Evaluating Points of Light Foundation's Grassroots Efforts:

Leadership Training and Listserv

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EXECUTIVE SUMMARY

In 1996 the Annie C. Casey Foundation invited the Points of Light Foundation (POLF) to explore the role of volunteering in building the social capital necessary to transform distressed neighborhoods into family-supporting communities. This invitation led to an initiative, Volunteering in Low-Income Communities—Developing the Neighboring Concept, funded by a grant from the Annie E. Casey Foundation. This initiative is a critical element of POLF's overall mission to "engage more people more effectively in volunteer community service to help solve serious social problems." The Grassroots Volunteer Leadership Development Training and the Grassroots Leaders Listserv are related efforts, both of which grew out of the overall program. The purpose of the Grassroots Volunteer Leadership Development Training is to strengthen the capacity of local community leaders to mobilize volunteers. The Grassroots Leaders Listserv is an important communications vehicle, the goal of which is to provide grassroots leaders with information relevant to their work, and connect them with community-building volunteering activities.

The Center for Urban Policy and the Environment (Center) was asked by POLF to evaluate both of these efforts. This report presents results of both of those evaluations. Part One is *The Points of Light Foundation Grassroots Volunteer Leadership Training: An Evaluation*. Part Two is *An Evaluation of Points of Light Foundation's Grassroots Leadership Listserv*. Also included are appendices with the survey instruments and results.

Overall *The Points of Light Foundation Grassroots Volunteer Leadership Training: An Evaluation* found that the respondents were positive about the training. They indicated that they continued to refer to the materials, shared the materials, and applied the training in many aspects of their work. They also indicated that their leadership skills were enhanced, from basic knowledge of leadership principles to identifying and addressing problems in their community.

One issue that was raised in conducting this evaluation was the fact that participants in Memphis did not have access to the Internet, so they were mailed surveys. While this did not impede the evaluation, POLF might consider investigating the reasons for this access problem and identifying possible solutions. As was recognized in the effort to develop a listerv for grassroots leaders, access to information and resources is very important in building the capacity of grassroots leaders. If future trainings are held, the suggestions from participants concerning diversity (as one participant put it "a greater effort could be made to make the group more representative of the whole community"), more time to interact with other participants, and incorporating illustrations from other communities should be considered when designing those trainings.

An Evaluation of Points of Light Foundation's Grassroots Leadership Listserv found that the listserv seems to be meeting all the goals established, except for providing a forum for discussion of problems. In general, members express a high rate of satisfaction with the amount and content of the information provided. If providing a forum for discussion of problems is still an important goal, POLF might consider posting the survey results to that question and asking the listserv to respond to why it is not a good forum for discussion and ask for suggestions for improvement. One possible suggestion could be starting a grassroots electronic bulletin board system. This system leaves previous messages posted and allows participants to join in an ongoing conversation, similar to a chat room.

THE POINTS OF LIGHT FOUNDATION

GRASSROOTS VOLUNTEER LEADERSHIP TRAINING:

AN EVALUATION

INTRODUCTION

The Center for Urban Policy and the Environment (Center), Indiana University–Purdue University Indianapolis was asked to assist the Points of Light Foundation (POLF) in evaluating its Grassroots Volunteer Leadership Development Training. The training was part of POLF's initiative, Volunteering in Low-Income Communities—Developing the Neighboring Concept, which is funded by the Annie E. Casey Foundation.[1] The training is a critical part of POLF's overall mission to "engage more people more effectively in volunteer community service to help solve serious social problems."

One of POLF's primary strategies in pursuit of this mission is providing leadership through local delivery systems to mobilize volunteers. Central to that is building the capacity of community leaders to mobilize and engage residents in "neighboring" activities through training and technical assistance. Specific objectives of the training include:

- Cultivating community leaders' skills and talents

- Empowering community leaders to identify problems on which they can focus

- Helping community leaders identify and uncover their unique gifts and talents and to acknowledge the "neighboring" that is already taking place in their communities

Memphis and Minneapolis Training

Twenty-five community leaders from five Memphis neighborhoods were identified to participate in the Grassroots Volunteer Leadership Development Training that was held in Memphis in May 2001. In Minneapolis, 15 grassroots leaders were invited to attend the training that was held there, also in May 2001. Community leaders were selected based on length of residence in the community, level of involvement in the community, and ability to convey a need for training and need to identify resources for enhancing their community. The training in both cases offered community leaders the opportunity to meet and engage with one another, as well as gather new ideas for enhancing their respective communities. The *Leadership Skills Manual for Community Leaders: Increasing Leaders Capacity to Mobilize Volunteers* (Points of Light Foundation 2001), which addresses core leading competencies and is divided into ten training modules, served as the primary training tool.

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[1] Neighboring refers to volunteering that occurs through neighborhood associations, community-based groups, and local churches and on an individual level.

METHODOLOGY

The overall purpose of the evaluation is to determine immediate and longer-term outcomes of the training as well as illuminate potential areas for improvement. The evaluation also reveals how participants currently are utilizing the skills and techniques imparted from the training.

The Center designed the survey instrument, which consists of 23 closed- and open-ended questions (see Appendix A) aimed at assessing participants' perceptions of the training, use of materials post-training, and outcomes which are reflected by participants' perceived increase in their own capacity and personal efficacy. The Center also designed a Web-based version of the survey for those with Internet access.

The survey was distributed to all Memphis and Minneapolis training participants; 62 percent were from Memphis and 38 percent represented the Minneapolis event. Over half of all participants received the mail version (56 percent), 28 percent received the Web-based version and 15 percent received both. As an incentive for completing the survey, respondents were offered a copy of the updated *Leadership Skills Manual for Community Leaders*. To increase the response rate, those who did not complete the web-based version after the first message was sent, received a "reminder" message about the survey and link to the survey site.

RESULTS

The overall response rate to the survey was 26 percent. All of the Memphis participants' responses were submitted on the paper survey, and all of the Minneapolis participants responded to the Web-based version. The Minneapolis participants (the majority of whom received the Web-based survey) had a slightly higher response rate (27 percent) than the Memphis participants, the majority of whom received the paper version (25 percent). The sample was too small to draw any comparisons between the Memphis and Minneapolis results.

Respondents Express Satisfaction With Training Experience

Overall, respondents were satisfied with their training experience. All respondents:

- Rated the training as excellent (40 percent) or good (60 percent)

- Indicated that the training met their personal expectations; 40 percent strongly agree and 60 percent somewhat agree that their expectations were met

- Felt that training objectives were clearly stated and easily understood, with 70 percent strongly agreeing that they were

- Reported that overall the training has been helpful (60 percent) or even very helpful (40 percent) to them

The majority of respondents (70 percent) say they are likely or very likely (30 percent) to attend similar leadership training events, if given the opportunity.

Survey respondents appreciated the opportunity for group interaction, networking, and connecting with other grassroots leaders. The following excerpts from statements in response to *what did you like most about the training program?* are illustrative:

- "Sharing ideas with other community leaders"

- "The exchange of information and idea"

- "Getting to know some in my own community group [better]"

In response to w*hat did you like least about the training program?* issues raised pertain to the volume of information dispensed in a limited amount of time and desire for greater diversity. One respondent stated that *"*it would have been nice to have a more diverse group to get a broader view of communities that exist in our city."

Respondents Convey Positive Reactions to Training

As Table 1 illustrates, a substantial majority of respondents (90 percent) report they found the publication, *Leadership Skills Manual for Community Leaders* to be useful, and 20 percent indicate it has been "very useful." The majority (90 percent) also report that the opportunity to meet, work with, and share ideas with other community leaders was useful, with 50 percent voicing the most positive sentiment that it was very useful. During the training, participants were asked to develop a vision statement for their communities. All respondents report that developing and sharing a vision statement was useful and one-half say it was very useful.

Table 1: Respondents Rating of Training Components

	Very useful	**Useful**	**Not very useful**	**NA**
The Leadership Skills Manual for Community Leaders.	20%	70%		10%
The opportunity to meet, work with, and share ideas with other community leaders	50%	40%	10%	
Developing and sharing a vision statement	50%	50%		

Respondents Apply Training

The majority of respondents have referred to the training materials at least once or twice since the events. Twenty percent say they use the materials monthly and 10 report weekly use. Specific modules respondents report using include: planning, organizing, principles of developing leaders, and decision-making. Sixty percent have shared the training materials with colleagues and/or others involved in community leadership, such as students, potential community leaders, and directors of various community and/or nonprofit organizations.

When asked how frequently they have applied skills from the training modules in *Leadership Skills Manual for Community Leaders*, the majority of respondents say they have applied all ten components at least sometimes or even frequently (see Table 2). The modules which respondents say they most frequently use include communicating, motivating, envisioning, and collaborating.

Table 2: Frequency of Application of Skills from the Training Modules in Respondents' Work

	Frequently	Sometimes	Rarely	Never
Envisioning	50%	50%	0%	0%
Communicating	60%	40%	0%	0%
Motivating	60%	40%	0%	0%
Collaborating	50%	40%	0%	10%
Decision-making	40%	40%	20%	0%
Facilitating	40%	40%	0%	20%
Planning & organizing	20%	80%	0%	0%
Mentoring	20%	60%	10%	10%
Managing	10%	70%	20%	0%
Learning	40%	60%	0%	0%

Participants' responses to the question, w*hich part of the training program has been most useful to you in your work?* also reflect their satisfaction with various elements of the training experience. Respondents list role-playing, group participation, and the training manual among aspects of the training they have found most useful in their work. A few comments from respondents further reveal the training's usefulness:

- "Working together on answers and solutions"

- "Developing and refining a vision statement that is long range, attainable, and inclusive"

- "Decision-making, especially the need to involve all stakeholders in the group decision"

Leadership Skills Enhanced

All respondents either somewhat or strongly agree that they feel more capable of addressing problems in their work and community. They also reported that the training has improved them as community leaders:

- Nearly all respondents (90 percent) indicate they feel more capable of identifying problems in their work and community as a result of the training

- A majority estimate that there has been some (80 percent) or a substantial (10 percent) increase in their personal effectiveness; 10 percent say there has been little increase.

- Most of the respondents have found the training helpful (70 percent) or very helpful (10 percent) in mobilizing members of their community in volunteer activities

- Almost all respondents say the training has been helpful (60 percent) or very helpful (30 percent) in identifying their own skills and strengths

- Sixty percent of respondents report that the training has improved (40 percent) or substantially improved (20 percent) their understanding of the nature, requirements, and responsibilities of their role as a community leader

- Seventy percent say the training improved (50 percent) or improved substantially (20 percent) their basic knowledge of leadership principles

- A considerable majority (90 percent) say they have been able to apply much of what they learned in their work as community leaders

One-half of all respondents report that as community leaders they are doing some things which they were not doing prior to the training. Sixty percent specified areas in which they are doing things differently, such as the following:

- "Collaborating more [with other community groups]"

- "Giving residents the opportunity to lead projects so that they can feel like they are making a difference"

- "Involving diverse stakeholders with more ease and awareness of the value of their input"

- "Management of volunteers to provide guidance and direction has improved"

Suggestions for Future Training

As stated above, the majority of respondents indicated that they would attend a similar event. When asked what they thought should be added to future training programs, some respondents indicated that they would like more time to share, and network ("more time to interact with community leaders [such as a day or weekend retreat]"). Others would like to see a more diverse, representative group ("a greater effort could be made to make the group more representative of the whole community"). Other suggestions include incorporating into the training, illustrations from other communities ("what's going on in other inner city neighborhoods around the country").

SUMMARY AND RECOMMENDATIONS

Overall, the respondents were positive about the training. They indicated that they continued to refer to the materials, shared the materials, and applied the training in many aspects of their work. They also indicated that their leadership skills were enhanced, from basic knowledge of leadership principles to identifying and addressing problems in their community.

One issue that was raised in conducting this evaluation was the fact that participants in Memphis did not have access to the Internet, so they were mailed surveys. While this did not impede the evaluation, POLF might consider investigating the reasons for this access problem and identifying possible solutions. As was recognized in the effort to develop a listerv for grassroots leaders, access to information and resources is very important in building the capacity of grassroots leaders. If future trainings are held, the suggestions from participants concerning diversity (as one participant put it "a greater effort could be made to make the group more representative of the whole community"), more time to interact with other participants, and incorporating illustrations from other communities should be considered when designing those trainings.

AN EVLAUTION OF POINTS OF LIGHT FOUNDATION'S

GRASSROOTS LEADERSHIP LISTSERV

INTRODUCTION

The Center for Urban Policy and the Environment (Center), Indiana University–Purdue University Indianapolis was asked by the Points of Light Foundation (POLF) to evaluate its Grassroots Leaders Listserv. The purpose of the Grassroots Leaders Listserv is to serve the under-resourced side of the digital divide.

The Grassroots Leaders Listserv was initiated in late 1999 with 30 members. These were grassroots leaders who attended the piloted grassroots training in Orlando, FL and others who expressed interest in participating.

The goals of the Grassroots Leaders Listserv include:

- Establishing and expanding a communications vehicle to link grassroots leaders to community-building volunteering activities

- Providing a forum for information germane to community leaders and their work

- Helping members remain aware of training offered by POLF and other organizations

- Relaying information about funding opportunities to local communities, some of which is time-sensitive

- Providing a forum for discussion of problems

- Continuing growth and outreach

How the Listserv Works

The Grassroots Leaders Listserv is an Internet-based e-group. Since its inception in late 1999, its membership has more than doubled to over 80 members. The original members included participants from POLF-sponsored grassroots leadership training events who expressed an interest in the listserv. Membership also has expanded from including POLF training participants to opening the listserv to anyone interested. The listserv is housed on Yahoo groups and interested parties can sign up without permission, by going to the Yahoo website, searching for grassroots or volunteering and selecting to join the listserv. Completion of a Yahoo profile is optional.

POLF sends messages to the group on a weekly basis. Messages include information pertaining to funding announcements and resources. Sometimes the messages are part of a series, for instance on grant writing. If individual members of the listserv have a question or problem, they may post messages directly to the entire group.

METHODOLOGY

The Center designed a survey to evaluate the listserv and determine whether the information provided by POLF is useful to listserv membership. The survey consisted of ten closed-ended questions, including general as well as specific questions about various aspects of the listserv. Questions were designed to assess members' perceptions about the listserv, level of satisfaction, how they are using it, and possible areas for improvement. The survey instrument with detailed results is attached as Appendix A.

The survey was sent to all members of the listserv, excluding POLF members. As an incentive for completing the survey, listserv members were offered a copy of the *Leadership Skills Manual for Community Leaders: Increasing leaders capacity to mobilize volunteers* (Points of Light Foundation, 2001). A number of members' email addresses were not working.   To elicit a higher response rate, a second message was sent to those who did not respond to the first message, including those who did not receive the first message due to non-working email addresses. Because of "bounce backs" it appears that the second message didn't reach 12 percent of the listserv membership at that time.

RESULTS

Thirty percent of all listserv members responded to the survey. Based on messages that "bounced back" and error reporting, it is estimated that the message eventually was received by 88 percent of the listserv. If we discard those who didn't receive the survey due to bad email addresses, the response rate rises to 34 percent.

Listserv Members' Views

As Table 1 illustrates, nearly three-quarters (73 percent) of all respondents find the information provided via the listserv helpful, with 14 percent of those indicating they find it "very helpful." Of those who found it helpful one-half felt that the listserv provides important and useful information about funding opportunities, helps them remain informed about issues relevant to their work, and is a helpful source of information on a variety of topics.

Table 1: How helpful has the information provided via the listserv been to you?

Very helpful	14%
Helpful	59%
Not very helpful	9%
Not at all helpful	5%
Don't know	14%

As Table 2 illustrates, the majority of respondents feel the quantity of messages on the listserv is "about right." In fact 14 percent report there are "too few" messages. Another 73 percent indicate the listserv met (59 percent) or exceeded (14 percent) their expectations (see Table 3). The majority (82 percent) of respondents would recommend the listserv.

Table 2: Do you find the quantity of messages sent to you via the listserv:

Too many	9%
About right	73%
Too few	14%
Don't know	5%

Table 3: Has the listserv:

Exceeded your expectations	14%
Met your expectations	59%
Fell below your expectations	9%
Disappointed you	5%
Don't know	14%

Listserv Member Actions

Indicators of usefulness of the listserv include actions of participants such as printing the messages, linking to resources cited, and forwarding the information to others. As Table 4 indicates, half of survey respondents print reports or articles from messages sometimes (41percent) or frequently (9 percent). Similarly as Table 6 indicates, over half link to web-based resources cited in messages sometimes (45 percent) or even frequently (9 percent). The majority of respondents (64 percent) also have forwarded information from listserv messages to someone else.

Table 4: How often do you print reports or articles included in listserv messages?

Frequently	9%
Sometimes	41%
Rarely	32%
Never	9%
Don't know	9%

Table 5: How often do you link to web-based resources cited in listserv messages?

Frequently	9%
Sometimes	45%
Rarely	18%
Never	23%
Don't know	5%

Other indicators of usefulness of the listserv are what actions the members take as a result of the information they receive. Nine percent have applied for funding as a result of information received from the listserv and five percent have been successful in obtaining funding as a result of the information from the listserv.

Listserv As a Forum for Discussion

An important goal of the listserv is providing a forum for discussion—the opportunity for members to "put a problem out there" and get a variety of helpful problem-solving suggestions from the group. In response to a survey question about this aspect of the listserv, only nine percent feel that it is a useful forum for discussion. However, almost three-quarters would feel comfortable (73 percent) or very comfortable (5 percent) posting a message to the group for feedback on a question or a problem. This apparent disconnect may be indicative of the difficulty of achieving discussion via such a medium.

SUMMARY AND RECOMMENDATIONS

In summary, the listserv seems to be meeting all the goals established, except for providing a forum for discussion of problems. In general, members express a high rate of satisfaction with the amount and content of the information provided. If providing a forum for discussion of problems is still an important goal, POLF might consider posting the survey results to that question and asking the listserv to respond to why it is not a good forum for discussion and ask for suggestions for improvement. One possible suggestion could be starting a grassroots electronic bulletin board system. This system leaves previous messages posted and allows participants to join in an ongoing conversation, similar to a chat room.

APPENDIX A:

GRASSROOTS LEADERSHIP TRAINING SURVEY

GRASSROOTS LEADERSHIP TRAINING SURVEY

PLEASE TAKE A FEW MINUTES TO ANSWER THE FOLLOWING QUESTIONS ABOUT THE GRASSROOTS LEADERSHIP TRAINING PROGRAM YOU ATTENDED IN MINNEAPOLIS. PLEASE FEEL FREE TO BE CANDID IN YOUR RESPONSES. YOUR FEEDBACK WILL HELP THE POINTS OF LIGHT FOUNDATION IMPROVE FUTURE TRAINING. YOUR RESPONSES WILL BE KEPT CONFIDENTIAL AND ONLY AGGREGATE DATA WILL BE REPORTED TO POINTS OF LIGHT FOUNDATION.

THE SURVEY IS BEING CONDUCTED BY THE CENTER FOR URBAN POLICY AND THE ENVIRONMENT (CENTER), INDIANA UNIVERSITY. PLEASE USE THE ENCLOSED ENVELOPE TO RETURN YOUR COMPLETED SURVEY TO THE CENTER BY NOVEMBER 13, 2001**.**

IF YOU COMPLETE THE SURVEY YOU WILL RECEIVE A COMPLIMENTARY COPY OF THE POINTS OF LIGHT FOUNDATION'S RECENTLY UPDATED PUBLICATION *LEADERSHIP SKILLS MANUAL FOR COMMUNITY AND GRASSROOTS LEADERS*. **IF YOU WOULD LIKE A COPY, FILL IN THE FOLLOWING INFORMATION:**

NAME: _____

ADDRESS: _____

CITY, STATE, ZIP_____

IF YOU HAVE ANY QUESTIONS OR CONCERNS, PLEASE FEEL FREE TO CONTACT RACHEL THELIN, CENTER FOR URBAN POLICY AND THE ENVIRONMENT, AT (317) 261-3024.

_____

1. Overall, how would you rate the training? Would you say it was excellent, good, fair, or poor?

☐Excellent   ☐Good   ☐Fair   ☐Poor   ☐Don't know

Dᴏ sᴛʀᴏɴɢʟʏ ᴀɢʀᴇᴇ, sᴏᴍᴇᴡʜᴀᴛ ᴀɢʀᴇᴇ, sᴏᴍᴇᴡʜᴀᴛ ᴅɪsᴀɢʀᴇᴇ, ᴏʀ sᴛʀᴏɴɢʟʏ ᴅɪsᴀɢʀᴇᴇ ᴡɪᴛʜ ᴛʜᴇ ꜰᴏʟʟᴏᴡɪɴɢ sᴛᴀᴛᴇᴍᴇɴᴛs?

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
2. Training objectives were clearly stated and easily understood.	☐	☐	☐	☐	☐
3. I have been able to apply much of the material I learned from the training in my work as a community leader.	☐	☐	☐	☐	☐
4. As a result of the training I feel more capable of **identifying** problems in my work and community.	☐	☐	☐	☐	☐
5. As a result of the training I feel more capable of **addressing** problems in my work and community.	☐	☐	☐	☐	☐
6. I feel the training has helped me become a more effective leader.	☐	☐	☐	☐	☐
7. The training met my personal expectations.	☐	☐	☐	☐	☐

Elements of training	Very useful	Useful	Not very useful	Not at all useful	Don't know
8a. The *Leadership Skills Manual for Community Leaders*	☐	☐	☐	☐	☐
8b. The opportunity to meet, work with, and share ideas with other community leaders	☐	☐	☐	☐	☐
8c. Developing and sharing a vision statement	☐	☐	☐	☐	☐
8d. The additional training materials	☐	☐	☐	☐	☐

9. Which part of the training program has been most useful to you in your work?

10. Overall, how helpful has the training been to you? Would you say very helpful, helpful, not very helpful, or not at all helpful?

☐Very helpful   ☐Helpful   ☐Not very helpful   ☐Not at all helpful   ☐Don't know

11. What did you like most about the training program?

12. What did you like least about the training program?

13. How frequently have you applied the following skills from the training modules in your work? Would you say you have applied them frequently, sometimes, rarely, or never?

	Frequently	Sometimes	Rarely	Never	Don't know
Envisioning	☐	☐	☐	☐	☐
Communicating	☐	☐	☐	☐	☐
Motivating	☐	☐	☐	☐	☐
Collaborating	☐	☐	☐	☐	☐
Decision-making	☐	☐	☐	☐	☐
Facilitating	☐	☐	☐	☐	☐
Planning & organizing	☐	☐	☐	☐	☐
Mentoring	☐	☐	☐	☐	☐
Managing	☐	☐	☐	☐	☐
Learning	☐	☐	☐	☐	☐

14. How often have you referred to the training materials since the conference? Would you say weekly, once a month, once or twice since the conference, or never?

☐ Weekly   ☐ Once a month   ☐ Once or twice   ☐ Never

If referred to once or more, which materials?_____

15. Have you shared the training materials with colleagues and/or others involved in community leadership?

☐Yes   ☐No   ☐Don't know

If yes, who?_____

16. How helpful have you found the training to be in mobilizing members of your community in volunteer activities/initiatives? Would you say it has been very helpful, helpful, not very helpful, or not at all helpful?

☐Very helpful   ☐Helpful   ☐Not very helpful   ☐Not at all helpful   ☐Don't know

17. How helpful has the training been to you in identifying your own skills and strengths? Would you say it has been very helpful, helpful, not very helpful, or not at all helpful?

☐Very helpful   ☐Helpful   ☐Not very helpful   ☐Not at all helpful   ☐Don't know

18. To what extent did the training improve your understanding about the nature, requirements, and responsibilities of your role as community leader? Would you say it improved substantially, improved, improved a little, or didn't improve at all?

☐ Improved substantially   ☐ Improved   ☐ Improved a little ☐ Didn't improve at all   ☐ Don't know

19. To what extent did the training increase your basic knowledge of leadership principles? Would you say it increased substantially, increased, increased a little, or didn't increase at all?

☐ Increased substantially   ☐ Increased   ☐ Increased a little   ☐ Didn't increase at all

☐ Don't know

20. Are you doing anything as a community leader that you were not doing prior to the training?

☐ Yes   ☐ No   ☐ Don't know

If yes, please indicate what you are doing differently as a result of the training:

[PLEASE BE SPECIFIC]

20 a. _____

20 b. _____

20 c. _____

20 d. _____

21. As a result of the training, what do you estimate to be the increase in your personal effectiveness? Would you say substantial, some, little, or none?

☐ Substantial   ☐ Some   ☐ Little   ☐ None   ☐ Don't know

22. How likely are you, if given the opportunity, to attend similar leadership training events in the future? Would you say very likely, likely, somewhat likely, or not at all likely?

☐Very likely   ☐ Likely   ☐Somewhat likely   ☐Not at all likely   ☐Don't know

23. What do you think should be added to future training programs?

APPENDIX B:

SURVEY RESULTS FROM LEADERSHIP TRAINING SURVEY

Survey Results

1. Overall, how would you rate the training?

Excellent	40%
Good	60%
Fair	0%
Poor	0%
Don't know	0%

Do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with the following statements?	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	No answer
2. Training objectives were clearly stated and easily understood.	70%	30%				
3. I have been able to apply much of the material I learned from the training in my work as a community leader.	30%	60%				10%
4. As a result of the training I feel more capable of identifying problems in my work and community.	30%	60%				10%
5. As a result of the training I feel more capable of addressing problems in my work and community.	40%	60%				
6. I feel the training has helped me become a more effective leader.	30%	60%				10%
7. The training met my personal expectations.	40%	60%				

How useful have the following components of the training been to you?	Very Useful	Useful	Not very useful	Not at all useful	Don't know	No answer
8a. The Leadership Skills Manual for Community Leaders.	20%	70%				10%
8b. The opportunity to meet, work with, and share ideas with other community leaders.	50%	40%	10%			
8c. Developing and sharing a vision statement.	50%	50%				
8d. The additional training materials.	10%	80%				10%

9. Which part of the training program has been most useful to you in your work?

Role playing and working together on answers and solutions. Making presentations in front of the group
Developing and refining a vision statement that is long range, attainable, and inclusive. Also, working more closely with the many groups in our community.
The part in which we were allowed to participate and illustrate a problem we faced in our community, along with the solution to that problem.
I'm a retiree, so working with my neighborhood organization.
The manual.
Knowing that a effective community leader will allow community residents to become leaders by stepping aside sometimes and let them develop into a leader
Decision-making was most useful to me in my work, especially the need to involve all stakeholders into the group decision.

10. Overall, how helpful has the training been to you?	Very helpful	Helpful	Not very Helpful	Not at all helpful	Don't know
	40%	60%	0%	0%	0%

11. What did you like most about the training program?

- I always enjoy the exchange of information and ideas with other neighborhood groups. The facilitators were also very effective and very nice. The leadership skills manual is great.
- Meeting with new people and sharing information and discussing new solutions.
- Sharing ideas with other community leaders, role-playing, having an energetic facilitator, even getting to know better some in my own community group.
- The ability to meet and talk with other community leaders. The manner in which the information was presented, as well as the involvement of the group Vs. lecturing.
- Ideas on how to reach neighbors, outlines on grants to put your wants in priorities. Therefore, I can offer suggestions and help.
- The opportunity to share ideas.
- Being able to relate to different community leaders and a chance to implement what they are doing into my community
- Connecting with others, who are also grassroots leaders and sharing their experiences.

12. What did you like least about the training program?

- Too short of time and too much information given in a short amount of time.
- The amount of time involved was excessive, I thought. A shorter, faster morning meeting might do as well.
- I think that everything was fine.
- It would have been nice to have had a more diverse group to get in a broader view of communities that exist in our city.
- The length of the day could have been shorter.

13. How frequently have you applied the following skills from the training modules in your work?

	Frequently	Sometimes	Rarely	Never	Don't know
Envisioning	50%	50%	0%	0%	0%
Communicating	60%	40%	0%	0%	0%
Motivating	60%	40%	0%	0%	0%
Collaborating	50%	40%	0%	10%	0%
Decision-making	40%	40%	20%	0%	0%
Facilitating	40%	40%	0%	20%	0%
Planning & organizing	20%	80%	0%	0%	0%
Mentoring	20%	60%	10%	10%	0%
Managing	10%	70%	20%	0%	0%
Learning	40%	60%	0%	0%	0%

14. How often have you referred to the training materials since the conference?

	Weekly	Once a month	Once or twice	Never
	10%	20%	60%	10%

If referred to once or more, which materials?

- Training manual
- 3 or 4 times, planning, organizing, and collaborating
- A refresher of the modules
- The manual
- The principles of Developing Leaders
- Decision-making module

15. Have you shared the training materials with colleagues and/or others involved in community leadership?

	Yes	No	Don't Know
	60%	40%	

If yes, who?

- Colleagues
- A U of M freshman whom I worked with in a summer program at the community center
- Neighbor Watch
- Other potential community leaders
- Executive Director, Goodhue County Habitat for Humanity; Executive Director of Human Rights Commission in Red Wing, MN; Executive Director of Asian leadership Institute.

	Very helpful	Helpful	Not very helpful	Not at all helpful	Don't know
16. How helpful have you found the training to be in mobilizing members of your community in volunteer activities/initiatives?	10%	70%	10%	10%	0%
17. How helpful has the training been to you in identifying your own skills and strengths?	30%	60%	0%	0%	10%

	Improved Substantially	Improved	Improved a little	Didn't Improve at All	No Answer
18. To what extent did the training improve your understanding about the nature, requirements, and responsibilities of your role as community leader?	20%	40%	30%	0%	10%

	Increased substantially	Increased	Increased a little	Didn't increase at all	Don't know
19. To what extent did the training increase your basic knowledge of leadership principles?	20%	50%	30%	0%	0%

	Yes	No	Don't know
20. Are you doing anything as a community leader that you were not doing prior to the training?	50%	50%	0%

If yes to question 20, please indicate what you are doing differently as a result of the training [PLEASE BE SPECIFIC]

- We are definitely collaborating more with Frayser. Interfaith Assn., community development corp., Frayser Community Assoc. and ten point coalition (targeting at-risk youth) I think we also value our members more and try to convey that.
- An effort to make meetings more social, more fun, thereby attracting more to attend. A closer collaboration with other community groups to pursue the vision.
- I am requiring more community involvement. If community involvement is not present, I will abandon project. Learning to make other people responsible for projects.
- Becoming involved with middle school and elementary. To organize block club (help).
- By giving residents the opportunity to lead projects so that they can feel like they are making a difference.
- Involving diverse stakeholders with more ease and awareness of the value of their input. My envisioning of a better community is more positive and generates more energy to motivate others and to encourage participation from volunteers. Management of volunteers to provide guidance and direction has improved. Quantity of volunteers has increased 20% since August 2001 as a result.

	Substantial	Some	Little	None	Don't Know
21. As a result of the training, what do you estimate to be the increase in your personal effectiveness?	10%	80%	10%		

	Very Likely	Likely	Somewhat Likely	Not at all Likely	Don't Know
22. How likely are you, if given the opportunity, to attend similar leadership training events in the future?	30%	40%	30%	0%	0%

23. What do you think should be added to future training programs?

- What's going on in other inner city neighborhoods around the country? Are there some catchy innovative ideas for meetings, meeting places, projects, etc.?

- It is a very good training program; however, perhaps a greater effort could be made to make the group more representative of the whole community. Perhaps some ideas from community leaders across the country could be shared. (I realize there are some reference materials listed in the manuals. Some ideas could be shard before the whole group).

- More time to interact with other community leaders. A day or weekend of retreat. Most grassroots leaders I have spoken to are burnt out because it requires so much energy. It would be nice to have a day or weekend retreat, focused on pampering the community leaders.

- What would it take for community residents to become re involved in community strengthening activities?

- More time to share with other participants

APPENDIX C:

GRASSROOTS LEADERS LISTSERV SURVEY

Grassroots Leaders Listserv Survey

1. How helpful has the information provided via the listserv been to you?

☐Very helpful ☐Helpful ☐Not very helpful ☐Not at all helpful ☐Don't know

2. If the listserv has been helpful to you, how so? [PLEASE CHECK ALL THAT APPLY]

☐The listserv provides important and useful information about funding opportunities.

☐The listserv helps me remain informed about issues relevant to my work.

☐The listserv is a useful forum for discussion.

☐The listserv is a helpful source of information on a variety of topics.

☐I have applied for funding as a result of information from the listserv.

☐I have been successful in obtaining funding as a result of information from the listserv.

3. How often do you print reports or articles included in listserv messages?

☐Frequently ☐Sometimes ☐Rarely ☐Never ☐Don't know

4. How often do you link to web-based resources cited in listserv messages?

☐Frequently ☐Sometimes ☐Rarely ☐Never ☐Don't know

5. Have you ever forwarded information from the listserv to someone else?

☐Yes ☐No ☐Don't know

6. Have you ever posted a message to the listserv moderator for distribution to the entire listserv?

☐Yes ☐No ☐Don't know

7. How comfortable would you feel posting a message to the listserv for feedback on a question or problem?

☐Very comfortable ☐Comfortable ☐Not very comfortable ☐Not at all comfortable

8. Do you find the quantity of messages sent to you via the listserv:

☐ Too many ☐ About right ☐ Too few ☐ Don't know

9. Has the listserv:

☐ Exceeded your expectations

☐ Met your expectations

☐ Fell below your expectations

☐ Disappointed you

☐ Don't know

10. Would you recommend the listserv?

☐ Yes ☐ No ☐ Don't know

APPENDIX D:

SURVEY RESULTS FROM LISTSERV SURVEY

Grassroots Leaders Listserv Survey Results. N=22

1. How helpful has the information provided via the listserv been to you?	
Very helpful	14%
Helpful	59%
Not very helpful	9%
Not at all helpful	5%
Don't know	14%

2. If the listserv has been helpful to you, how so? [PLEASE CHECK ALL THAT APPLY]	
The listserv provides important and useful information about funding opportunities.	50%
The listserv helps me remain informed about issues relevant to my work.	50%
The listserv is a useful forum for discussion.	9%
The listserv is a helpful source of information on a variety of topics.	50%
I have applied for funding as a result of information from the listserv.	9%
I have been successful in obtaining funding as a result of information from the listserv.	5%

3. How often do you print reports or articles included in listserv messages?	
Frequently	9%
Sometimes	41%
Rarely	32%
Never	9%
Don't know	9%

4. How often do you link to web-based resources cited in listserv messages?	
Frequently	9%
Sometimes	45%
Rarely	18%
Never	23%
Don't know	5%

5. Have you ever forwarded information from the listserv to someone else?	
Yes	64%
No	32%
Don't know	5%

6. Have you ever posted a message to the listserv moderator for distribution to the entire listserv?	
Yes	0%
No	100%
Don't know	0%

7. How comfortable would you feel posting a message to the listserv for feedback on a question or problem?

Very comfortable	5%
Comfortable	73%
Not very comfortable	18%
Not at all comfortable	0%
No answer	5%

8. Do you find the quantity of messages sent to you via the listserv:

Too many	9%
About right	73%
Too few	14%
Don't know	5%

9. Has the listserv:

Exceeded your expectations	14%
Met your expectations	59%
Fell below your expectations	9%
Disappointed you	5%
Don't know	14%

10. Would you recommend the listserv?

Yes	82%
No	9%
Don't know	9%