

Jesuit Volunteer Corps Northwest Service Model Evaluation

December 2020

The **Improve** Group

b **wman**
PERFORMANCE CONSULTING

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Executive Summary

Since its beginnings in Alaska in 1956, the Jesuit Volunteer movement has expanded throughout the U.S. and the world. JVC Northwest's Jesuit Volunteer AmeriCorps program works in Indigenous communities as well as other rural and urban communities, placing Jesuit Volunteers (JVs) within communities to provide education, social service, health, and environmental stewardship. JVs work through partner organizations that are based in their host communities.

As part of its ongoing effort toward equity, JVC Northwest commissioned an evaluation of its JV AmeriCorps program to understand:

- What types of partnerships could foster healing from trauma, progress toward racial equity and benefit for both the JV and the community in which they serve;
- What local host communities want from JVC Northwest;
- What program structure would foster equity and benefits for both the JV and the community in which they serve; and
- How local communities, especially Native communities and communities of color, are affected short-term and long-term by JVs.

The evaluation findings in this report are drawn from the perspectives of partner organization representatives as well as community members. Participants engaged through a survey, online workshops and interviews. In addition to using a participatory approach, the evaluation used the Annie E. Casey Race Matters: What's Race Got To Do With It¹ framework in decisions about engagement, sampling and data. Key evaluation findings are stated below and further explained in the attached report.

Overall, community members and partner agencies had positive experiences with JVs.

- JVs provide valuable capacity to organizations that helps them to carry out their work in communities.
- JVs usually bring personal attributes that make their presence positive for the host site, partner organization and host community.
- Host site organizations and community interviewees strongly want the volunteer service program to continue.
- The work of JVs fosters healing from trauma, and progress toward racial equity and mutual benefit, to the extent the host partnersite organization does.

Some program changes could enhance JVC Northwest's desired impact in advancing equity

The following are recommended actions for JVC Northwest:

1. Diversify the JV pool to better reflect communities served, with the aim of improving JV ability to have impact and extending the benefits of service to individuals traditionally under-represented in service programs.
2. Identify and focus service placement with organizations doing equity and healing work; gather evidence of these community impacts to understand where JVs can be most effective.

¹ <https://www.aecf.org/resources/race-matters/>

3. Develop plans to deepen and measure results of JV preparation and support.

Some ideas are raised in this study that need more development. In order to understand more deeply what program changes are needed, JVC Northwest could work collaboratively with partners in communities to:

- Pilot local JV recruitment
- Pilot a service model where a partner site hosts one or more JVs who serve in other community settings beyond the host agency.

Finally, since some of these programmatic changes could mean changes for JV placements and the work they are doing, JVC Northwest will need to strategize to ensure clear communication and minimize disruption during a time of change.

Introduction

For several years, Jesuit Volunteer Corps Northwest (JVC Northwest) has been on a journey to uncover where they are and how to move forward to be an organization whose practices advance racial equity and justice. In 2019, the organization issued an RFP for an “equity researcher” to help the organization:

1. Improve its understanding of experience and impact of the Jesuit Volunteer service model from a community and site perspective
2. Understand what changes the organization can make to support JVC Northwest-community partnerships working on a basis of equity, mutual respect and reciprocity

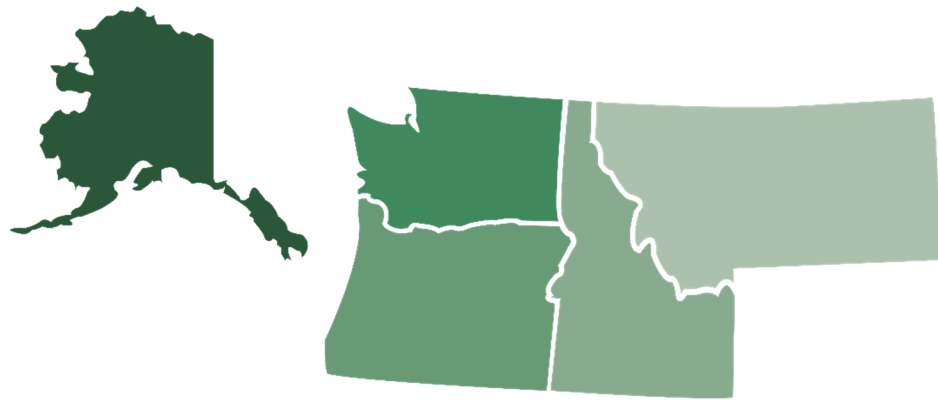
This report provides the results of this research, drawing on learning from the engagement of external voices—host site organizations and community partners—to meet the above needs. JVC Northwest plans to use these findings to inform programmatic and organizational strategic planning.

Context

About JVC Northwest and the Jesuit Volunteer Program

JVC Northwest began as a volunteer service program in Glenallen, Alaska, in 1956, expanding to other communities in the United States and internationally throughout the 1960s. These sites were in Indigenous communities as well as other rural and urban communities. JVC Northwest has focused service activity in education, social service, environmental stewardship and health, including boarding schools for Native and other students. In 2006, the JV movement became two organizations. JVC Northwest maintained an independent regional organization with service sites in the states of Alaska, Idaho, Montana, Oregon and Washington (see below). A second organization consolidated to serve other domestic and international communities. In 2010, JVC Northwest became an AmeriCorps National Direct grantee, giving it the ability to provide an increased living allowance, federal education awards and access to training and alumni networks to JVs. The AmeriCorps support also decreases the cost of hosting for partner organizations. Up to 150 Jesuit Volunteers (JVs) live in an intentional community and provide one or more years of volunteer service at nonprofit organizations in one of about 20 host communities across the region.

Figure 1. JVC Northwest Service Area



Project Background

Previous evaluation work about community service has focused more heavily on individual JV benefits and program capacity-building outcomes. Between August 2016 and July 2018, JVC Northwest contracted external evaluators to conduct an evaluation of its AmeriCorps program, providing an organizational assessment and performance metric tools to partner agencies to assess the role of JVs. This evaluation focused on measuring outputs and outcomes and tying them to the Corporation for National and Community Service (CNCS) model. Aside from tying their work to these outcomes and outputs, JVC Northwest does not have or present a theory of change or logic model for its service model. The final report was published in January 2019.

In March 2017, JVC Northwest contracted Resolutions Northwest to conduct an equity assessment of the organization and to provide equity training for JVC Northwest's board and staff. The study aimed to understand who feels the burden and who benefits from the work of JVC Northwest; how oppression and racism show up in JVC Northwest's work and partnerships; and in what areas JVC Northwest could improve their programming and policies to move toward being a more equitable, socially just organization in programming and internally. Participants in the study included former and current JVC Northwest staff, volunteers, support persons, partner agency staff (including JV supervisors and executive directors), and board members. However, the study did not include enough perspectives from host communities—including Indigenous communities — to fully answer questions around equity. This led JVC Northwest to be particularly interested in understanding equity concerns from these underrepresented voices.

This evaluation project aimed to lift up an external perspective, grounded in the experiences and contexts of program sites and organizations. Findings are intended to deepen insights about what type of partnership is considered beneficial to communities and what practices support that partnership. Findings also signal where gaps or challenges need attention in upcoming program or organizational planning.

The Improve Group and Bowman Performance Consulting made up the external consultant team. They designed and implemented all phases of the study, including the engagement of stakeholders to inform it. In addition to evaluation expertise, they brought expertise in community responsive approaches and content expertise in equitable and Indigenous Evaluation.

Methodology

This evaluation was designed to be culturally responsive, embed equitable evaluation principles and follow specific race equity analysis protocols. The evaluation team used Appreciative Inquiry² to frame engagement. This participatory approach recognizes that what is focused on becomes reality and helps organizations move forward with significant change. In addition, the evaluation team used the Annie E. Casey Race Matters: What's Race Got To Do With It³ framework in decisions about engagement, sampling and data.

Evaluation questions

This evaluation examined partnerships between JVC Northwest and partner organizations. In particular the evaluation was focused on understanding the depth of reciprocity between volunteers and communities, especially given the dynamics of mostly White, middle-class volunteers doing their service year in many Indigenous, Black and People of Color communities. Further prompting this examination is the recognition of harm and damage in Native communities caused by Catholic organizations and individuals.

We sought to answer ...	In order to understand ...
What partnerships or experiences have supported or promoted reciprocity and benefit for both the JV and the community in which they serve?	<p>What types of partnerships could foster healing from trauma, progress toward racial equity and benefit for both the JV and the community in which they serve.</p> <p>What local communities want from JVC Northwest. <i>Note: Those describing what is desired in their community are listed in the table below.</i></p>
What program components or organizational behaviors have promoted mutual respect, reciprocity and benefit for the community in which JVs serve?	What program structure would foster equity and benefits for both the JV and the community in which they serve.
What have been community changes or experiences resulting from the JVC Northwest service program? How has that differed across sites?	How local communities, especially Native communities and communities of color, are affected short-term and long-term by Jesuit Volunteers.

² <https://appreciativeinquiry.champlain.edu/learn/appreciative-inquiry-introduction/5-d-cycle-appreciative-inquiry/>

³ <https://www.aecf.org/resources/race-matters/>

Who contributed to the evaluation and how

The table below describes our data sources and how we collected data.

Method	Data sources	Who participated
Web meetings & online survey (study design input)	Sampled partner representatives/ liaisons	15 partner organization representatives
Interviews (phone or web)	Key community stakeholders	7 community members; 2 partner organizations
Online workshops	Sampled partner representatives	12 representatives from partner organizations; 5 from Native-led organizations; 7 from JVC Northwest sample of organizations working in Native and communities of color; 11 work with those living in economic poverty
Survey (online)	All current sites invited	49 responses, 55% response rate
Asynchronous feedback	All current sites invited	19 partner organization representatives

Analysis and Sharing

Our analysis of quantitative (basic descriptive statistics) and qualitative (inductive and deductive theming) data included looking for differences between subgroups. Aligned with the Race Matters approach, we questioned if there were differences in experiences between sites, and if so, if the reason was based on race or another demographic characteristic of that group. This process supported identification of when experiences or variables are racialized and connected to disparity or inequality. We checked emerging findings over the course of the study with the partner organizations in workshops and through an online bulletin board. Findings will be available publicly through the JVC Northwest website; evaluation participants will receive notice of availability.

Limitations

This study provides one piece of the picture for JVC Northwest's equity journey and the findings have limitations. One of the most significant challenges to planning and engagement for this project was the reality that many communities faced intense challenges from COVID-19 and wildfires during this study. The COVID-19 pandemic emerged in the beginning of the project and pointed to a new reality of all virtual engagement. The urgency of supporting their community through the pandemic and

historic wildfires meant many community organizations were stretched even more than usual when considering if and how to engage in this study.

This study does not include equity focused analysis of organizational practices, structures and processes that led to communities' experience of the service model. This kind of analysis can help to complete the picture of interaction between the organization and communities. In addition, follow-up planning work by JVC Northwest staff will be needed to turn insights into organizational and programmatic changes. Finally, resources did not allow for deep engagement of communities across the entire JVC Northwest service area. These communities are many and diverse. While this study provides insights and ideas from some communities, it cannot claim to comprehensively represent these many communities.

Findings

Overall, community members and partner agencies had positive experiences with JVs.

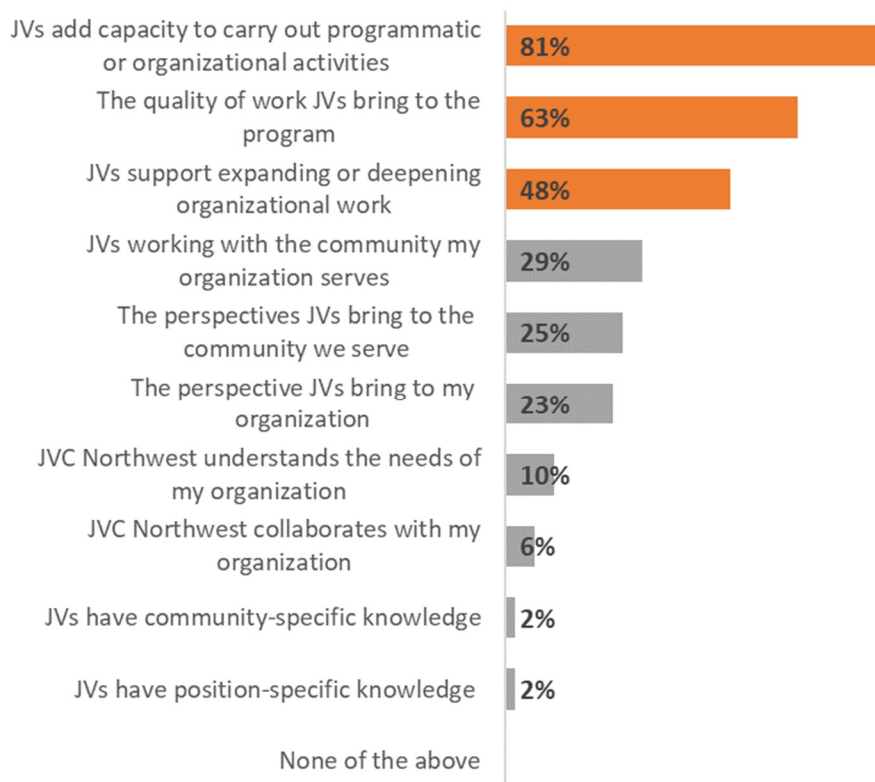
Partner organizations and community interviewees describe positive experiences with JVs. The few exceptions to this were an occasional bad fit with a JV or the disruption that comes if the JV position is not filled for the organization. Two drivers of this positive experience are the value of the capacity JVs bring to organizations and the positive presence of JVs themselves in organizations and communities. Partners' descriptions of negative experiences mostly involved instances around role confusion and miscommunication, often in times of stress, for example when JVC Northwest had not been able to place a JV at a site or when a particular community is struggling.



JVs provide valuable capacity to organizations that helps them carry out their work in communities.

JVs are able to carry out the work of partner organizations, providing effective capacity in extending or deepening the organization's work. The top three areas of value selected by survey respondents (see Figure 2) and the most common response in workshops were all related to JVs providing effective capacity. When asked what has gone well, **80%** of survey respondents said JVs providing additional capacity to carry out programmatic activities.

Figure 2. Partner sites selected what they found most valuable from their experience hosting JVs.



Workshop participants described that the value that partner organizations get from JVs and the value that JVs get from their experience feel in balance. This sense of value in carrying out the work of the organization was consistent across all sites, including those identified as being run by and/or working with Black, Indigenous or People of Color (BIPOC) communities. Partners describe:

“Having a JV Volunteer has been invaluable to my specific program ... [for] being able to reach more potential participants and working with them more consistently and at a deeper level.” – Survey respondent

“In our small office with limited resources and a huge demand for services, we rely on JVCNW to make it possible to serve more people in need. Without JVCNW we couldn't serve nearly as many people as we do.” – Survey respondent

“From a specific culturally specific organization, JVs have taken an important role in the community that we service; they are also a great asset to our organization. During their one-year commitment JVs make a great impact to the community we serve due to need of the community.” – Survey respondent

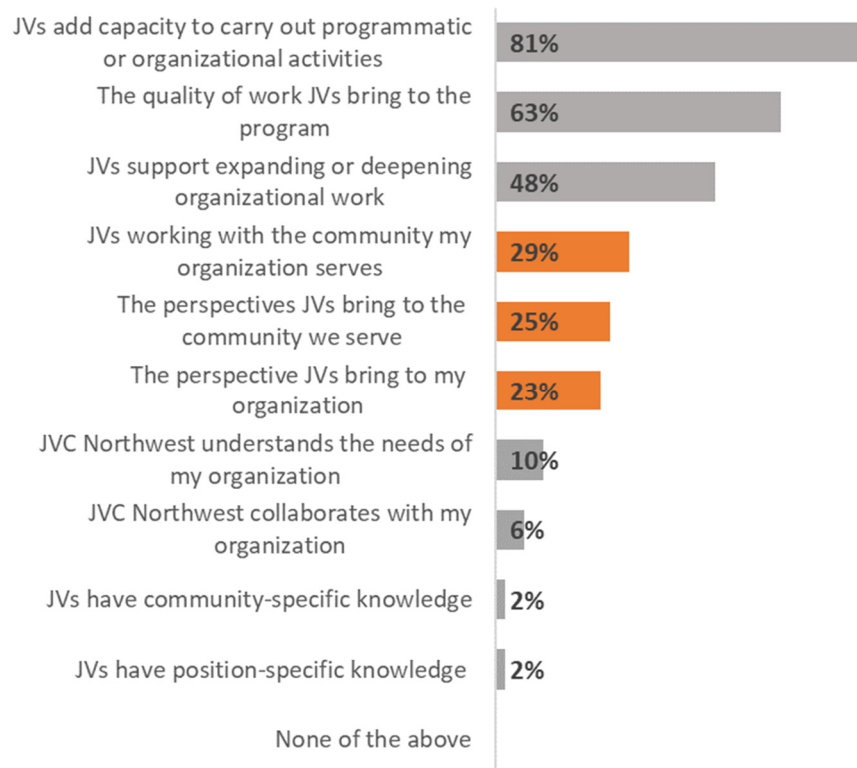
“... The service has already helped us expand our current programs in place in a sustainable way which has also allowed us to better serve our Tribal members and community at large.” – Survey respondent



JVs usually bring personal attributes that make their presence positive for the partner organization and host community.

Current recruitment and selection practices seem to be yielding JVs who bring personal attributes valued by their partner organizations and host community members. **4 in 10** partner organizations cited individual characteristics of JVs as what has gone well for the organization, including their adaptability to the local context (45%), their work with the community (41%) and relationship-building with program staff (37%). About **one-third** of partner organizations chose individual characteristics of JVs as what they have found most valuable, second to capacity to carry out program work (see Figure 3). This was the second most common category of value after the capacity supports described above.

Figure 3. Partner sites selected what they found most valuable from their experience hosting JVs.



Often, when partner organizations or community members described what made their experience positive, they invoked personal attributes of JVs. In particular, they described JVs' ability to work with community members and the partner organization, their adaptability and the perspective they bring. Interviewees, workshop members and survey respondents described that "perspective" as bringing fresh energy, a desire to learn and a commitment to service.

On the survey, some slight differences emerged between subgroups on these items. Those organizations serving Native communities were slightly *less* likely than others to select "Perspectives JVs bring to community we serve" as an item of top value. A larger share of those serving the disability community were likely to select this item than other respondents. In addition, a larger share of organizations serving Native, Black/African American and LGBTQIA+ communities were likely to select "JVs ability to build relationships with staff" as a top item of value.

"The JVC [volunteer] serving our organization is incredibly independent, dedicated, interested in serving the Tribe and our community in ways that aligns with the Tribe's mission statement. The JVC [volunteer] has exhibited initiative to learn more about the Yup'ik culture [and] community needs and has adjusted well to life in our community." – Survey respondent

“Every August, [JVs] reshape how [we] communicate and fit someone new into [the] team. New person with new energy and new perspective – immediately makes impact.” – Workshop participant

“[JVs have] openness to learn, open heart and open mind, to learn and to understand. [JVs are] accepting of what goes on in community and wanting to experience it. Accepting the kids. [JVs are] excellent listeners, open minded, sponges. JVs listen, comfort, show concern. They are comfortable talking to them [the kids in community]. Make them feel happy, give them attention. Get down to their level and talk to them. Respectful—yeah they’re awesome.” - Native community interviewee

These positive descriptions of JVs from within communities, especially their dedication to adaptation, learning and respectful service, seem to help volunteers maintain positive, respectful relationships in communities.



Host site organizations and community interviewees strongly want to continue the volunteer service program.

Largely because of the value and positive experiences described above, partner organizations and community interviewees want the program to continue. **98%** of survey respondents said they wanted JVC Northwest to continue the program (78 percent wanted to keep the program as is, while 20 percent wanted some change or modifications). Ideas for ways to improve the program are described below.



The work of JVs fosters healing from trauma and progress toward racial equity and mutual benefit, to the extent the partner organization does.

As described above, JVs are effective in carrying out the work of organizations. So, to the extent that that these organizations’ work helps communities heal from trauma or make progress toward racial equity, the JV can play an instrumental role in furthering those aims. For example, as an interviewee from the Kuskokwim Fish Commission reported about the communications work their JV does,

“For the first time in Alaska, traditional, Indigenous knowledge is in active co-management of species. Elders have spent their whole lives hearing that the knowledge they have is not useful and the knowledge they need is from another culture. Through social justice and expertise, there has also been environmental justice. [The species management process has been] dominated by commercial fishing which is exploitative. The Fish Commission is doing environmental and social justice work; the JV is able to articulate what we are doing; it’s important to help others understand.” – Partner interviewee

Workshop participants agreed that the JV carries out the impact that the host site organization has, so their impact is dependent on the nature of that work. Past evaluation results explain this as well. In the Resolutions Northwest assessment, 75 percent of survey respondents said it was completely true that JVs created

meaningful impact for individual clients; fewer respondents (56 percent) felt that JVs created meaningful impact for the local community. The fewest respondents (44 percent) felt that it was true that JVC Northwest contributes to community transformation. As one Native community interviewee explained,

“When they come, they come to [host site]. The [Indigenous] community is not benefiting. [The partner organization] is benefiting. I know they do jobs there. We invite them [JVs] and some may come to [community events]. Not often. [The host site] should be open to providing base amount to pay up front ... and allow JVs to go out in community as well as some at [host site].” - Native community interviewee

It is important to recognize community leadership through host community-driven work in fostering healing from trauma and progress toward racial equity. One scholar shared this analysis of how a volunteer problem-solving approach can be harmful by failing to recognize the community’s assets and strengths,

...the emphasis on problem-solving is akin to fixing broken communities with no recognition given to the embedded assets and values of the community (McKnight & Block, 2011; McKnight, 2017). Critical Race Theory scholars suggest the need to examine the way in which this orientation of human capital to socialize imperfect communities is detrimental to the communities served (González, Moll, & Amanti, 2006).⁴



Photo courtesy of the Kuskokwim River Inter-Tribal Fish Commission.

Kuskokwim River Inter-Tribal Fish Commissioners and staff during a visit to Northwest Fisheries Indian Commission. Commissioners from the 33 Tribal communities of the Kuskokwim River have been collaboratively managing the Kuskokwim salmon fishery, using traditional knowledge and salmon science, to protect fish populations and subsistence salmon fishing practices since 2015.

⁴ <https://escholarship.org/uc/item/7508c716> (p7); retrieved November 30, 2020

While the most powerful and direct impact may be systemic through the JVs service activities, JVs contribute on a smaller scale through interpersonal interactions. Community interviewees especially underscored that when JVs live and participate in communities, they can be a valued presence. One interviewee described,

“They’re working in community in the garden. Really positive... The kids to see them is a highlight of their day. Kids really appreciate them ... The attention they get from teachers, positive words, see them at the store. [JVs] living there is nice. Kids go for walk with them. If they see them, they’ll go for a walk with them.” - Native community interviewee

Study participants shared ideas for changes to the program model to improve the benefit communities experience and support the healing and equity impact of the JV service model.

Almost all of those providing insight for this study thought the current volunteer model should continue; in addition, ideas for how to improve the program also emerged.



Diversifying the JV pool to better reflect communities served will improve their ability to have impact and extend the benefits of service.

JVs with lived experience that better aligns with the community in which they are doing their service can help them more quickly understand needs and opportunities, know how to connect and literally speak the same language. One partner described that they have found this lived experience important as they are hiring staff who can work effectively with their program participants.

In addition, interviewees and past evaluations have all made clear that volunteering has benefits for individuals. Extending that benefit to groups that have traditionally been marginalized can thus help to close the disparity in volunteer participation, which has traditionally had the highest participation rates from white, middle-class communities⁵. One workshop participant described the mutual benefit,

“The power of a JV year, bring that to our local, Native Indigenous population. ... [When they go to do service elsewhere], they are also diversifying that organization’s experience.” – Workshop participant

Views on whether the volunteer should actually be from the host community were more mixed. Most interviewees did not think this would be a good idea for a number of reasons, including because:

- Youth in local communities benefit from learning about other places and experiences through knowing the JVs;
- Coming to a new community encourages the JV attitude that is focused on interest in learning and new experiences;
- There is no question of alignment with local “politics” or favoritism with JVs from outside the community; and
- The local JV may be placed in the exhausting and difficult position of liaising and translating for other JVs.

The Resolutions Northwest Equity Assessment results showed a cautious embrace of this idea, with 27% of survey respondents saying it would be a “step in the right direction” and 43% saying it could provide benefit to the community. The United

⁵ Musick, Wilson, & Bynum, 2000). Musick, M. A. , Wilson, J., & Bynum, W. B. . (2000). Race and Formal Volunteering: The Differential Effects of Class and Religion. *Social Forces*, 78(4), 1539–1570.

Nations 2018 State of the World's Volunteerism Report recognized the promise and caution as well, noting that local volunteering can help to build resilience and connections in a community while also sometimes continuing to perpetuate current inequalities among community groups in terms of who volunteers and choices about where volunteer work is focused.⁶

Some programmatic changes are likely needed in order to make a more diverse JVC pool a reality, especially to help overcome barriers for individuals. For individuals, the upfront costs and low living allowance may not be tenable for many reasons, whether because they are providing for others or because their family or networks cannot provide any buffer or additional support for financial risks. Recommended program changes include:

- Identifying and building partnerships with new recruitment locations;
- Developing plans for additional support for JV communities that in themselves are more diverse, such as considering different housing configurations to ease conflict at houses;
- Continued deepening of efforts to support JVs who identify with non-majority communities;
- Looking at ways to lessen cost burdens (e.g., upfront costs, transportation costs) that pose barriers to participation for JVs from less affluent communities; and
- Defining background requirements (e.g. education levels) that are not uniform, but rather responsive to placement needs.



Prepare JVs to maximize their potential for furthering equity and community benefit.

JVC Northwest can better prepare JVs to understand their role, their service and the communities in which they are placed. Workshop participants noted that the position description does not adequately convey what the experience will be like, and community interviewees noted the learning curve for JVs about their community, particularly in communities where the JV faces a deep dive into a new culture. The Resolutions Northwest assessment found that almost half (47 percent) of JV survey respondents said their preparation to serve in Native American/Alaska Native communities was not at all or not very effective. Workshop participants and a community interviewee noted that when JVs are not fully prepared for the community context they can struggle to bring the effective capacity and positive presence that communities value, especially in their first year.

Workshop participants recommended two kinds of preparation to help JVs better serve the local communities and partner agencies upon arrival. The first is providing JVs with more background information about the position and community, such as:

- Living conditions, especially what it is like to live in a remote community;

⁶ https://www.unv.org/sites/default/files/UNV_SWVR_2018_English_WEB.pdf

- Services available;
- Information about the service setting and the partner organization's work;
- Insights about culture and communication;
- Community characteristics like race/ethnicity, immigrant status and history;

Participants recommended a virtual visit to the community as one method for gaining this understanding. While JVC Northwest should plan and support this preparation, collaboration with local sites to understand what is needed, coordinate on plans and identify local resources will be important. In addition, workshop participants noted that some topics could be important across sites, and, further, opening training to organization staff may be an additional benefit JVC Northwest can provide.

Finally, in addition to these resources that JVs may be able to review and absorb autonomously, interviewees and workshop participants reinforced the importance of direct training on topics such as historical trauma, trauma-informed care, social-emotional learning, history and local culture, as well as the history of the Catholic Church and Jesuits in the community. Community interviewees described this as helpful:

"We did a training for JVs this year, sharing about our way of thinking and how we work with kids, which is leading from back forward, loving them back into balance ... Our community, we are a Native community. It's different. The way of thinking and being is different. Our people are circular thinkers. It's important to understand our community. If [JVs] miss this training, they come in not understanding how we work and how we empower. Catholic schools' [discipline] can be about punishment. We're not about that. The ones that went through this training worked well in the community." – Native community interviewee

"JVs are culturally white and can fit a colonial, missionary style of service. What helps avoid this [is that] a lot can be done with cultural competency and training, decolonization training. For JVC Northwest to say, 'This is what we are about, if you want to be a JV, you need to understand these values.' Awareness is the first step ... understanding the full background of the Catholic church, cultural genocide, not separate from that narrative but could be a stepping stone toward healing." – Community interviewee

Further, workshop participants suggested that JVC Northwest could gauge which topics are site-specific and which are broader and could be done in larger groups. Finally, it was noted that these trainings could also be a benefit to local communities if organization staff could also attend.



Write position descriptions that support flexibility and responsiveness in the service JVs are doing in communities.

Interviewees, workshop participants and survey respondents all requested JV position descriptions be more flexible, to allow JVs to participate in a wider range of activities and service provision. It will be important for JVs to understand the flexible, responsive nature of their position. This flexibility could also help support a broader role for JVs in communities. Ideas from community interviewees include JVs providing counselling for both children and parents or having JVs involved in Tribal social services or court.



Increase support and learning opportunities for JVs throughout their service year.

Interviewees, survey respondents, and workshop participants all raised the need for continued support for JVs during their time of service, especially for JVs coming from communities that have historically been oppressed. Ideas included continued learning on race and equity, deepening understanding of the community served and mental health supports. In addition, communication and guidance for JVs was sometimes not adequate for JVs who found themselves in unexpected situations, such as being displaced by a house fire, facing tensions with other JVs or navigating changes in their position duties. Especially as JVs diversify, one community interviewee described the particular tension in the current housing model which may call for additional supports and/or changes to the expectation of living together,

“It’s a pretty fragile calculus matching together people from around the country with various backgrounds in an intensive household environment with elements of structure and guidance with very little income.” – Community interviewee



Strategize with sites to manage potential service disruption.

Most of the dissatisfaction from current sites surrounded the potential loss of a JV position at their site. The COVID-19 pandemic in 2020 may have been exacerbated this with the many barriers individuals, programs and communities experienced. At the same time, the value that JVs bring to organizations for carrying out mission-critical work as described above underscores the importance of stability in staffing. Partners raised the importance of proactive communication and strategizing in times of uncertainty or risk about placements.

Another aspect of stability is the length of service for JVs, an idea raised in workshops, interviews and on the survey. Workshop participants emphasized the investment in a JV through relationship-building and learning that can help them be more effective in a second year. In addition, these second-year JVs can serve as mentors and support for new JVs. Recognizing that extending the term for a JV who is not a good fit benefits no one, participants thought that a second year could be promoted and incentivized if the first year has gone well.



Support JVs to do direct service with a broader set of community partners.

Interviewees and workshop participants had ideas for how to expand some of the JVs' community impact beyond their direct service at the partner organization. One idea, alluded to by the community interviewee above and suggested by a workshop attendee, is that JVs take a role in advancing the work of other community organizations, not just the partner organization. An example of this is the recent trend of St. Labre JVs chaperoning Yellow Bird Life Way Center's annual Fort Robinson Outbreak Spiritual 400 Mile Run,⁷ which addresses historical trauma, wellness and youth leadership as they commemorate and replicate the Northern Cheyenne breakout of Fort Robinson. An expanded version of this, ideated by a workshop participant and an interviewee, is that JVs could provide regular service in more than one organization or be sponsored by a local partner organization to work in other organizations,

"[For JVs] to become more active in community, it happens at grassroots level, and some orgs don't have money to fund JVC for a year, so maybe partner agencies work to partner with some of these organizations that could use the JVs help to build community instead of silo-ing JV in [one] organization." – Workshop participant

⁷ <https://www.yellowbirdlifeways.org/fortrobinsonrun>

Conclusion

Summary of findings

JVs seem to be contributing value in respectful service. Stakeholders described that organizations appreciate true value in the service and community member insights suggest JVs have generally been positive, contributing members of the community. JVC Northwest can look to suggestions of how to improve their impact on equity and healing through service in the community as well as preparing and placing JVs with a deeper understanding of context and history.

Recommendations

Given this feedback from external stakeholders, the following are recommended actions for JVC Northwest:

1. Diversify the JV pool to better reflect communities served, with the aim of improving JV ability to have impact and extending the benefits of service to individuals traditionally under-represented in service programs. New partnerships for recruitment sources will likely be important.
2. Document a theory of change to clarify how JV service can translate to equity and healing work in communities. From findings in this report, the strategy for change would involve focusing service placement with organizations doing equity and healing work in communities. Once implemented, gather evidence of community impacts to test this theory of change.
3. Develop plans to deepen and measure results of JV preparation and support.

Some ideas are raised in this study that need more development. In order to understand more deeply what program changes are needed, JVC Northwest could work collaboratively with partners in communities to:

- Pilot local JV recruitment
- Pilot a partner site as host for JVs serving in other community settings

Finally, since some of these programmatic changes could mean changes for JV placements and the work they are doing, JVC Northwest will need to strategize to ensure clear communication and minimize disruption during a time of change.

Appendix A

JVC Northwest Partner Survey

Thank you for agreeing to participate in the survey! The team at Improve Group and Bowman Performance Consulting value your input and appreciate your time and attention in providing it. IG and BPC are the external evaluation team that is facilitating the study and will use the information you provide us to help JVC Northwest understand more about how partner organizations experience partnership with JVC Northwest.

Our Approach

For this study we are using a strengths-based approach, which helps organizations move forward with significant change using phases that start with appreciating what works and finally determining what should be. This survey focuses on the first phase of the approach—learning what most successful experiences with JVC Northwest have been in order to understand what is working. While it may seem that “positive” attributes are the focus of this survey, please feel free to raise ideas of what is needs to change!

This survey will take about 10-15 minutes to complete. All questions are optional and your individual responses are confidential. Your responses will be combined with all other survey responses when reported. We will take care that no individual or organization can be identified in the results.

If you have questions about this survey you can contact Kassira Absar at The Improve Group via e-mail at KassiraA@theimprovegroup.com or phone at 651-333-4333.

If you agree to participate in this survey, please click “Next” to begin the survey.

For the following questions, we've provided some ideas of possible answers. Please only pick those that really work for you! We also have open write-in areas so you can choose to describe

Q1 Think about working with JVC Northwest and the volunteers (JVs), which of the following, if any, have you found **most valuable** from those experiences? (Select all that apply)

- ☐ JVs have community-specific knowledge
- ☐ JVs have position-specific knowledge
- ☐ The quality of work JVs bring to the program
- ☐ JVs add capacity to carry out programmatic or organizational activities
- ☐ The perspective JVs bring to my organization
- ☐ JVs supports expanding or deepening organizational work
- ☐ JVC Northwest collaborates with my organization
- ☐ JVC Northwest understands the needs of my organization
- ☐ JVs working with the community my organization serves
- ☐ The perspectives JVs bring to the community we serve
- ☐ None of the above

Q2 If either 1) none of the above felt true to your experiences working with JVC Northwest, or 2) you would like to expand further on your responses above, please do so in the space provided below.

Q3 Thinking about your experience with JVC Northwest and the volunteers (JVs), in which of the following ways, if any, has this partnership with JVC NW has gone really well? (Select all that apply)

- ☐ Overall JV fit for role
- ☐ JVs ability to adapt to the local context
- ☐ JVs providing additional capacity to carry out programmatic activities
- ☐ The relationships JVs build with program staff
- ☐ JVC Northwest providing solution for program staffing.
- ☐ The JVC Northwest application and reporting process
- ☐ JVC Northwest preparing volunteers for their service year(s)
- ☐ JVC addressing the needs of my organization
- ☐ Communication between my organization and JVC Northwest
- ☐ JVs working with the community my organization serves

- ☐ JVs live and work model (living with other JVs in our community)
- ☐ None of the above (Go to Q4)

Q4 If either 1) none of the above felt true to your experiences working with JVC Northwest, or 2) you would like to expand further on your responses above, please do so in the space provided below.

Q5 What are some high points of working with JVC Northwest?

Q6 Thinking about the needs of your organization and community, which best describes what you hope future partnerships with JVC Northwest would look like

- ☐ JVC Northwest maintains the current volunteer service program.
- ☐ JVC Northwest makes some changes/modifications to the current volunteer service program.
- ☐ JVC Northwest ends the current volunteer service program to provide a different type of partnership.
- ☐ We no longer work with JVC Northwest

Q7 Please describe why you chose {Q6}

Q8 Please share any other thoughts about your experience working with JVC Northwest and JVs.

Q9 What is your role at your organization?

- ☐ Organization leadership
- ☐ Program staff
- ☐ Other

Please specify.

Q10 About how many staff work at your organization?

- ☐ Less than 5
- ☐ 6-10
- ☐ 11-25
- ☐ 26-50
- ☐ Over 50
- ☐ I don't know

Q11 About how many years has your organization worked with a JVC Northwest volunteer?

- ☐ 1-2
- ☐ 3-4
- ☐ 5+
- ☐ I don't know

Q12 What communities does your organization primarily serve? (Select all that apply)

- ☐ Native American or Native Alaskan
- ☐ Black, African American
- ☐ Latinx
- ☐ Immigrants or refugees
- ☐ People who identify as LGBTQIA+
- ☐ People living with disabilities
- ☐ People experiencing poverty
- ☐ People of Color
- ☐ None of the above
- ☐ Another community

What communities does your organization primarily serve?

Q13 What is your organization's primary service area? (Select all that apply)

- ☐ Youth at risk
- ☐ Homelessness or housing services
- ☐ Domestic and/or sexual violence support
- ☐ Physical health services
- ☐ Disability services
- ☐ Legal assistance
- ☐ Other

Please specify.

Q14 What types of projects does your JV work on?

- ☐ Capacity-building
- ☐ Classroom education
- ☐ Evaluation trainings
- ☐ Other

Please specify.

Q15 What state is your organization located in?

- ☐ Alabama
- ☐ Alaska
- ☐ Arizona
- ☐ Arkansas
- ☐ California
- ☐ Colorado
- ☐ Connecticut
- ☐ Delaware
- ☐ Florida
- ☐ Georgia
- ☐ Hawaii
- ☐ Idaho
- ☐ Illinois
- ☐ Indiana

- ☐ Iowa
- ☐ Kansas
- ☐ Kentucky
- ☐ Louisiana
- ☐ Maine
- ☐ Maryland
- ☐ Massachusetts
- ☐ Michigan
- ☐ Minnesota
- ☐ Mississippi
- ☐ Missouri
- ☐ Montana
- ☐ Nebraska
- ☐ Nevada
- ☐ New Hampshire
- ☐ New Jersey
- ☐ New Mexico
- ☐ New York
- ☐ North Carolina
- ☐ North Dakota
- ☐ Ohio
- ☐ Oklahoma
- ☐ Oregon
- ☐ Pennsylvania
- ☐ Rhode Island
- ☐ South Carolina
- ☐ South Dakota
- ☐ Tennessee
- ☐ Texas
- ☐ Utah
- ☐ Vermont
- ☐ Virginia
- ☐ Washington
- ☐ West Virginia
- ☐ Wisconsin
- ☐ Wyoming

Q16 Is your organization located on a white-government-negotiated sovereign Tribal state?

- ☐ Yes
- ☐ No

Q17 In order to fully understand the breadth of responses we are receiving, it is helpful to know the organizations from which we are hearing. **This is completely optional and confidential.** Your organization's name will not be attached to any of your responses; all data will be de-identified, and JVC Northwest will not receive raw data with identifying characteristics.

Organization

Name

Appendix B

JVC Northwest Evaluation: Community Interviewee Protocol

Thank you for taking the time to talk to me today. As you may know, I am part of an evaluation team that has been hired by Jesuit Volunteer Corps (JVC) Northwest, the organization who places Jesuit Volunteers or JVs in your community. JVC Northwest have been doing a lot of reflection about equity and want to understand what host communities think about the JVs and their work. They are open to any amount of change in how they are currently working, based on what they learn from host sites and communities.

As you share your thoughts on that today, know that there are no right or wrong answers. I'm just seeking to understand better. What I learn will be shared back with JVC Northwest and their partner organizations in an anonymous way. For instance, I might say "One principal in the community said there was some concern about whether the JVs would bring religious messages to their work." I will take care that my description of the geographic location and your role in the community is general enough not to identify you. I just want you to be comfortable speaking without worrying about how someone will take it. Do you have any questions about the purpose of this interview or how the information will be used? Are you ok with me recording, just to supplement my notes if needed? [Bold items are prioritized]

1. **What have you had a chance to see or experience with the Jesuit Volunteer at [] program/organization? Prompt: examples of positions or activities we know of**
2. **If another community was thinking about whether or not to host a JV, how would you describe your community's experience to them?**
3. What value, if any, has the JVs presence or activity brought to your community?
4. **What about the JV, or their activities, have contributed to this experience?**
5. **Often JVs do not come from the community that they live and serve in. What is good, bad or neutral about that?**

Now let's turn to thinking about advice you may have for JVC Northwest as an organization interested in bringing real value or benefit to your community. Select a question below.

1. **Thinking about an organization like JVC Northwest – with connections to funders, other non-profits, to broader Jesuit community, to volunteers – what could they bring that would be beneficial to your community?**
2. Given the history and context of your community, what advice do you have for JVC Northwest if they are going to continue to work in your community - – what should they know about what is important?
3. **In Native communities: Given the history of Jesuits in your community, what advice would you give JVC Northwest about how they can support healing?**

4. **JVC Northwest is interested in thinking about how they could better support equity in communities they have partnered with. What role could they play in furthering equity in your community?**

Appendix C

JVC Northwest Evaluation: Evaluation Plan

Jesuit Volunteer Corps Northwest

Service Model Evaluation

The**Improve**Group

b**wman**
PERFORMANCE CONSULTING

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Introduction

Jesuit Volunteer Corps Northwest (JVC Northwest) began as a volunteer service program in Glenallen, Alaska in 1956, expanding to other communities in the United States and internationally throughout the 1960's. These sites were in indigenous communities as well as other rural and urban communities. The focus of service activity has been in education, social service and health, including boarding schools for Native and other students. In 2006, JVC Northwest separated into two organizations. JVC Northwest maintained an independent regional organization with service sites in the states of Alaska, Idaho, Montana, Oregon and Washington. A second organization formed to cover other domestic and international communities. In 2010, JVC Northwest became an AmeriCorps National Direct grantee, providing a living allowance, federal education award and access to training and alumni networks. Currently, up to 150 Jesuit Volunteers live in an intentional community and work one or more years of volunteer service at non-profit organizations in one of 24 host communities across the region.

In March 2017, JVC Northwest contracted Resolutions Northwest to conduct an equity assessment of the organization and equity training for JVC Northwest board and staff. The assessment called for change both internally as well as externally in JVC Northwest's community work. In 2018, JVC Northwest started follow-up as described in a Diversity, Equity and Inclusion (DEI) Plan and Timetable¹. In 2019, the organization issued an RFP for an "equity researcher" to help the organization "...strengthen our understanding of the long-term effects of JVC Northwest's involvement in local communities so as to offer concrete and sustainable change." The expressed intent in the RFP was to use these findings to inform co-creation of redefined mission, vision and theory of change with communities and leaders "most in need of our work and framing the entire work within equity and social justice".

This plan provides a culturally responsive equity evaluation (CREE) study design, including the purpose, framework, approach, methods, analysis and product plans.

Evaluation Overview

Purpose and goals

The JVC Northwest evaluation is responsive to the RFP requirements and has been discussed, refined, and co-created by JVC Northwest staff and partner site representatives through a process facilitated by the IG/BPC team. The purposes of the study are to:

1. Improve understanding of experience and impact of the JVC Northwest service model from a community and site perspective
2. Understand what changes the organization can make to support JVC Northwest – community partnerships working on a basis of equity, mutual respect and reciprocity

¹ <https://jvcnorthwest.org/who-we-are/equity-work/>

This evaluation project will lift up an external perspective, grounded in the experiences and contexts of program sites and organizations which will address evaluation purposes described above. As such, it will provide one piece of the picture for JVC Northwest's equity journey and the findings will have limitations. The analysis of organizational practices, structures and processes that led to communities' experience of the service model and planning for the related changes JVC Northwest will need to make are additional areas of work needed to complete the picture. This project will help to build organizational awareness by helping JVC NW listen to their constituents, a starting place for service providers to improve their impact on equity.²

This evaluation will provide a baseline for how partnerships are working now, what practices are supporting positive partnerships, and what gaps or challenges still exist that JVC should consider for organizational development and strategic planning in the future. This will empower JVC Northwest to have an equitable and culturally responsive framing of how to approach their organizational and systemic efforts for improving programming across diverse community contexts for the future.

Previous evaluation work

Previous evaluation work about community service has been focused at the program level, largely on indicators aligned with requirements of the major funder (Corporation for National and Community Service, or CNCS).

Between August 2016 and July 2018, JVC Northwest contracted external evaluators to conduct an evaluation of the AmeriCorps program, providing an organizational assessment and performance metric tools to partner agencies to assess the role of Jesuit Volunteers (JVs) primarily in capacity-building programming, but also in sites with educational and health programs. This evaluation focused on measuring and tying outcomes and outputs to the CNCS model. While tying their work to these outcomes and outputs, JVC Northwest does not have or present a theory of change or logic model for their service model. The final report was published in January 2019.

In March 2017, JVC Northwest contracted Resolutions Northwest to conduct an equity assessment of the organization and equity training for JVC Northwest board and staff. This assessment included interviews, surveys, focus groups, and facilitated conversation (i.e. equity trainings). Participants in the study included former and current JVC Northwest staff, volunteers, support persons, partner agency staff (including JV supervisors and executive directors), and board members. The study assessed who burdens and benefits from the work of JVC Northwest; how oppression and racism show up in JVC Northwest's work and partnerships and identifies areas JVC Northwest could make improvements and shifts in their programming and policies to move towards being a more equitable, socially just organization in programming and internally. This assessment included a wide range of voices and experiences from JVC Northwest staff, current and former volunteers, board members, support people and partner agencies; however, community voices and experiences where partner agencies are located were not included, and Native partners' voices were few. This

² <https://www.racialequitytools.org/resourcefiles/buildingmovementproject3.pdf>

led JVC Northwest to be particularly interested in understanding equity concerns from these underrepresented voices.

Framework

An explicit equity framework is appropriate to this project's purpose. The study will use the Race Matters equity framework³ which:

- Provides an intentional focus on race
- Analyzes the implications and causes of disparities in experience, which can extend to address intersectionality
- Provides framework to understand where JVC Northwest has done work and where there are still gaps
- Provides a “planned way” for JVC Northwest to continue on their path forward to become equitable organization and where this evaluation fits in that path

The framework is intended to be flexible, allowing organizations to customize it to their context. Specific to the toolkit itself, this evaluation will use these instruments or processes from the toolkit: What's Race Got To Do With It? (analysis of newly collected data) and Fact Sheets (existing analysis). In addition, the Racial Equity Impact Analysis, and System Reform Strategies and Community Building Strategies can be used in planning and assessing ideas to respond to findings. What is not addressed in this project from this framework are the communications/knowledge building tools for the organization (Race Matters PowerPoint, How to Talk about Race) and internal assessment (Organizational Self-Assessment).

This project will focus the exploration and learning in this framework on **partnership** in sites where JVs live and serve. Data, analyzed in the Race Matters framework, will deepen insights about what partnership is considered beneficial to communities and what practices support that partnership. As described above, focusing only on the external brings limitations in findings (e.g. findings can offer little insight on how internal practices have led to the partnership results).

Evaluation Questions

Evaluation questions to shape what we want to learn are both “summative” to inform judgment about the partnership model and “formative” to inform assessment of what is valued and what practices will support desired partnerships. The focus for these questions is the partnership between JVC Northwest and partner site organizations. The research team acknowledges the deep diversity and complications of defining “communities”; in this case, the communities engaged in this evaluation are those of the partner site organizations and key community informants.

Formative

We will learn about: What partnerships or experiences have supported or promoted reciprocity and mutual benefit?

³ <https://www.aecf.org/resources/race-matters-toolkit-users-guide/>

In order to understand...what partnerships could foster healing from trauma, progress toward racial equity and mutually benefit.

In order to understand... what local communities want from JVC Northwest.

We will learn about: What program components or organizational behaviors have promoted mutual respect, reciprocity and benefit?

In order to understand...what program structure would foster equity and mutual benefits.

Summative

We will learn about: What have been community changes or experiences resulting from the JVC Northwest service program? How has that differed across sites?

In order to understand...how local communities, especially Native communities and communities of color, are affected short-term and long-term by Jesuit Volunteers.

Evaluation Team

Two partners, The Improve Group and Bowman Performance Consulting, are the external consultant team. They are responsible for designing and implementing all phases of the study, including the engagement of stakeholders to inform it. In addition to evaluation expertise, their practices bring particular experience in community responsive approaches and content expertise in culturally responsive evaluation.

JVC Northwest staff liaison team will:

- ✓ ensure appropriate engagement of internal stakeholders in key decisions
- ✓ introduce the consulting team to site stakeholders
- ✓ collaborate on ways to integrate and inform internal efforts with the findings of this study

Study Design

In addition to using the Race Matters framework, the evaluation team will also attend to principles of equitable evaluation. These principles inform design and decision points throughout the project. Principles and examples of their presence are included in the table below.

Table 1. Equitable Evaluation Principles

Principle	Example of how it shows up
Involve key stakeholders in all phases of evaluation process	Stakeholders are engaged in design, data collection and analysis phases
Value diverse perspectives²	Purposeful sampling highlights different experiences

Principle	Example of how it shows up
Show cultural competence	Ways of engaging and valuing knowledge is responsive to communities involved; awareness of intersectionality informs engagement, sampling and analysis; relationship building opportunities are incorporated throughout
Assess how racism is currently showing up⁴	Use Race Matters framework for analysis
Iterative	Regular reflection during implementation allows for adjustments with learning
Mixed methods	Methods to yield both quantitative and qualitative data are included
Focus on the system roots	Data collection will look at how partnership practices have manifested in different partnership experiences
Use of findings to promote equity and avoid harm	Transparent articulation of intended use; co-created interpretation of how to use the results to advance equity; attention to reciprocity and benefit in data collection

Approach

The project will use an Appreciative Inquiry⁸ approach for inquiry and structuring our study design and implementation process. Recognizing that our focus becomes our reality, this approach helps organizations move forward with significant change. Envisioning a positive place in the future and focusing on how to get there supports organizational reflective processes that help to positively inform system and organizational behavior changes more than focusing on solving current problems. It is a participatory approach, which allows community spectators to participate in providing and interpreting perspectives on partnership. It yields insights about desired strategies and practices for partnership to inform subsequent planning for a theory of change. Finally, the nature of inquiry helps overcome some of the power dynamics inherent in the relationship between service sites and the organization.

The approach has five phases: Define, Listen Dream, Design and Destiny, defined below⁴. The final phase of Appreciative Inquiry, focused on implementation, can be addressed in organization planning work after the conclusion of this study. The “AI Commons” describes these as:

Define – What is the topic of inquiry? – It is important to define the overall focus of the inquiry (what the system wants more of). Definition is used to clarify the area of work to be considered. Definition defines the project’s purpose, content, and what needs to be achieved. In this phase, the guiding question is, “What generative topic do we want to focus on together?”

Listen – Appreciating the best of ‘what is’ – Listen is based on a dialogue, as a way of finding ‘what works’. It revisits and remembers the organization or community’s successes, strengths and periods of excellence.

⁴ <https://appreciativeinquiry.champlain.edu/learn/appreciative-inquiry-introduction/5-d-cycle-appreciative-inquiry/>

Dream – Imagining ‘what could be’ – Imagining uses past achievements and successes identified in the Listen phase to imagine new possibilities and envisage a preferred future. It allows people to identify their dreams for a community or organization; having heard ‘what is best’. They have the chance to project it into their wishes, hopes and aspirations for the future

Design – Determining ‘what should be’ – Design brings together the stories from Listen phase with the imagination and creativity from Dream. We call it bringing the ‘best of what is’ together with ‘what might be’, to create ‘what should be – the ideal’.

Destiny – Creating ‘what will be’ – The fifth stage in the 5Ds process identifies how the design is delivered, and how it’s embedded into groups, communities and organizations.

Stakeholders

Presence and partnership in community is at the heart of JVC Northwest’s existence as an organization. Therefore, the stakeholders for this study are many. Internal stakeholders, including JVC Northwest staff, board, former and current volunteers, will be involved in concluding phases of understanding community perspectives and planning responsive strategies. External stakeholders, including community members interacting with JVs, community leaders and partner agency staff will be engaged to help shape data collected and interpret what is important to bring forward to JVC Northwest.

While representatives from all community sites will be engaged broadly, sampling and outreach will be informed by two key considerations:

- The experience of Native communities and communities of color is of particular importance to understand, given the findings from the 2017 Resolutions Northwest equity assessment.
- Site partners do not necessarily represent the community within which they work; therefore, community data collection should include some perspectives from outside host agencies.

Methods and Sources

For this study, IG/BPC will use the following data collection methods:

- **Interviews** with key community stakeholders
- **Survey** of partner site representatives/liaisons
- **Literature review**
- **Existing data review** from previous and potentially current JVC Northwest data collection
- **Workshops**

Table 2: Mapping Evaluation Questions and Data Collection

Area of inquiry/Evaluation Question	Method	Data sources (see Sampling Plan below)	What we will learn
Define (Study Design) - May through June			
What are we trying to learn? How should we go about learning? Who should we involve?	Web meetings	Staff liaisons, site agencies	EQs, methods, key stakeholders
Launch webinar to introduce evaluation team to all sites, explain the approach and affirm the project purpose of learning and improvement. Attendees will be able to provide comments or feedback.			
Listen – July through August			
What partnerships/ experiences/etc. have supported or promoted reciprocity and mutual benefit?	Interviews (phone or web)	Key community stakeholders	Identify others for further engagement General experience of partnership/ presence prior to COVID-19
What program components or organizational behaviors have supported or promoted mutual respect, reciprocity and benefit?	Online workshop, pair interview activity	Sampled partner site representatives/ liaisons	Best experience, what is valued, 3 wishes for the future prior to COVID-19
What have communities experienced as a result of the JVC Northwest service program? How has that differed across sites?	Survey (online)	Partner site representatives/ liaisons	Best experience/value most/3 wishes prior to COVID-19 Confirm site characteristics
	Scan of existing volunteer service equity analysis	Include grey literature	Equity analysis about service program models in general
	Summary of existing data	Equity Assessment survey 2018 external evaluation report	Experiences with JVC NW partnership and insights on practices; internal practices that relate to experiences; summary of former JV feedback from

Area of inquiry/Evaluation Question	Method	Data sources (see Sampling Plan below)	What we will learn
		Existing JVC NW internal systems analysis	previous evaluation/assessment
Dream - September			
What continued partnership, if any, could promote healing from trauma and further racial equity? What continued partnership, if any, would be mutually beneficial? What do local communities desire of JVC Northwest?	Online workshop/ Conversation	Sampled site representatives	Characterization of desired future partnership
	Asynchronous feedback	All sites	
	Interviews (phone or web)	Key community stakeholders	
Design - October			
How should the program be structured to realize mutual benefits & equity?	Online workshop	JVC NW internal stakeholders and sampled site representatives	Key strategies, practices and processes to realize desired partnership
Destiny (not addressed in this project)			
Final webinar to share findings. Breakout rooms to support attendees to provide comments or feedback.			

Participation in any evaluation activities is voluntary and informed consent will be used so intellectual, human, and cultural protections are enforced and respected. Consent to participate will be passive; invitations to participate in activities will include a clear description of what to participate, how the results will be used and expectations for anonymity or confidentiality. No individual level data will be reported without active consent (e.g. consent will be obtained for using a quote). Communication with participants will start with an introduction from JVC Northwest (for host site representatives) or host site staff or other community contacts (for community members). The evaluation team will follow up with and provide information about the relevant evaluation activity.

Site representatives in the online workshops will select non-profit organizations to which the IG-BPC team donations to total \$300, in appreciation for this working group's commitments. Community interviewees will receive small gifts of appreciation.

Table 3. Sampling Plan

Activity	Sampling Approach
First and final webinars; Listen survey	Census of all sites and all community members involved to date; new and exiting sites can participate
Listen/Dream interviews (8-10 interviews, could be individual or group)	Snowball sample of community members; start with key contact referrals and ask for further referrals as needed
Workshops (all phases)	<p>Purposeful sample of ~10-15 representatives from organizations</p> <p>All should have at least 5 years of experience working with JVs</p> <p>~½ from Native-led organizations</p> <p>~½ from organizations led by or working in communities of color or Native communities</p> <p>All should be working with communities who live with economic poverty and experience of trauma</p> <p>Should represent all states/Nations in which JVs work</p>

Analysis

As a mixed-method projects, analysis will begin with initial basic analysis of both quantitative and qualitative data. Quantitative data will be summarized with descriptive statistics, including subgroup comparison. We will use deductive and inductive analysis to code qualitative data. Then, we will look at issues at questions raised by one source of data and look at what insights the other type of data holds; this helps yield the richer insight of mixed methods work. During workshops, we will use grouping and data visualization to support participants to observe themes and generate insights.

Some specific modifications to general qualitative analysis are relevant to the Appreciative Inquiry approach. We will analyze themes, looking for the commonalities across “high-point stories”, what is valued and wishes for the future (McCoy, p114) in the Listen phase. In addition, the evaluation team will analyze the overlap between current and desired future state of partnerships to point to where changes are needed at JVC Northwest.

In both quantitative and qualitative analysis, the Race Matters analysis process will be used to interpret meaning when looking at qualitative themes and descriptive quantitative statistics:

- Control for other key variables; look for other explanations

- Determine if control variables are racialized
- Examine competing hypotheses
- Unbundle diversity and equity issues
- Use fact sheets [literature review findings] to understand the context
- Test validity in interpretation in participatory workshops
- Follow where the analysis leads

In the Race Matters framework, if findings point to differences in experiences being driven by race or other demographic or socio-economic variables, then new ideas for strategies are tested

- If the findings point to significant disparities in experience related to race, a final workshop in the Design phase will use System Reform and Community Building Strategies tools to help identify promising strategies for advancing desired partnerships
- If analysis points to no significant disparities in experience related to race, the final workshop will use the Racial Equity Impact Analysis to ensure partnership strategies promote opportunity for all <https://www.aecf.org/resources/racial-equity-impact-assessment/>

Sharing

We will prepare a PowerPoint/short report to share results in a webinar that can be recorded for future viewing. These products can be used by JVC Northwest with other internal stakeholders as well.

Timing anticipated to be November.

Appendices

- Equity Researcher RFP

