

# Keshet Leadership Project: 2015 Evaluation

**EXECUTIVE SUMMARY**

April 2016





## Background

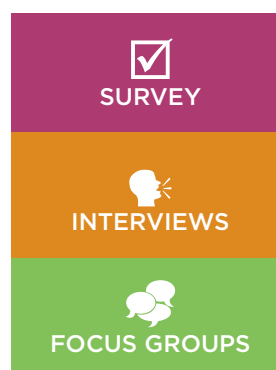
The Keshet Leadership Project is a year-long, multi-phased program that gathers, trains, provides resources for, and supports Jewish institutions to become more inclusive of LGBTQ individuals and families. The Project kicks off with the **Keshet Leadership Summit**, a dynamic, experiential day-long program designed to build the capacity of individual leaders. The Project also includes **follow-up coaching** that helps organizational leaders turn their **LGBTQ inclusion action plans** into reality. The Keshet Leadership Project is designed to impact the programming, policies, and organizational culture of Jewish institutions by supporting the leaders of those institutions to make sustainable change.

The Keshet Leadership Project launched in early 2014, and by 2016 had engaged close to 100 Jewish organizations in 10 cohorts across the US. Prior to evaluating the Keshet Leadership Project, the Rosov Consulting team worked with Keshet to develop a program Logic Model to clarify the program's short and long term outcomes. In late 2015, Rosov conducted an in-depth, formative and summative evaluation of the Keshet Leadership Project, generating valuable data about how to improve the program and an initial look at outcomes. As the year-long program launched in 2014, we were able to start assessing short term (1-3 year) outcomes; not enough time had elapsed to start assessing long term (3-5 year) outcomes.

## Study Design

The two guiding questions of the evaluation were:

- **What changes in program delivery will have the most impact on intended outcomes?**
- **To what extent are short-term outcomes in evidence for participating leaders and organizations?**



The study design included interviews (with four community partner organizations, two co-facilitators of Leadership Summits, and one non-participant); focus groups (one with five coaches and one with eight participants); review of the Leadership Project logic model; and a survey fielded to all participants. Thirty-eight participants of recent Summits (Nov/Dec 2015) and thirty-nine participants of earlier Summits (May 2015 and earlier) responded to the survey, representing 77 organizations and 32% of the 240 total Leadership Project participants.

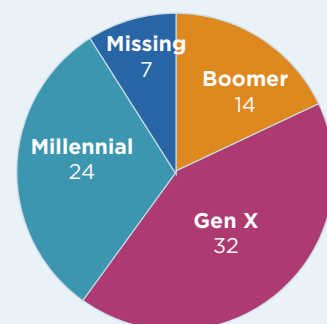


The training exceeded my expectations. I learned a lot and was pleased to bring what I learned back to my colleagues. Those of us who attended together share a bond and commitment to make our center ever more LGBTQ inclusive.

- JCC Professional

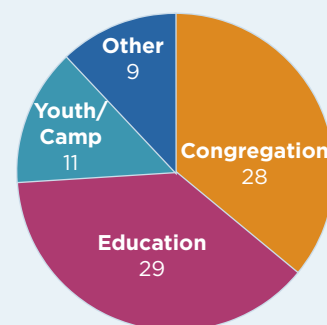
## Participant Demographics (Actual Numbers)

### Generations (Age)

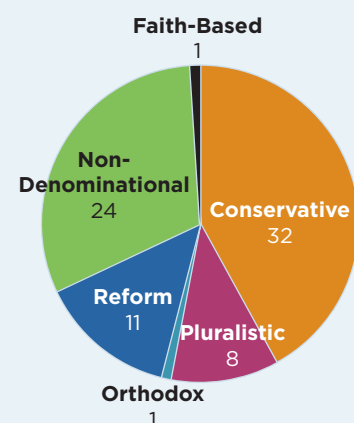


Boomer: 1946-1964  
Gen X: 1965-1980  
Millennial: 1981-2000

### Organization Type



### Organization Denomination



## Key Findings: Strength of Program Elements

### Overall Experience

- ✓ 96% of respondents rated the Leadership Summit as “Excellent” or “Good.”
- ✓ The 43% who gave it an “Excellent” rating were more likely to be from newer cohorts and to say that they felt empowered to create action plans. **This suggests improvement of the program over time.**
- ✓ 90% said that it was valuable to hear the perspectives of others.

### Motivation for Participation

- ✓ The majority of survey respondents took part in the program for reasons related to their personal commitments (e.g. supportive of LGBTQ inclusion, 58%) or their **organization’s interest in making proactive change** (e.g. practice what we preach, 74%; to take action, 61%).

### Training on LGBTQ Terms and Concepts

- ✓ Despite the fact that 70% of respondents said that they were already familiar with LGBTQ terms and concepts prior to the Summit, 80% reported that they **learned something new.**

### Creating an Action Plan

- ✓ A signature component of the Leadership Summit is the development of an organizational action plan. 70% of respondents felt favorably about creating an action plan on site during the Summit.
- ✓ 66% (two-thirds of respondents) felt the discussions about **the action plan helped move their organization forward**, and 66% felt that an action plan was needed even if their organization was inclusive in some way.
- ✓ While only 55% of respondents from earlier cohorts actually felt empowered to create an action plan for their organization, 87% of respondents from recent cohorts felt empowered to create an action plan, which suggests program improvement.

### Follow-Up Coaching

- ✓ Over 66% of respondents reported that **their coach understood their organization** and felt that it was helpful to review their action plan with their coach.
- ✓ Among those who interacted with their coach, a majority of respondents indicated that their time was spent revisiting their action plan (79%), reviewing other possible actions (63%), and reviewing ideas for inclusive language for their print materials and staff interactions (54%).

## Key Findings: Early Evidence for Short-Term Outcomes

The Leadership Project is designed to shift attitudes and behaviors for leaders and support policy, programming, and culture change inside of organizations. Bringing organizations together to explore these issues could be challenging for some. The vast majority of participants felt that the Summit was a safe environment, in which one could be honest about their organization's inclusion efforts without feeling criticized.

**As a result of the Leadership Project**, the following outcomes are in evidence:



### Attitudinal Outcomes

- ✓ More than 70% feel more comfortable asking questions about LGBTQ experience and inclusion.
- ✓ More than 70% feel more comfortable seeking input from LGBTQ stakeholders.



### Cognitive Outcomes

- ✓ More than 70% of respondents recognize opportunities for introducing an LGBTQ-inclusive perspective to their Jewish institution.
- ✓ More than 70% see LGBTQ inclusion as a Jewish value.
- ✓ More than 50% of respondents reported having a better understanding of LGBTQ staff, members, and other stakeholders.



### Behavioral Outcomes

- ✓ 59% of organizations display LGBTQ resources.
- ✓ 41% of organizations have trained their staff in LGBTQ inclusion practices (and an additional 24% have seriously considered this step).
- ✓ 39% of organizations have contacted Keshet for support in planning LGBTQ-inclusive programs.
- ✓ 31% of organizations have reviewed and revised their policies to make them more LGBTQ-inclusive (and an additional 30% have seriously considered this step).
- ✓ 30% of organizations have conducted community-wide conversations about LGBTQ equality and inclusion.

It should be noted that institutional change takes time. The deeper the change; the longer it takes. In addition, the model is designed to enable organizations to create their own action plans — some organizations explicitly chose not to move forward on some of these items.



I found this summit to be incredibly useful and well-structured ... this was one of the most meaningful experiences I have had.

– Jewish Day School Teacher



## Strengthening the Program: Challenges and Opportunities

### ❗ Challenges

Too little time at the summit for developing a meaningful action plan

Community partners are under-utilized after the summit.

What happens at the summit, stays at the summit.

### 🔄 Opportunities

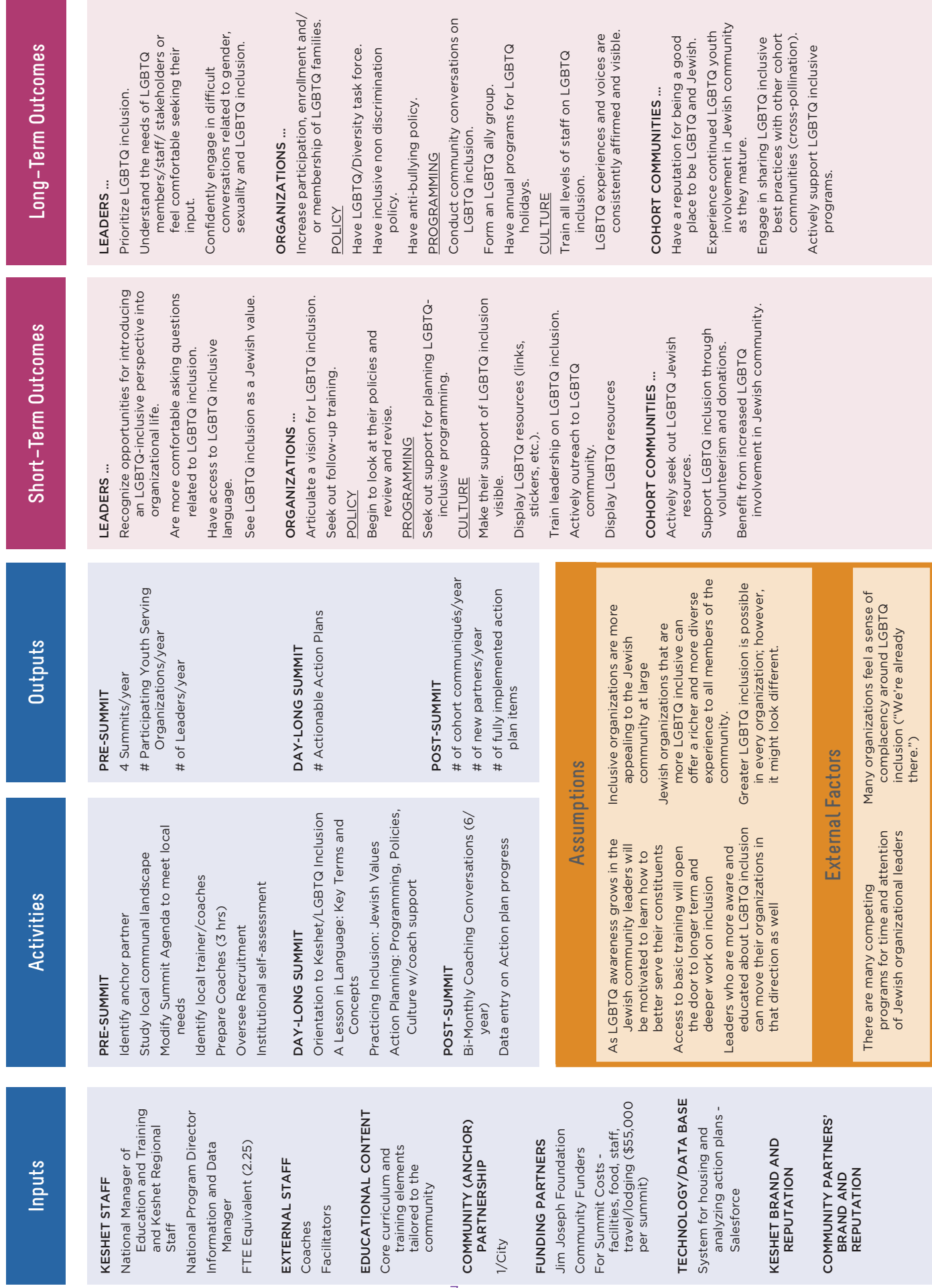
Offer coaching sessions before the summit to jump-start the process.

Ask community partners to convene participants for ongoing reflection and peer support.

Leverage social media during the summit and beyond to bring greater awareness to the community at large.



# Logic Model: Leadership Project







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That was the innovative part of the training — and it was "gutsy" to hold even CEO's of big-budget agencies accountable to their commitments.

- JCC Professional









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