td>0%</td>
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<tr>
<td>Cultivate develops a framework that intentionally and explicitly incorporates race and gender in the participants' PERSONAL development.</td>
<td>0%</td>
<td>0%</td>
<td>22%</td>
<td>57%</td>
<td>22%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate develops a framework that intentionally and explicitly incorporates race and gender in the participants' PROFESSIONAL leadership development.</td>
<td>0%</td>
<td>4%</td>
<td>26%</td>
<td>30%</td>
<td>39%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate builds a safe and healthy space for women of color to discuss and learn about alternative models of LEADERSHIP.</td>
<td>0%</td>
<td>4%</td>
<td>22%</td>
<td>39%</td>
<td>35%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate builds a safe and healthy space for women of color to discuss and learn about alternative models of ORGANIZATION BUILDING.</td>
<td>0%</td>
<td>0%</td>
<td>30%</td>
<td>48%</td>
<td>22%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate builds a safe and healthy space for women of color to discuss and learn about alternative models of COMMUNITY ORGANIZING.</td>
<td>0%</td>
<td>0%</td>
<td>35%</td>
<td>52%</td>
<td>13%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate builds a safe and healthy space for women of color to discuss and learn about alternative models of MOVEMENT BUILDING.</td>
<td>0%</td>
<td>4%</td>
<td>35%</td>
<td>43%</td>
<td>17%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate advances the sustainability and longevity of individual women of color leadership.</td>
<td>0%</td>
<td>0%</td>
<td>22%</td>
<td>57%</td>
<td>22%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate enables a pipeline for new leaders to emerge within grassroots community organizations.</td>
<td>0%</td>
<td>9%</td>
<td>22%</td>
<td>48%</td>
<td>22%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate nurtures relationships to create a learning community across organizations and fields of work.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>48%</td>
<td>39%</td>
<td>0%</td>
</tr>
</tbody>
</table>
### Curriculum and Sessions

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Cultivate curriculum was well tailored to its cohort and participant needs.</td>
<td>0%</td>
<td>9%</td>
<td>30%</td>
<td>43%</td>
<td>17%</td>
<td>0%</td>
</tr>
<tr>
<td>The Cultivate curriculum was flexible depending on the needs of the women in the cohort.</td>
<td>0%</td>
<td>9%</td>
<td>13%</td>
<td>30%</td>
<td>48%</td>
<td>0%</td>
</tr>
<tr>
<td>I learned new concepts during Cultivate sessions.</td>
<td>0%</td>
<td>4%</td>
<td>17%</td>
<td>48%</td>
<td>30%</td>
<td>0%</td>
</tr>
<tr>
<td>I learned new skills through the process of participating in Cultivate.</td>
<td>0%</td>
<td>9%</td>
<td>17%</td>
<td>35%</td>
<td>39%</td>
<td>0%</td>
</tr>
</tbody>
</table>

### What did you like most about the Cultivate curriculum?

- I liked that it drew people from a wide range of nonprofits together. I enjoyed meeting new folks - some that are still friends today. I liked the mentor piece and I still see my mentor to this day - even after 4 years.
- Flexibility
- Some of the other women I met.
- The process for participating and the safe space for the group to discuss in group.
- I loved having access to a coach.
- The curriculum is amazing. I love that they initiated it through a needs assessment, and then based on that, we decided which areas we wanted to work on and then encouraged us to work collectively on our chosen topics. I loved also the space it created for meaningful dialogue and the encouragement we received to connect one-on-one with our cultivate allies. I also appreciated the coaching tremendously.
- New topics and them being led by participants
- The coaching sessions
- Just being in a space with so many women of color leaders was inspiring
- I liked the opportunity for us to tailor it to the needs of the cohort- what topics we were most interested/have need it and that we were able to volunteer to plan a session
- The cohort participants determined the curriculum for the most part, and it was very personalized to our needs.
- The emphasis on an entirely WOC leader cohort, and WOC speakers
- I liked the flexibility of the program in addressing people's interests. I liked the investment in my development.
If you could change something about Cultivate's curriculum to improve it, what would it be?

- Consider building more team building or group building activities so that people feel like they know each other or facilitates building a safe space. There could have been more explicit conversations about race, gender, sexual orientation or movement building - or more explicit conversations of how to integrate these values into existing work and organizations.
- Getting action/work plans out of skill based sessions, something tangible (not just with coach)
- I think the program needs to aim for content for higher level of leadership. I felt like a lot of the things we talked about were fairly basic.
- It would be great to create Cultivate's for community leaders and volunteers.
- I would allow more time to fellowship with the other cohort members. I wish we could have focused more on relationship building.
- I would love to interact with Cultivate alumni and as an alum, have a role in continuing to help new Cultivate members. I think there’s an opportunity to pair mentors together from previous cohorts in addition to the coaching (as a way of tapping into existing leaders too and helping them grow). I also think there’s a sadness to having Cultivate finish. I wish its something that could continue much longer than just one year. It feels a little lonely, so it would be great for there to be continuing presentations for alum or opportunities to get together and learn from each other.
- Evaluating each session, etc
- For it to be more in-depth and go deeper beyond the surface of any particular subject.
- I was in the first cohort when everything was being figured out. I don’t think we even had a curriculum at the time.
- I liked that the first session talked about intersectionality, but it would have been great to also weave in Indigeneity, given our place and talk about how people of color are also settlers who benefit from Indigenous dispossession and how that framework is important when talking about our work
- Next steps and how to keep momentum going.
- More teambuilding
- More opportunities for networking. Learned a lot from the different sessions. Would be good to have some down time to learn from others and get to know each other better.
<table>
<thead>
<tr>
<th>Coaching</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>The coaching aspect of Cultivate was valuable/helpful to me?</td>
<td>0%</td>
<td>0%</td>
<td>8.7%</td>
<td>17.4%</td>
<td>65.2%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Cultivate provided me with enough information to select the right coach for me.</td>
<td>0%</td>
<td>8.7%</td>
<td>0%</td>
<td>30.4%</td>
<td>52.2%</td>
<td>8.7%</td>
</tr>
<tr>
<td>I was well matched with my coach.</td>
<td>0%</td>
<td>4.3%</td>
<td>8.7%</td>
<td>17.4%</td>
<td>56.5%</td>
<td>13%</td>
</tr>
<tr>
<td>Cultivate coaching contributed positively to my personal development.</td>
<td>0%</td>
<td>0%</td>
<td>8.7%</td>
<td>26.1%</td>
<td>47.8%</td>
<td>17.4%</td>
</tr>
<tr>
<td>Cultivate coaching contributed positively to my overall professional development.</td>
<td>0%</td>
<td>0%</td>
<td>4.3%</td>
<td>26.1%</td>
<td>52.2%</td>
<td>17.4%</td>
</tr>
<tr>
<td>Cultivate coaching contributed to my effectiveness as a leader/organizer.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>17.4%</td>
<td>52.2%</td>
<td>17.4%</td>
</tr>
<tr>
<td>What did you like most about coaching?</td>
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<tr>
<td>• I was able to talk about community organizing and discuss ideas around strategies, approaches or the general landscape. One of my coaching goals was to meet someone that can help me think things through in my own work. Most importantly, I just liked my coach. We got along well and are good friends to this day.</td>
<td></td>
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<tr>
<td>• One on one</td>
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<tr>
<td>• I liked that I was given choices to choose from based on the coaches expertise.</td>
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</tr>
<tr>
<td>• The coaching was helpful to guide and advise me in my work as a community organizer</td>
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<tr>
<td>• I liked that my coach was invested in me. She held me accountable and helped me to become more comfortable with who I am.</td>
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<tr>
<td>• What I enjoyed most about coaching was the opportunity to speak confidentially with someone about my professional development, and troubleshoot problems. My coach was incredible, empathetic, wise, and understanding. I really benefited from the wisdom she shared with me and it is an invaluable experience. I do wish it could continue more than 10 hours - that's not enough time to really get into the weeds of things.</td>
<td></td>
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<tr>
<td>• great overall: professional, intelligent and flexible</td>
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<tr>
<td>• The one on one time to brainstorm and be listened to, the flexibility and safe space provided to truly, fully, express myself.</td>
<td></td>
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<tr>
<td>• There were no coaches for the first cohort</td>
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<tr>
<td>• The opportunity to weave in personalized mentorship; I liked the speed dating style way to get to know the coaches</td>
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<tr>
<td>• The time to process and reflect on personal and professional challenges</td>
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<tr>
<td>• Working on something important to me. The accountability. A sounding board and reality check (esp. since I often worked alone.)</td>
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</tbody>
</table>
**What changes would you recommend to improve the coaching experience?**

- I can’t say I would change anything.
- unsure
- I’d add more sessions.
- have one forever!
- More sessions!
- As a woman of color where the idea of “coaching” is not an accepted or well-known concept, I would give an orientation on coaching first before having us select a coach. I would’ve liked an opportunity to explore more meaningfully what I needed a coach for, how to use my hours better, and what I was hoping for. Everything I looked for online in researching how to use a coach was very hierarchical, very patriarchal notions of why I should be working with a coach and what we should be working on. I really didn’t know how to use the coach until half-way through my sessions. I was paired well because she helped me understand that but it would’ve been nice to not waste some sessions on understanding this before using this amazing opportunity on how I actually needed it.
- longer period/time
- More sessions, more resources!
- More coaches with a broader experience range- some with specific coaching experience but also with experience in different non-profit work; also over representation of Black coaches compared to our cohort
- More hours
- It should be longer.

<table>
<thead>
<tr>
<th>Structural and Institutional Change</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Because of my participation in the Cultivate program, I have tools to support change within my HOST ORGANIZATION.</td>
<td>0%</td>
<td>4.3%</td>
<td>43.5%</td>
<td>43.5%</td>
<td>8.7%</td>
<td>0%</td>
</tr>
<tr>
<td>Because of my participation in the Cultivate program, I have tools to support change within the NON-PROFIT SECTOR.</td>
<td>0%</td>
<td>4.3%</td>
<td>13%</td>
<td>69.6%</td>
<td>13%</td>
<td>0%</td>
</tr>
<tr>
<td>Because of my participation in the Cultivate program, I have tools to support change within the PHILANTHROPIC COMMUNITY.</td>
<td>4.3%</td>
<td>4.3%</td>
<td>34.8%</td>
<td>47.8%</td>
<td>4.3%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Participation in Cultivate has increased my knowledge and confidence in key leadership and organizational management skills.</td>
<td>0%</td>
<td>0%</td>
<td>17.4%</td>
<td>65.2%</td>
<td>13%</td>
<td>4.3%</td>
</tr>
</tbody>
</table>
What are some other things that Cultivate should consider with respect to structural and institutional change?

- We could have spent more time talking about what it means to do structural and institutional change - challenges, best practices, etc. I think most of our workshops seemed more focus on leadership and skills-building.
- Power dynamics within organizations and resources to assist the cultivate participant to help enlightened the org (i.e. racial equity, white ally-ship, etc.)
- I think it's a tall order to think that a yearlong program can really begin to address structural issues. I often walked away feeling even more pessimistic given the barriers we face.
- If Cultivate focused more on relationship building, I feel like that individual cohort members would feel more supported in making structural and institutional changes.
- Part of structural and institutional change requires a deeper and long-term investment in creating this change. As such, I do think it would help if the program were longer and allowed more coaching sessions to continue what I feel like was a seed of possibility planted.
- The way non-profits are funded, the reporting requirements and changing the imposing restrictions.
- Showcasing the experiences of Cultivate participants through roundtables or speaking engagements with the philanthropic community could create many teachable moments that could chip away at the ingrained assumptions of white male leadership and what success looks like.
- Limiting the participants to grantees may limit your scope and span of cultivating leadership
- Are the supporting foundations doing the same work internally to make sure they are lifting WOC both inside the foundations and outside in their funded orgs
- That this program can be a huge insight for funders as they think about being more open minded and supporting organizations with WOC leaders AND alternative organizational models.
- Networking is important to share knowledge, skills, and resources. Facilitating relationships= facilitates community building as people form relationships cross networks and are more interconnected.

<table>
<thead>
<tr>
<th>Identity</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultivate viewed me as a whole individual.</td>
<td>0%</td>
<td>0%</td>
<td>8.7%</td>
<td>34.8%</td>
<td>56.5%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate valued my multiple identities and intersectionalities.</td>
<td>0%</td>
<td>4.3%</td>
<td>8.7%</td>
<td>39.1%</td>
<td>47.8%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate helped me to find my voice as a woman a woman of color leader/organizer.</td>
<td>0%</td>
<td>0%</td>
<td>30.4%</td>
<td>26.1%</td>
<td>39.1%</td>
<td>4.3%</td>
</tr>
</tbody>
</table>
What are some other things that Cultivate should consider with respect to the multiple identities of women of color?

- While I didn't feel like my multiple identities or the intersectionalities was not valued, we could have had more explicit conversations about what we mean by these concepts. What does it mean to work from the intersection? It was somewhat assumed that we all had this shared identity - but we never really talked about it.
- Spectrum of women of color - safe space for transwomen
- It tried to find the most common denominator thus usually to general. I'm not sure how you address the intersectionality in a way that’s meaningful for each participant but I don't think the generalization worked well.
- I do think there needs to be a deeper discussion of gender identities in the room. I think back to the first time we went around the room and said our name and we just assumed we were all cis, hetero women. That assumption of gender-identity and sexuality, troubled me. I do think there's an opportunity to have a conversation or a training on being able to think beyond the hetero/cis woman for everyone at the table.
- Immigration status, new Executive Directors who are women of color should also be allowed.
- Again, I don't know how things have changed. Cohort surveys that get at the multiple personal and professional responsibilities, leadership styles and other relevant issues would be helpful for tweaking the program and help the program have something to say about how leadership looks for women of color to philanthropy and the nonprofit sector.
- Most of the time I felt like the discussion about our identity as women of color was surface level or not really at the forefront of the topics that we covered, it was also interesting to note that when we planned some of the sessions, that it was not so easy thinking of guest speakers to bring in that where women of color- that says something about the network in Chicago.
- Trans women were not included or I believe made to feel safe
- The first section about intersectionality was really helpful in articulating this. It would have been good to have ongoing discussions about what this means for us (personally & professionally) and what this means for our organizations and organizing.

<table>
<thead>
<tr>
<th>Relationships and Relationship Building</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>N/A</th>
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</thead>
<tbody>
<tr>
<td>I developed meaningful connections with other women of color leaders through Cultivate.</td>
<td>0%</td>
<td>4.3%</td>
<td>21.7%</td>
<td>39.1%</td>
<td>34.8%</td>
<td>0%</td>
</tr>
<tr>
<td>I developed lasting relationships with women in the Cultivate program that extended beyond our cohort.</td>
<td>0%</td>
<td>8.7%</td>
<td>21.7%</td>
<td>34.8%</td>
<td>30.4%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Cultivate provided space to build relationships with other members and participants.</td>
<td>0%</td>
<td>17.4%</td>
<td>21.7%</td>
<td>30.4%</td>
<td>30.4%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate created opportunities to foster relationships with other participants.</td>
<td>0%</td>
<td>8.7%</td>
<td>13%</td>
<td>43.5%</td>
<td>34.8%</td>
<td>0%</td>
</tr>
</tbody>
</table>
What are some other things that Cultivate should consider with respect to relationship building? (Between participants? Between participants and coaches? Between participants and Cultivate staff? And/or among coaches?)

- Most of my relationship building happened outside of the program. I liked having a directory of contact information and Cultivate made it easy to build those relationships with that directory. I find that those that valued relationship building were more willing to meet. Those that were either very overwhelmed or seemed to prioritize ‘work’ over meeting/connecting with others usually took much longer to set up meetings. Also, while the program was clear about expectations and participation, it didn’t seem like people regularly attended. At times, that made it hard for me to connect with everyone.
- Trust/team time at the beginning or precursor to learning sessions
- I actually would have preferred more open time for discussions rather than workshops all the time. I think the folks attending had a lot of wisdom to offer and we weren’t necessarily given the opportunity for peer learning.
- The 1:1s with cohort members and other relationship building practices should have been built into the program instead of encouraging members to meet outside of meeting times.
- It would be great to have opportunities to do one-on-ones w/ the staff. I also think the speed-coaching was exhausting, making it difficult to connect with some of the coaches - perhaps just having us meet the coaches and have them present to the entire group would’ve been helpful? I still have to think about how this could’ve improved a bit.
- Longer retreats, more trust building activities, more meaningful activities.
- Events for alumni and that connect alum to new cohorts
- I think at least one evening social event could help with relationships building between participants. I appreciated not having the funders in the room during our sessions, because there is a very real power dynamic but then on the other hand there wasn’t really enough space to forge relationships with the staff. Other than Deborah Harrington, I don’t feel like I could reach out to any Cultivate staff any differently.
- More relationship building time
- More time together
- There should be more time for purposeful networking. I felt that I made some good connections, but was rather limited. It might be good to have some meetings during the year (after our cohort) to maintain relationships or even expand outside our cohorts. I have limited time outside work to do this, so maybe some coordinated efforts- either Fridays during the day or right after work. (With kids/family, it’s hard to take off another night, unless it’s rare, or I can incorporate it into work.)

<table>
<thead>
<tr>
<th>Self Care</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Because of my participation in Cultivate, I have tools to practice effective self-care.</td>
<td>0%</td>
<td>4.3%</td>
<td>21.7%</td>
<td>47.8%</td>
<td>17.4%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Because of my participation in Cultivate, I can better identify the need for self-care.</td>
<td>0%</td>
<td>0%</td>
<td>4.3%</td>
<td>65.2%</td>
<td>21.7%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Cultivate positively influenced my tendency to consistently engage in self-care practices.</td>
<td>0%</td>
<td>0%</td>
<td>26.1%</td>
<td>43.5%</td>
<td>21.7%</td>
<td>8.7%</td>
</tr>
</tbody>
</table>
**What are some things that resulted from your participation in Cultivate?**

- It's been awhile, so I can’t remember everything. But, we may have had few sessions on work-life balance or concepts related to it. My self-care practices haven’t really been shaped by Cultivate. The program has helped me build a network of support - meeting new people - that I have been able to rely on for professional and personal support.
- I think it reminded me that I need to incorporate this but the movement culture does not support this so it is challenging. In fact, I ended up quitting my job at the time because I didn’t feel like it was supportive of me as a working mom with an infant.
- Be part of groups of colleagues
- My rituals for self-care did not result from Cultivate, but it made me motivated to tap into them more.
- I left my job. I now work for myself and am more confident in my choices and opinions.
- Unplug, take vacation, not do work after 6 and extremely rarely on the weekends, work from home a few days a week
- Having a variety of different mentors/friends you can call on, setting work/life balance
- Ritual from the last session
- I no longer apologize for my identities, and I believe I bring value to the tables I am invited to.
- I am more conscious about the need for self-care. However, it’s still something that I’m working on. I would consider get together (mentioned in the previous section) part of self-care, as well as learning from others

**What else should Cultivate consider with respect to self-care?**

- Consider conversations/workshops about why self-care is a challenge and what gets in the way?
- Doing group self-cares activities early on, maybe as a team building precursor mini-retreat instead of an afterthought.
- Maybe creating spaces for folks to share best practices.
- Coaching was very helpful
- Cultivate could do more self-care practices during meeting times.
- This is a topic that could be touched on in each session, in addition to a session dedicated to it. Self-care is beyond what people do to balance life and work - its about balancing a person’s entire life. It would’ve been helpful to have a deeper dialogue about this, especially given the expectations that women of color have both at work and at home. This conversation felt very one dimensional when it could have spanned beyond this and really thinking about ourselves as a whole person, and how as women of color, we’re working extra hard to prove ourselves and how to break that down.
- Income, access to resources (spas, massages, relaxation retreats, etc.), children and overall more well-rounded considerations of all the aspects of women.
- A retreat (with support that allows women to be fully present at the retreat - child care, etc.)
- Discussion around pushing back on the work culture
- Help facilitate learning/coping groups outside of the cohort experiences
- See above
<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Following my participation in the Cultivate program, I am more prepared to navigate the challenges in my role as a leader?</td>
<td>0%</td>
<td>8.7%</td>
<td>13%</td>
<td>60.9%</td>
<td>17.4%</td>
<td>0%</td>
</tr>
<tr>
<td>Cultivate increased the effectiveness of my leadership.</td>
<td>0%</td>
<td>0%</td>
<td>17.4%</td>
<td>69.6%</td>
<td>13%</td>
<td>0%</td>
</tr>
<tr>
<td>Following my participation in the Cultivate program, I feel more prepared to navigate the challenges in my role as an organizer.</td>
<td>0%</td>
<td>0%</td>
<td>30.4%</td>
<td>47.8%</td>
<td>17.4%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Cultivate gave me tools to help me to flourish in my personal life.</td>
<td>0%</td>
<td>0%</td>
<td>39.1%</td>
<td>34.8%</td>
<td>21.7%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Cultivate gave me tools to help me to flourish in my professional life.</td>
<td>0%</td>
<td>0%</td>
<td>17.4%</td>
<td>65.2%</td>
<td>17.4%</td>
<td>0%</td>
</tr>
<tr>
<td>The Cultivate program provided resources to help me in the future.</td>
<td>0%</td>
<td>0%</td>
<td>21.7%</td>
<td>47.8%</td>
<td>30.4%</td>
<td>0%</td>
</tr>
<tr>
<td>I can better identify funding sources for me and my host organizations’ needs.</td>
<td>8.7%</td>
<td>17.4%</td>
<td>47.8%</td>
<td>21.7%</td>
<td>0%</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall Experience and Final Thoughts</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>How would you rate your experience as a Cultivate participant?</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>9%</td>
<td>9%</td>
<td>45%</td>
<td>32%</td>
<td>5%</td>
<td></td>
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</table>
## What do you like most about the program?
- Meeting other women of color organizers
- Coaching and meet other women of color leaders
- Coaching
- Meeting a couple of people I still have a strong relationship with.
- All the sessions especially community organizing.
- Coaching sessions
- I really loved the sessions we all worked on to create collectively. My favorite sessions were the self-care and political organizing session, not because of the topic but because of how thorough the planners were on the issue.
- The coaching sessions
- Learning from other cohort members
- Being in community with other organizers, learning about their campaigns, visibility among funders - putting faces to real issues
- Meeting my cohort participants

## If you could change something about the program to improve it, what would it be?
- More conversations on values, identity, ideology and how to work in larger movement or cross-sector
- A bit more structure
- Incorporated team activities; discuss the nonprofit industrial complex and document strategies for intentional race, class, gender, age, and mobility community organizing and organizational growth - to impact the cohort members organizations with resource support and not just the word of one person.
- I think the program is trying to be all things to all people thus lacks focus and the strategic capacity for high level engagement with experienced leaders.
- More relationship building
- All suggestions mentioned previously.
- Make it more in depth, the retreats longer and with more meaningful activities, projects.
- There have been a lot of changes since the first cohort so I don’t know.
- Strategies and facilitation of long-term benefits
- More time. Maybe retreat style instead of over six months
- More networking opportunities. It would be nice to model different ways to create safe spaces/shared community values (e.g. restorative justice practices). Model safe spaces to create safe spaces amongst leaders and staff
**Is there anything else you’d like to add about your experience in Cultivate?**

- No
- More focus.
- I loved this program and I hope it grows and continues.
- I am grateful for the opportunity to be a participant and eternally grateful for the coaching!
- I don’t think I saw any trans women at the evaluation meeting. That’s an outreach opportunity.
- Key questions that came out of the visioning session: 1) How does Cultivate change organizations and foundations so that Cultivate is not a separate thing, but actively incorporated and sought out? (E.g. How do we have Cultivate not seen as the diversity program, or the women’s program, but a leadership or professional development program.) 2) How do we develop a support network that is strong and vibrant?

**Would you recommend the Cultivate program to other women of color like you? Why or why not?**

- Yes - it helps to meet new people and engage in new ideas.
- Yes, a great experience to meet others and the coaching is a plus that has an immediate and direct impact
- Yes, it’s one of few safe spaces for women of color to develop personal and professionally in the non-profit role
- I would recommend it for people who have less leadership experience than me. I think its fairly introductory and I found myself feeling like much of what was being taught were things I had already learned/experienced.
- Absolutely! Thank you to cultivate Team!
- Yes. It was powerful to see other women of color in my line of work and have a space to share our experiences.
- Definitely. It is a much needed space, that provides healing and much needed support. I do have new leadership skills, but what I walk away with most is the sisterhood and bonds created as a result.
- Yes, but hopefully the program grows.
- Absolutely. Women of color leaders don’t have many opportunities to be in the same spaces, which is so needed. And, I was encouraged by the changes that have been made to the program.
- Yes
- Yes, resoundingly yes.
- Yes, I recommend Cultivate to other women of color. I think it greatly builds leadership, professional development. I learned so much. I highly recommend it.