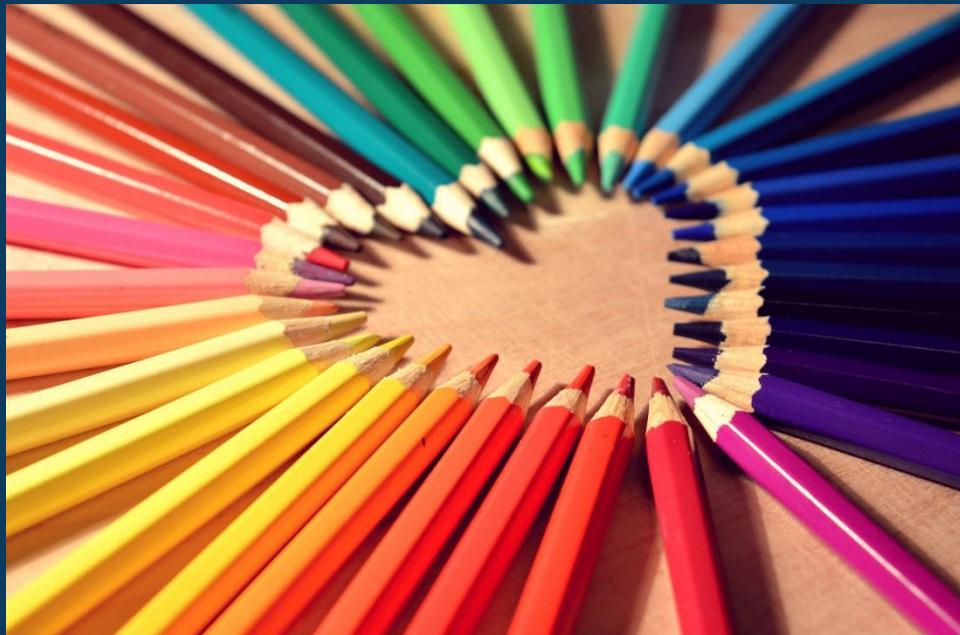


# Rockwood Leadership Institute's Cohort-Based Programs: 2016 Third Party Evaluation

Results from a Survey of 103 Rockwood Fellowship Alums



December 2016

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Prepared for: **Rockwood  
Leadership  
Institute**

Prepared by:  **LEARNING *for* ACTION**

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# Introduction + Context

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# Overview

In 2016, Rockwood Leadership Institute engaged Learning for Action (LFA) to conduct an independent evaluation of Rockwood's cohort-based fellowship programs, including contributions to individual and movement-level outcomes.

This report details the findings of the survey of Rockwood fellowship alums. The survey was designed to gather feedback from former fellows about the following:

- The ways in which the fellowship affected their individual leadership
- Rockwood's contributions to movement-level change
- How Rockwood can improve to better meet fellows' needs

**A total of 448 alums were invited to take the survey. Of these, 103 alums completed the survey for a strong total response rate of 23%.**

As third-party evaluators, LFA is committed to maintaining the integrity and quality of all data collected in the evaluation process. Only LFA team members had access to data with identifying information (unless survey participants granted Rockwood permission to view their individual responses). For the purpose of this report, all data has been de-identified to ensure anonymity of the survey responses.

# Why Leadership Development Matters for Movement-Level Success

**Investment in leadership development is inadequate.** Resources dedicated to cultivating leaders are very limited, particularly in the nonprofit sector. Despite the important role of leadership development, only 1% of funding from foundations supports leadership development. And while over half of leadership development dollars went to social justice grantmaking between 2003 and 2012, only 4% of social justice grantmaking overall went towards leadership development.\*

**However, leadership development yields significant results:\*\***

- It increases leadership sustainability for those doing the hard work of social change.
- It enables the creativity and innovation needed to identify common ground across issue areas.
- It creates a pipeline of leaders who represent the diversity of the United States and the voices of those who often lack power in our system.

**Leadership development is essential for the success and sustainability of social change movements.** The success of the social sector depends on having a robust and connected group of leaders in the field who can advance important efforts and affect change. Leaders need to represent the diversity of the movements they are a part of in terms of focal issue area, stakeholder type, geography, race/ethnicity, gender, sexual identity, and age. They must also be able to communicate and bridge the divides of issue area and breadth of social movements. **Rockwood seeks to strengthen the leadership and collaboration needed to advance social movements, cultivate and grow leadership, build social sector fields, and foster deep, strategic, and effective collaboration.**

**Movement-building leadership requires a different skillset than organizational leadership.** Clarity of purpose, vision, collaboration, and working across racial and generational differences are key abilities for leaders in movement building efforts. In *Social Movements and Philanthropy: How Foundations Can Support Movement Building*, Masters and Osborn define five core elements of movement building: organizing an authentic base, leadership, vision and ideas, alliances, and advocacy infrastructure.\*\*\* Three of the five elements have particular relevance for Rockwood: leadership, vision and ideas, and alliances. **By participating in Rockwood, leaders build the skills, knowledge, and practices to strengthen their leadership and make deep connections with other leaders. In turn, Rockwood fellows are able to develop shared visions and create alliances within and outside their issue areas, resulting in stronger social change movements.**

\*Kirk Kramer and Preeti Nayak. "Plan A: How Successful Nonprofits Develop Their Future Leaders." The Bridgespan Group.

\*\*Niki Jagpal and Ryan Schlegel. "Cultivating Nonprofit Leadership: A (Missed?) Philanthropic Opportunity." National Committee for Responsive Philanthropy.

\*\*\*Barbara Masters and Tori Osborn. "Social Movements and Philanthropy: How Foundations Can Support Movement Building." The Peer-Reviewed Journal of Philanthropy.

# Overview of Rockwood's Programs

Over the past 16 years, **6,000 social change leaders** have participated in Rockwood's leadership trainings. Through Rockwood programs, leaders learn and practice skills and tools, develop deep relationships with other leaders, and gain greater clarity about their leadership path so that they can be more effective in the movements that they serve. Rockwood offers two core types programs:

## Public Programs

**Art of Leadership (AOL).** AOL is a five-day intensive retreat that teaches powerful visioning, active listening, and feedback skills as well as strategies for connecting/reconnecting to purpose and decreasing burnout. The program is open to social change leaders working across a wide range of issues. **Advanced Art of Leadership (AAOL)** is offered for those who have completed AOL.

## Cohort-Based Programs

**Sector-Based Fellowships.** Rockwood fellowships bring together leaders in an issue area in order to catalyze more powerful and engaged learning communities and partnerships. A longer-term, multi-retreat experience, each fellowship includes a combination of residential leadership retreats, peer and professional coaching, and support between sessions. Rockwood intentionally curates cohorts of leaders based on race and other social identities, role within the field, and geographic diversity.

Since 2006, Rockwood has launched two geographically-focused and ten sector-based fellowships. Fellowships require the investment of considerable time and resources. Generous support from foundations and individual donors significantly subsidizes the cost of these programs.

**Cross-Sector Fellowships.** The **Leading from the Inside Out Yearlong (LIO)** is designed to build senior executive leaders' capacity to lead their organizations and networks effectively and to collaborate across issue areas, political and organizing orientation, geography and background. To build leadership deep within organizations and across sectors, the **Cross-Movement Yearlong (XMY)** is comprised of senior staff from participating LIO organizations. LIO and XMY include three 5- to 6-day intensive retreats, expert and peer coaching, and assignments and daily practices to support and reinforce learning throughout the year. Candidates must be nominated by LIO or XMY alum.

### Fellowship Model History

Rockwood developed its first fellowship in 2006 in partnership with the Ford Foundation. Comprised of twenty-five leaders, this inaugural fellowship focused on fostering connection among strategic leaders in the media, communications, and information policy sectors. As Rockwood expanded its model into other sectors (e.g. LGBTQ Advocacy, Death Penalty Abolition, and Immigration Reform), the program design increased touch points with fellows by increasing the number of fellowship sessions.

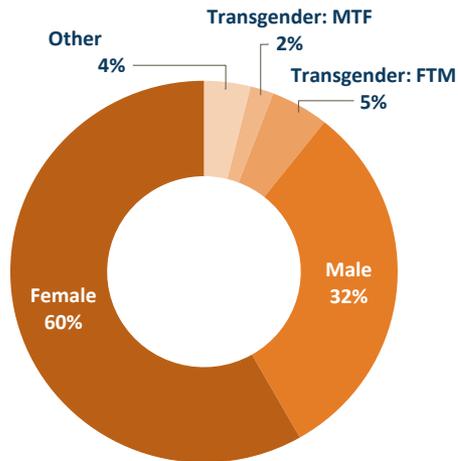
## Demographics of Survey Respondents

As compared to Rockwood participants overall, survey respondents reflect a representative sample of fellows, and reflect Rockwood’s commitment to serve racially and culturally diverse leaders and communities. While survey respondents were not asked about their sexual orientation in the survey, **37% of all fellows identify as LGBTQ and 63% identify as heterosexual/straight** based on data collected by Rockwood.

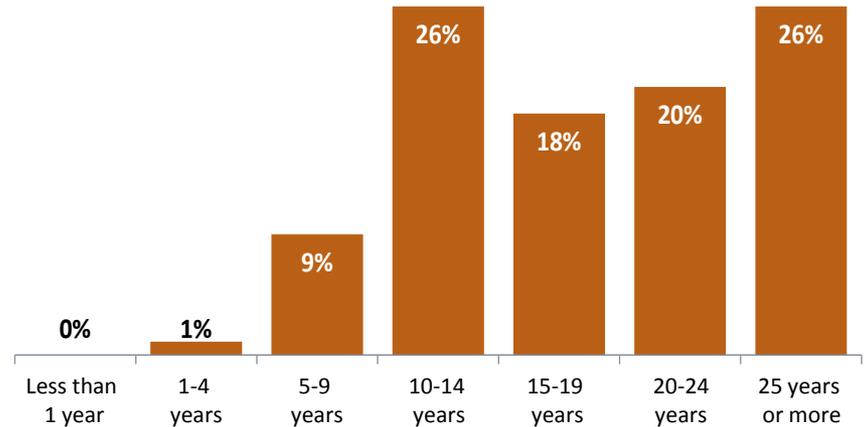
### Race (n=93)

**47%** OF SURVEYED FELLOWS ARE PEOPLE OF COLOR

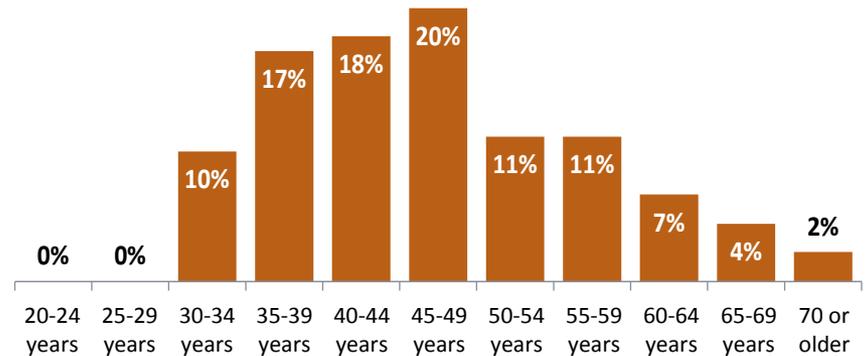
### Gender\* (n=93)



### Years Working in Social Sector (n=93)



### Age (n=93)

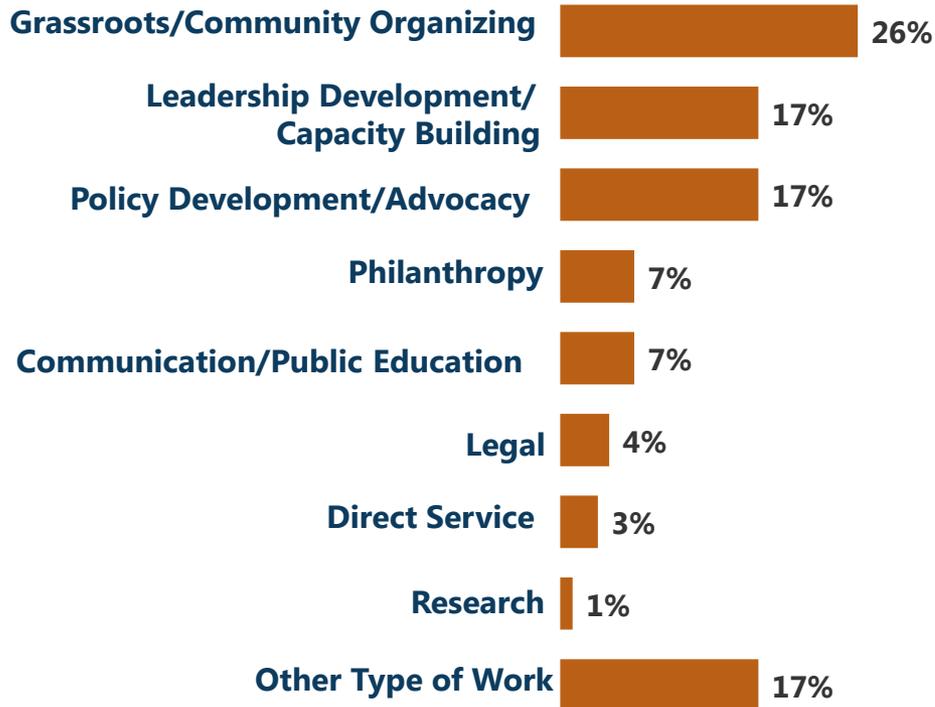


\*Note: Percentages do not sum to 100% because respondents were asked to select all responses that apply.

## Nature of Fellows' Work

Fellowship alums who participated in the survey employ a diversity of organizational strategies within many movements and at all geographical levels.

### Primary Type of Work (n=92)



### Top 4 Geographical Scopes of Work (n=92)



### Top 3 Issue/Movement Areas (n=93)



# Results

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Key Findings At a Glance

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Individual Outcomes

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Movement-Level Outcomes

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### Key Findings At a Glance

Alums reported **overwhelmingly positive results** from their participation in Rockwood fellowships. More than three-quarters of alums agree or strongly agree that Rockwood had a positive impact for nearly every individual and movement-level outcome included in the survey. The top eight outcomes are listed below.\*

**98%** of respondents **deal more effectively with leadership challenges** as a result of participation in Rockwood

**94%** of respondents are **more willing to have courageous conversations\*\*** as a result of participation in Rockwood

**91%** of respondents **inspire and align others to work more effectively towards common goals** as a result of participation in Rockwood

**90%** of respondents believe that participation in Rockwood's fellowship **had a transformative impact** on their lives

**87%** of respondents have a **clearer vision** for their work as a result of participation in Rockwood

**86%** of respondents are **better equipped to sustain their energy** over a lifetime of service as a result of participation in Rockwood

**86%** of respondents are **more willing to co-power** (own their personal power and lift up the power of others) as a result of participation in Rockwood

**84%** of respondents build and maintain **stronger interdependent relationships** as a result of participation in Rockwood

\*n = 103 for all outcomes.

\*\*Courageous conversations involve engaging in authentic and clear communication in situations that might otherwise bring up feelings of emotion for people.

## Individual Outcomes

The majority of alums reported changes in their individual leadership approach and the effectiveness of their leadership as a result of their participation in a Rockwood fellowship. Alums reported **particularly high ratings of their ability to deal more effectively with challenges, have courageous conversations, and their willingness to own their power and lift up the power of others.** The graph below and the graph on page 13 illustrate each of the individual level outcomes in the survey.

### *As a result of my participation in Rockwood, I...\**



\*n=103 except where noted

# Individual Outcomes: Confidence + Clarity

### **Participation in Rockwood gave alums the confidence to step into their own power.**

Alums are more confident stepping into roles in which they may have previously felt uncomfortable. As a result, alums are more connected to their purpose and have clearer visions of their leadership trajectories.

### **Alums reported that, as a result of Rockwood, they are:**

- More willing and better able to have courageous conversations
- More willing to be vulnerable
- More aware of their strengths and weaknesses
- Better able to understand their role in the movement

### **Alums shared that the following tools were instrumental in facilitating these changes:**

- Urgency/importance grid used to prioritize work in the short-term and long-term
- POP (purpose, outcomes, process) model to ensure that both day-to-day work and long-term projects are effective and meaningful
- 360 degree evaluation to assess leadership in a holistic way

**Participation in Rockwood clarified alums' visions as leaders and helped approach their leadership and career paths with more intention.** As a result of Rockwood, alums are more self-aware, reflective, and have sharper visions for their role as leaders. Several alums made career transitions as a result of their participation in Rockwood, enabling new leadership to step in.

- For example, an alum said that Rockwood helped them **find the right time to leave and help their former organization flourish.**
- Another alum shared that their transition allowed for more trans people of color to lead their organization. Yet another said that Rockwood **strengthened their commitment to social justice work.**

My network has grown so much. I am being invited to participate with others in conversations that I did not even know existed. **Because my confidence and belief in my own leadership abilities have increased, my work has taken on a new dimension.**

- Fellowship for Gender and Racial Justice Leaders in the HIV/AIDS Movement Alum

I can say that my experience gave me the moment that **I needed to accept and step into my evolving role as an "elder" in the movement...**and that there is a community of young leaders who are expecting that of me.

- Fellowship for Gender and Racial Justice Leaders in the HIV/AIDS Movement Alum

For me, Rockwood was a turning point on my path to centering on my commitment to social justice over my own fears and doubts about my leadership. **Rockwood helped me to take this commitment more seriously, step into my own power, and think much bigger than I have before about the desired impact of my work.**

- Leading from the Inside Out Yearlong Alum

## Individual Outcomes: Leadership Sustainability

Supporting leaders who are committed to social change and movement building for the long-haul is essential to sustaining effective movements. The majority of alums agree or strongly agree that their participation in Rockwood has increased their sustainability as leaders. Alums report being **better equipped to sustain a lifetime of activism and service, more committed to and passionate about their work, and less isolated in their leadership.**

### *As a result of my participation in Rockwood, I am...\**

Better equipped to sustain my energy over a lifetime of activism and service.

4.1

Less isolated in my leadership. (n=102)

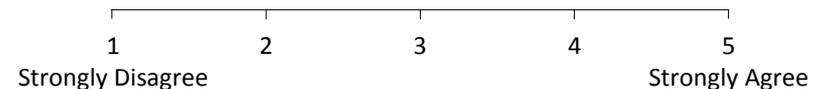
4.0

More committed to and passionate about my work.

4.0

Less burned out.

3.8



Without my participation in Rockwood, I don't know that I would have been able to do what I've done over the past nine years. I could not see how my internal weaknesses hindered my leadership. **I have a set of tools and practices that have kept me going.** I have healed from deeply rooted trauma, and **I understand a lot more about what it takes to be a strong leader.**

*- Leading from the Inside Out Yearlong Alum*

***Overall, participation in the Rockwood fellowship has had a transformative impact on my life.\****



\*n=103, except where noted

# Individual Outcomes: Leadership Sustainability

**The impact of Rockwood’s fellowship programs on leadership sustainability cannot be understated.** The vast majority of alums reported that Rockwood gave them practical knowledge and tools to practice self-care and changed their mindsets about how they approach their work. Ultimately, the ability to practice self-care sustains leaders’ commitment to their movements, prevents burn out, and supports leadership efficacy.

**Alums shared additional ways in which Rockwood improved their leadership efficacy and sustainability:**

- Approaching work more holistically by melding the personal and professional elements of their life.
- Becoming more present and active listeners as a result of practicing self-care.
- Making more intentional decisions about what to commit to and where to spend time.
- Feeling more “grounded” and able to more effectively manage stress.

**Connections with other leaders, developed through Rockwood, help leaders navigate challenges and sustain their leadership.** Alums overwhelming reported on the value of their relationships with other Rockwood alums. Through these newly formed or strengthened relationships, Rockwood alums have new strategies for engaging with allies on tough issues and have collaborated to enhance the success of their organizations and movements.

- Alums reported that they connect with each other outside of Rockwood and often seek both **personal and professional support**. One alum noted that they “have each other’s back” even when they cannot take a public position on their coordinated efforts.

**Connecting to my purpose is now just what I do, making me much more ‘grounded’ and comfortable in my leadership.** Also the personal ecology – I know I need to manage my energy in a way that is effective, not just frantically moving from one task to the next until I collapse.

*- Leading from the Inside Out Yearlong Alum*

Rockwood introduced me to the **‘power of the positive no’** which has allowed me to lead more often from a visionary state rather than a burned out, reactionary state of being.

*- Fellowship for Leaders in Arts and Culture Alum*

I have concrete tools...that help me organize my work AND I have the deep understanding that **my efficacy and self-advocacy are crucial to longevity** in my work. And likewise for all others around me. The more effective and self-caring we all are, the better our work.

*- Fellowship for LGBTQ Advocacy Alum*

# Individual Outcomes: Co-Powering

**As a result of their participation in a Rockwood fellowship, alums are better able to own their personal power and lift up the power of those around them and work across difference.** By becoming more highly attuned and self-reflective, alums build skills to better understand their needs and the needs of their teams. As a result, alums approach their leadership in a way that allows for others to step into their power, including people of color and LGBTQ leaders.

**Increased understanding of the intersectional issues of race, class, and gender enables alums to more effectively work across difference.** Participation in Rockwood elevated the importance of race, class, gender, and sexual orientation across sectors and movements, and helped alums transform their leadership approach. Alums elaborated on the ways in which this lens changed their leadership approach:

- Participating in Rockwood with peers who shared non-dominant racial and gender identities **increased resiliency and partnership.** One alum elaborated, “if Rockwood had not illuminated my leadership and strengths, I may easily be invisible due to the dominant gender and racial constructs in established power circles.”
- Increased **understanding of placement and privilege** in relation to race, class, and gender. One alum explained that participation in Rockwood allowed him to understand his privilege through a race and gender lens that he had previously taken for granted. He now is more sensitive to hearing about and understanding other perspectives and experiences.
- Increased **comfort guiding conversations about race and privilege.** As a result of working more directly with social change leaders, one alum shared that they have more confidence writing about and facilitating trainings on race and privilege in their sector. Another alum is having conversations about how to support the integration of racial justice conversations among nonprofits and political leaders through deep canvassing in their home state.

**Rockwood enables alums to broaden the approach to their leadership, helping alums to think outside of narrow confines and more about their role as movement builders.** This perspective shift facilitates co-powering with others in the movement and is foundational to forming shared visions and building alliances to strengthen the movement. An alum elaborated that the ability to co-power was the most important effect that Rockwood had on them as a leader and helped them develop other leaders in their organization.

I was a first-year executive director and **Rockwood gave me the tools and pathway to achieve success. I think it is giving other leaders of color** the opportunity to be more resilient and, therefore, increase our longevity.

- Fellowship for a New California Alum

Being with a group of folks who looked like me (QTPOC) [Queer Trans People of Color] and held similar commitments to social justice with an understanding of race, disability, gender, and their impacts on movements has been **soul saving.**

- Fellowship for LGBTQ Advocacy Alum

Rockwood enabled me to fully appreciate how many ways there are to lead, and how leading quietly from behind, **truly empowering others,** is the next piece of my work.

- Rockwood JustFilms Fellowship Alum

What is now possible is that I have **new strategies for engaging with allies, partners, and colleagues when working on really tough issues** of intersectionality and inequality with our movements.

- *Fellowship for Gender and Racial Justice Leaders in the HIV/AIDS Movement Alum*



## Movement-Level Outcomes

The majority of survey participants agree or strongly agree that Rockwood contributed to strengthening their issue area or movement. In particular, survey participants reported an **increased understanding of various perspectives within their issue area or movement and a stronger network of and connection to leaders**. The graph below shows the average responses for all movement-level outcomes in the survey.

### *As a result of my participation in Rockwood...\**



\*n=96 except where noted

# Movement-Level Outcomes: Shared Vision + Alliance Building

**Over the course of their Rockwood fellowships, alums develop deep and meaningful relationships with those in their cohort, expanding their network of thought partners and opportunities for collaboration.** Alums are not only able to have more courageous and productive conversations because of skills developed through Rockwood, they are also having more of them. The intentional diversity within each cohort leads to collaboration and alliance building with both like-minded and unlikely allies. Fellows discuss new ideas and strategies, call upon their peers for support, and work on projects and campaigns together.

Alums elaborated on the ways in which connections with other fellowship alums contribute to their movements:

- **Respond to and lead urgent campaigns.** For example, organizing a vigil in response to the mass-shooting at a LGBTQ nightclub in Orlando, Florida and pushing a pro-immigration agenda during the debate about Deferred Action for Parents of Americans and Lawful Permanent Residents (DAPA) and Deferred Action for Childhood Arrivals (DACA).
- **Better understand perspectives within and outside issue areas.** Alums are more aware of local, regional, and national perspectives on their issue areas. They are also more likely to assume goodwill and challenge themselves to include non-traditional groups in their issue area.
- **Increased visibility and opportunities to take leadership to a higher level.** Alums have been invited to high-level government conversations, asked to step into other leadership roles, and increased their issue area visibility as a result of their expanded network.
- **Navigate gender politics within movements.** One alum reported that connections developed with other women during their fellowship helped her navigate challenges in her male-dominated field.

Rockwood helped me understand what I internally bring to the fight – and how those things can both help and hinder how I want to show up. Through that understanding, **I've been able to build stronger relationships, articulate a sharper vision, and build more alignment around our shared goals.**

- Cross-Movement Yearlong Alum

The network of leaders that I am part of – it's like we 'know' one another in very profound ways and are **connected at a very deep level.**

- Leading from the Inside Out Yearlong Alum

**When a leader says, 'I was at Rockwood,' it immediately accelerates the conversation out of the safety zone and into the change zone....**I have personally successfully weathered a very rocky transition in leadership by remaining focused on Rockwood principles....giving me the freedom to stay focused on accelerating change.

- Leading from the Inside Out Yearlong Alum

# Movement-Level Outcomes: Shared Vision + Alliance Building

**Alums develop strong and deep connections with other alums, resulting in collaborative change and movement-level achievements.** As a result of participating in a Rockwood fellowship, leaders are more trusting of each other and willing to work outside of organizational or issue area silos. This manifests in various ways:

- **Increased alignment.** One alum shared that the Rockwood-facilitated discussions and leadership tools learned during the fellowship contributed to building stronger collaboration, trust, and confidence. This has led to increased alignment and several immigration-focused movement-level wins in California, including the expansion of Medi-Cal to include all low-income children, regardless of immigration status (Health 4 All), and the ability for undocumented residents to obtain driver licenses (AB 60) and report crimes to the police through the California Trust Act (AB 4). Similarly, a funder reported that their participation in Rockwood “directly resulted in program changes” that made funding more strategic, and competition among grantees less likely.
- **Increased inclusion of non-dominant gender and racial identities.** Strong relationships developed through Rockwood unlock barriers to inclusion in movements. For instance, one alum reported that their participation in Rockwood allowed them to expand the conversation beyond gay marriage and include queer people of color. Another alum added that “there are now more partnerships between transgender and other social justice movements, and I’m seeing more work at the intersections of different movements.”
- **More voices in support of previously marginalized issues.** According to an alum, as a result of participating in Rockwood, leaders and progressive activists have increased their support for immigrants and refugees, and refuse to blame Muslim immigrants and refugees for individual violent acts. Additionally, one alum is actively growing the racial justice movement in their home state by having deep conversations with political leaders as a path to “building a more representative democracy.”

One of the most important changes that I have seen is the further **integration and alignment across related movements**. I think that Rockwood has played a critical role in deepening the intersection of climate, racial justice, democracy, and economy - which I believe is pivotal in this political moment we are in.

- *Leading from the Inside Out Yearlong Alum*

**[I now] come to my work from an intersectional perspective**, valuing all sectors and developing strong relationships across sectors, gender, and race.

- *Leading from the Inside Out Yearlong Alum*

Rockwood's connections have meant that **my organization has broadened its reach with potential allies** and helped to shine a light on work happening in my state. In 2014, when my state faced a terrible anti-immigrant referendum, I could call on colleagues from Rockwood to lend their time, resources, and expertise to help us challenge that referendum in spite of the odds against us. **Rockwood's training meant that we could have authentic conversations about what was at stake** and to move what we could toward our greater vision for justice, not what only was of benefit to our own organizations.

- *Leading from the Inside Out Yearlong Alum*

My participation in Rockwood has led to the development of some of the **most important professional relationships and friendships of my life**. It has made such a difference for me to have a strong group of fellow Rockwood alums with whom to share successes and frustrations and the highs and lows of working on our issue. We **hold each other accountable** to continue applying what we learned through our Rockwood Fellowship and developing as leaders. **I truly can't overstate the impact these relationships have had on my life.**

*- Fellowship for Death Penalty Abolition Leaders Alum*



# Conclusions+ Recommendations

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Key Program Successes

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Opportunities and Recommendations

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# Rockwood's Key Successes

Participation in Rockwood's cohort-based leadership programs enables leaders to build skills, develop connections, and clarify their visions for their leadership journeys. These key successes contribute to the development of more effective leaders, and, in turn, more effective movements. Based on responses from survey participants, four key successes of Rockwood's fellowships are:

- 1 Confidence + Clarity.** Clearer visions for alums' individual leadership trajectories enable leaders to be more confident moving into roles in which they may have previously felt uncomfortable. By stepping into their power, alums are more connected to their purpose and better understand their role in their movement. Rockwood fellowship alums affirm or reaffirm their commitment to their work and/or make room for fresh leadership to reinvigorate and innovate for their movement.
- 2 Leadership Sustainability.** Rockwood provides space for reflection, self-care, and connection to keep leaders committed to the movement. In turn, leaders are less isolated, less burned out, and better equipped to sustain their energy over a lifetime of service.
- 3 Co-Powering.** By becoming more highly attuned and self-reflective, alums build skills to better understand their needs and the needs of others. As a result, alums work more effectively across difference, they approach leadership in a way that allows for others to step into their own power, and the leadership pipeline expands to include people of color and LGBTQ leaders.
- 4 Shared Vision + Alliance Building.** Movements are strengthened when social change leaders come together and foster deep connections across race and other social identities, geographies, issues, strategies, organizations, and communities. Participation in a Rockwood fellowship allows for the development of support networks that alums leverage to navigate individual challenges, and, importantly, collaborate more effectively for movement-level change.

# Looking Forward: Opportunities for Rockwood to Deepen Impact

Building on the successes described in this report, there are opportunities for Rockwood to consider to further strengthen its offerings to leaders.

**Build a more intentional and sustained leadership network for fellowship alums.** Alums greatly value the skills and network they cultivate through Rockwood’s fellowship programs. They want to continue building momentum on the connections they developed with other alums through more deliberate follow-up from Rockwood and ongoing communication across and within cohorts post-fellowship. Nurturing alum networks can be a time-consuming task, and thus would require additional and dedicated resources. Still, alums make a compelling case for a stronger and more cohesive alum network.

- Alums explained the importance of continued communication with other cohort members and want to **regularly convene to continue refreshing, refining, and practicing the leadership skills** they learned during their fellowships. Recommendations for continued communication include webinars, refresher/tune-up courses, in-person gatherings, and local cross-sector workshops or discussions.
- Several alums suggested **the creation of an online communication platform** to have a space to continue to connect with and support one another. Recommendations for online communication platforms include developing an alum Facebook page or using communications tools such as Slack.

**Continue the practice of bringing diverse leaders together so that participants can benefit from each other’s unique perspectives, especially in conversations about privilege, race, and gender identity.** Rockwood alums deeply appreciate the meaningful conversations about cultural (especially racial and gender) equity that occur throughout the fellowships and want to ensure that other fellows are prepared to engage in rich conversations about these topics. Alums shared the following recommendations.

- Actively recruit people of color and individuals who **can engage deeply in rich conversations around race, gender, and equity.**
- Continue to **offer a specific program for leaders in the LGBTQ movement** who work at the intersection of race, gender, and sexual orientation.

Rockwood Reunions. I know **I would love an opportunity to come back with the group of folks** [that] ‘I took an elevator ride to the depths of my soul’ with [and] to learn more lessons and connect back with core lessons of our cohort. As we go about the work, it is sometimes difficult to practice without a return to that formalized intention.

- Fellowship for LGBTQ Advocacy Alum

Quarterly local gatherings would be nice – perhaps short evening workshops or discussions to re-engage alumni across sectors. It’s so tough to stay in touch, to remember the core principles, and **having a local tribe would help keep the spirit and point of view alive** as needed.

- Rockwood JustFilms Fellowship Alum

Rockwood has been the **secret sauce** to the work that I am trying to lead, and I believe that experience will be invaluable for the revolution for social justice in this country.

*- Leading from the Inside Out Yearlong Alum*



2014-15 *Leading from the Inside Out Yearlong*

# Appendices

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A. Methods

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B. Additional Quotes

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C. Complete Quantitative Survey Results

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# Survey Development & Administration

In 2016, Rockwood Leadership Institute engaged Learning for Action (LFA) to explore the impact of their cohort-based leadership development programs. As part of this effort, LFA, in partnership with Rockwood, developed and administered a survey to collect data on individual leadership abilities, collaboration with other leaders, contributions to movement-level achievements and sector-wide change, and recommendations for program improvement. LFA collected data through SurveyMonkey in June 2016.

## Survey Respondent Pool\*

Rockwood fellowship alums were invited to take the survey based on the following criteria:

- Participation in a Rockwood fellowship intentionally designed to foster collaboration.
- Completion of a fellowship between 2010 and 2015 (alums who completed fellowships prior to 2010 had participated in a retrospective evaluation).
- Ability to obtain a valid email address.

Among the 448 participants who met the criteria, 103 completed the survey, a total response rate of 23%. Survey participants participated in the following fellowships:

- Leading from the Inside Out Yearlong (LIO) – 29%
- Fellowship for LGBTQ Advocacy – 16%
- Cross-Movement Yearlong (XMY) – 13%
- Fellowship for Leaders in Arts and Culture – 13%
- Fellowship for a New California (F4NC) – 12%
- Fellowship for Human Rights and National Security Reform Leaders – 6%
- Fellowship for Racial and Gender Justice Leaders in the HIV/AIDS Movement – 4%
- Fellowship for Death Penalty Abolition Leaders – 4%
- Rockwood JustFilms Fellowship – 2%

\*There are three fellowships that are not represented in the survey respondent pool: *Fellowship Program in Media, Communications, and Information Policy*; *Fellowship for California Leaders of Color*; and *Fellowship for Upper Midwest Leaders*. Fellowships currently in session as of September 2016 also were not included. These fellowships include the 2015-16 cohorts of LIO, XMY, and F4NC, and the 2016 cohort of the *Rockwood JustFilms Fellowship*. The report also does not include Rockwood's two newest fellowships: the *Fellowship for Leaders in Reproductive Health, Rights, and Justice*, and the *Returning Citizens Fellowship*.

## Data Analysis

LFA analyzed the close-ended survey data using Microsoft Excel and Survey Monkey's analysis features. LFA also conducted qualitative analysis of open-ended data.

## Appendix B: Additional Quotes

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**[Rockwood] created a common language and culture inside and outside of my organization.** It has been [a] door to disruption in the culture of competition.

- *Leading from the Inside Out Yearlong Alum*

While making movements to include and incorporate intersectional issues takes years, it is a shortcut moving us at the speed of light compared to the alternative. **[It is moving us] towards the transformation of our economy, our society, and our democracy**, which is required to win intractable issues of poverty, pollution, racism...and corporate control of our economy and democracy.

- *Leading from the Inside Out Yearlong Alum*

I am **aggressively advancing new leadership in the labor movement**, particularly people of color and women, and my Rockwood partners are actively supporting and encouraging this. I have interacted, socialized, and peer-coached a dozen folks within my cohort, which is a joy.

- *Leading from the Inside Out Yearlong Alum*

**There's a base knowledge and familiarity that makes it easy to pick up the phone or zip a message out** and dig into things because there's a context that has been established.

- *Cross-Movement Yearlong Alum*

Rockwood truly did have a significant impact on my life. I always tell people it's one of the **best things I ever did for myself** because I learned more about myself and gained tools I needed to be more **successful as a leader in all areas of my life**. The confidence I gained from the program is immeasurable.

- *Leading from the Inside Out Yearlong Alum*

## Individual Outcomes

<i>"As a result of my participation in Rockwood, I..."</i>						
Question Stem	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Weighted Mean
Deal more effectively with leadership challenges. (n=103)	1.0%	0%	1.0%	46.6%	51.5%	4.5
Build and maintain stronger interdependent relationships. (n=103)	1.0%	0%	14.6%	53.4%	31.1%	4.1
Inspire and align others to work more effectively towards common goals. (n=103)	1.0%	0%	7.8%	59.2%	32.0%	4.2
Maintain better balance, pacing, and efficiency in my life and work. (n=102)	1.0%	3.9%	16.7%	42.2%	36.3%	4.1
Act and lead with more compassion. (n=103)	1.0%	1%	19.4%	43.7%	35.0%	4.1
Have articulated a clearer vision for my work. (n=103)	1.0%	0%	11.7%	50.5%	36.9%	4.2
Am more willing to have courageous conversations. (n=103)	1.0%	0%	4.9%	47.6%	46.6%	4.4
Have more effective courageous conversations. (n=103)	1.0%	1.9%	12.6%	48.5%	35.9%	4.2
Am more willing to co-power (owning my own personal power and lifting up the power of those around me). (n=103)	1.0%	0%	12.6%	38.8%	47.6%	4.3

## Individual Outcomes

<i>"As a result of my participation in Rockwood, I am..."</i>						
Question Stem	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Weighted Mean
Less isolated in my leadership. (n=102)	2.9%	1.0%	15.7%	52.0%	28.4%	4.0
Less burned out. (n=103)	1.0%	7.8%	21.4%	52.4%	17.5%	3.8
More committed to and passionate about my work. (n=103)	1.0%	1.9%	25.2%	43.7%	28.2%	4.0
Better equipped to sustain my energy over a lifetime of activism and service. (n=103)	1.0%	1.0%	11.7%	56.3%	30.1%	4.1
Overall, participation in the Rockwood fellowship has had a transformative impact on my life. (n=103)	0%	0%	10.0%	30.0%	60.0%	4.5

## Movement-Level Outcomes

<i>"As a result of my participation in Rockwood, ..."</i>						
Question Stem	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Weighted Mean
I am more connected to a network of social change leaders. (n=96)	2.1%	5.2%	16.7%	37.5%	38.5%	4.1
I have forged stronger partnerships across race and social identities. (n=96)	3.1%	2.1%	22.9%	45.8%	26.0%	3.9
I have partnered more effectively with leaders within my movement/issue area. (n=96)	1.0%	3.1%	35.4%	35.4%	25.0%	3.8
I have partnered more effectively with leaders across movement/issue areas. (n=96)	1.0%	5.2%	24.0%	46.9%	22.9%	3.9
I have shared new ideas or strategies with other leaders to make more effective progress toward a movement-level goal. (n=95)	1.1%	1.1%	21.1%	49.5%	27.4%	4.0
I have used new ideas or strategies from other leaders to make more effective progress toward a movement-level goal. (n=96)	1.0%	3.1%	19.8%	51.0%	25.0%	4.0
I have a more holistic understanding of perspectives within my movement/issue area. (n=96)	1.0%	3.1%	15.6%	46.9%	33.3%	4.1

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## About Rockwood Leadership Institute

Founded in 2000 and based in Oakland, California, Rockwood Leadership Institute provides social change leaders with powerful and effective training in leadership and collaboration. Rockwood ultimately seeks to strengthen the leadership and collaboration needed to advance social movements, cultivate and grow leadership, build social sector fields, and foster deep, strategic, and effective collaboration. Over the past 16 years, 6,000 social change leaders have participated in Rockwood's leadership trainings. Through Rockwood programs, leaders learn and practice skills and tools, develop strong relationships with other leaders, and gain greater clarity about their leadership path so that they can become more effective in the movements that they serve.

## About Learning for Action (LFA)

Established in 2000, Learning for Action provides highly customized research, strategy, capacity building, and evaluation services that enhance the impact and sustainability of social sector organizations across the U.S. and beyond. LFA's technical expertise and community-based experience ensure that the insights and information we deliver to nonprofits, foundations, and public agencies can be put directly into action. In the consulting process, we build organizational capacity, not dependence. We engage deeply with organizations as partners, facilitating processes to draw on strengths, while also providing expert guidance. LFA's high quality services are accessible to the full spectrum of social sector organizations, from grassroots community-based efforts to large-scale national and international foundations and initiatives.