Evaluating the impacts of the YWCA Wausau using ripple effects mapping

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Evaluating the Impacts of the YWCA Wausau using Ripple Effects Mapping

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Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

Abstract

For my creative component, I partnered with the local YWCA chapter in my hometown of Wausau, Wisconsin. While this historic community organization is coming up on 100 years of service, it has recently undergone several transitions. Within the past two years, YWCA Wausau’s largest and longest-running program, a child-care center, was closed due to low account funds and an inability to generate sustainable income from the child-care program. Concurrently, the executive director and board members have committed to shifting the YWCA Wausau’s programming to better reflect their foundational mission of “eliminating racism and empowering women.” A majority of the staff and board members have been involved for 18 months or less, and many of these individuals do not have a clear understanding of the YWCA Wausau’s scope of work. More importantly, they do not have a clear vision for the future of this organization. Due to the YWCA Wausau’s financial situation, the board has decided to sell their historic building, which they’ve operated out of since 1928. The goal of this creative component was to assist the YWCA Wausau in better understanding their community impacts through a positive and unifying process.

In February of 2019, I facilitated a Ripple Effects Mapping (REM) session with the YWCA Wausau board, staff and community members. Participants collaborated and created a visual map illustrating their impacts on the Wausau community. After the meeting, each impact was coded using the Community Capitals Framework to more clearly indicate which community sectors the organization is impacting. My recommendation for YWCA Wausau is to use the REM map to communicate their impacts to community stakeholders and funders. I also recommend that YWCA Wausau uses the knowledge gained through the REM session and schedules a visioning session to create a unified vision and action plan for their future.
### Table of Contents

Abstract .......................................................................................................................... 1

Table of Contents ......................................................................................................... 2

Introduction .................................................................................................................. 3
  - Statement of the Problem ......................................................................................... 10
  - Purpose of the Study ............................................................................................ 11
  - Significance of the Study ....................................................................................... 15

Literature Review: Framing the Project ....................................................................... 12

Methodology ................................................................................................................ 23

Data Analysis & Results ............................................................................................... 27

Discussion & Implications ............................................................................................ 37

References ................................................................................................................... 48

Appendix I: YWCA Ripple Effects Mapping Agenda .................................................. 52

Appendix II: YWCA Ripple Effects Mapping Agenda Script ...................................... 53

Appendix III: Photo of Original REM Map ............................................................... 56

Appendix IV: Unedited Xmind ZEN Map ................................................................. 57

Appendix V: Edited Xmind ZEN Map ....................................................................... 58

Appendix VI: Outcomes by Community Capital Table ............................................. 59

Appendix VII: YWCA REM Meeting Notes ............................................................... 62
Chapter One. Introduction

For my creative component, I chose to partner with YWCA Wausau (from now I will refer to it as YWCA), a local chapter of the national YWCA USA organization. Located in my hometown of Wausau, Wisconsin, I was immediately drawn to this organization’s mission of eliminating racism and empowering women. During my first meeting with the YWCA’s executive director and board vice president in January 2019, we discussed the organization’s available programing and services. It became clear through their responses that this non-profit was going through a difficult and transitional time. They were facing economic hardship and the recent closing of their major service offering, a community child care program.

After realizing that my community development education could positively impact this group of passionate women, I began meeting with the executive director to discuss the YWCA’s issues in depth, as well as talk about which solutions may work to help boost this organization. In addition, I also joined the YWCA’s fundraising committee in February 2019, so I’ve been able to speak with numerous board members, observe their perspectives on the organization, and experience how they operate in a meeting setting.

With an almost complete turnover of staff and board members in the past 20 months, the YWCA’s main need is to foster positive momentum and create a collective plan for their future. The YWCA is seeking unification and planning in order to continue serving the Wausau community, and I used my creative component project as a means to help this organization achieve their goals.
YWCA USA, Inc

The YWCA is a local chapter of the national YWCA USA organization, which has long history with its mission of eliminating racism and empowering women (“About YWCA USA”, n.d.). The YWCA USA has been at the “forefront of the most critical social movements for more than 160 years — from women’s empowerment and civil rights, to affordable housing and pay equity, to violence prevention and health care” (“About YWCA USA”, n.d.). In the year 2015, the corporate name changed from “Young Women’s Christian Association of the United States of America, Inc.” to “YWCA USA, Inc.”, in order to reflect the YWCA USA’s diverse and inclusive nature (“YWCA History”, n.d.). While work was originally based on Christian values, today the YWCA is driven by a “commitment to social justice, no matter someone’s religion” (“YWCA History”, n.d.). Today, there are over 200 local chapters of the YWCA, which serve their communities through “improving the lives of girls and women through advocacy, local programming and services” (“About YWCA USA”, n.d.).

After researching other YWCA chapters across the United States, it is clear that the YWCA in Wausau is not the only one struggling. According to journalists Willon and Mehta (2002), almost 400 of the 700 chapters of the YWCAs across the nation have closed from 1970-2000. Today, the YWCA USA website notes that there 225 local chapters across the United States, therefore the numbers have continued to decline in the past two decades (“About YWCA USA”, n.d.). In articles discussing various closures across the United States, the reasons cited ranged from the economic recession, to an overreliance on grants, to the lack of effective support from the national YWCA USA organization. Willon and Mehta wrote that it was a “decline of past national leadership that allowed the non-profit to lose its core mission and become, in many
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

cases, a social service agency burdened with increasing debt” (2002, n.p.). For example, a large chapter in Salem, Oregon disaffiliated from YWCA USA after not receiving necessary support, as it “had been struggling financially for several years and has had a series of senior leadership turnover within the organization” (Brothers, 2014, n.p). New leaders, elected to the YWCA USA after a nationwide revolt by the local chapters, are hoping to save struggling YWCA chapters by implementing new strategies for fundraising and changing the organization’s reputation to fit the current cultural landscape (Willon & Mehta, 2002).

Figure 1.1: Photo of the City of Wausau. Source: www.wausauriverdistrict.org/

The YWCA chapter focused on for this project is located in Wausau, Wisconsin. Wausau is a city situated in central Wisconsin, serving as the county seat of Marathon County. As of the 2010 Census, Wausau had a population of 39,106, and the city is divided by the Wisconsin River into distinctive east and west sides (“U.S. Census Bureau”, n.d.). The city has several suburbs, making it the core of the Wausau Metropolitan Statistical Area (MSA), which has a population of 134,063 (“U.S. Census Bureau”, n.d.). Wausau is located at the crossroad of two major Wisconsin transportation systems, state highway 51/I39 and state highway 29. Lastly, it is centrally located in between the major cities of Minneapolis, Green Bay, Milwaukee and Madison, making it well suited for businesses, families and recreation.
Wausau has a diverse history of industry success that has contributed to keeping the community strong. While the area was originally settled by the logging industry, Wausau’s economy was led by papermaking and insurance by the early 1900s (“History – The Wausau Story”, n.d.). In the past century, this community has continued to grow in education, recreation,
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

and retail. In the past 20 years, the city of Wausau has been implementing a long-range comprehensive plan to redevelop downtown Wausau by showcasing its national beauty, increasing the value of the Wisconsin River and facilitating private-public partnerships (“History – The Wausau Story”, n.d.). Currently, the 2012 Economic Census shows that the top industries in Wausau are Healthcare, Retail, Manufacturing, and Finance & Insurance (“U.S. Census Bureau”, n.d.).

![Number of Employees by Industry in Wausau, Wisconsin](chart)

Figure 1.4: Number of Employees by Industry in Wausau during 2012 Economic Census

While the Wausau community has a predominantly white population, it does have an unusually high Hmong American population. According to the 2018 U.S. Census Bureau Population Estimates, 12.4% of Wausau’s population is Asian, which is over double the national average Asian population of 5.8% (“U.S. Census Bureau”, n.d.). This distribution can be attributed to the immigration of Hmong refugees from Laos, who entered the United States as political refugees from 1975 to the 1990s (“Asian Americans in Wisconsin: History”, 2018).
Currently, Wausau has one of the top five largest Hmong American populations in Wisconsin (‘Asian Americans in Wisconsin: History’, 2018). While there is a lack of diverse cultures in the city of Wausau, the unusually high population of Hmong American residents creates a unique cultural community.

![Race Distribution of Wausau, Wisconsin](image)

Figure 1.5: Race Distribution of Wausau, Wisconsin in 2018

**WAUSAU YWCA HISTORY**

The YWCA has been serving its local community for 99 years. In the past, residents have called this organization the “The Matriarch of Marathon County” because of its long-standing history in identifying and creating place-based solutions for the community’s issues (“Wausau YWCA”, 2015). Some of the most impactful non-profit organizations in Wausau started as YWCA incubator programs, including: The Boys & Girls Club, The Women’s Community, The League of Women Voters, Big Brothers, Big Sisters and HeadStart (“Wausau
YWCA”, 2015). The YWCA is a historically significant organization that has made an impactful difference in the community over the past century.

Throughout the past century, the YWCA has evolved its programming to fulfill community needs. In the 1920s, the YWCA focused on offering calisthenics and clubs for young business girls. In the 1930s, they housed the Wausau Community Theater and started what is now known as the United Way of Marathon County. Fast-forward to the 1960s, when the YWCA opened Marathon County’s first childcare center to provide structured care. They also began running a weekly event called Teen Town to keep teenagers safe on Friday nights, which was held for 40 years. In the 1980-90s, the YWCA began branching their programs into niche areas, such as creating Wausau’s first Breast Cancer Support Group and Hmong-American Sewing Group. In the past decade, they’ve shifted their programming to cover topics on bullying, diversity and the power of being a girl (“Wausau YWCA”, 2015). The diversity of programming has helped to keep the YWCA a relevant organization in the community.

While the YWCA has historically been an influential, high-performing organization, the past couple years have been extremely challenging. About 20 months ago, the YWCA shut down their child care center, which took up a large majority of the organization’s funding and staff time. After decades of this work, funds have drained and board members and staff are looking to create a new brand where they can refocus on their mission of “eliminating racism and empowering women.” Adding to financial stress, the YWCA currently owns and operates out of their original, large and historic building, which they are in the process of selling. Due to financial stress, selling their building, turnover in staff and board members, and closing their child development center, the YWCA has been undergoing a massive transformation.
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

Statement of the Problem

Before meeting the executive director and board vice president, I thought that the YWCA had closed. Articles in the city’s newspaper announced the closing of the YWCA child care center and the “For Sale” sign in front of their building seemed to fit the narrative of the organization collapsing. After finding out more about the organization’s mission and hearing about some unique events they were hosting, I became interested in helping the YWCA.

There are several issues that the YWCA is facing. They have a strained financial situation and they are not sure how long they can operate on their small savings. They have recently dismantled their largest program, the child development center, which highly impacted community members. They have only one board member who has been involved for the last five years: the rest of the board and staff are new within the past two years. According to discussions with several board members, their board meetings are often repetitive, unproductive and negative. They lack a clear vision of where they’re heading and they have no strategic organizational goals. The above problems have lowered group morale and hindered the YWCA’s work and impact on the community.

For these reasons, the YWCA is an organization in need of help, and I decided to work with this group by helping to unify the staff and board members and give them a tool to visualize their community impacts. My proposed research questions are “Can the impacts of the YWCA be documented through a participatory assessment? Which community capitals are most impacted by the YWCA? Can these discovered impacts provide insight for future organizational planning?” My hope is that this project can unveil current impacts on the community and provide visual information to help with future planning. After meeting several times with the
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

YWCA’s executive director, I felt confident that this project would be productive and valuable, providing guidance and clarity for the future of the YWCA.

Purpose of the Study

The purpose of my study is to use the Ripple Effects Mapping (REM) process to visually document the YWCA’s community impacts. In addition, I hope to unify these women and provide the YWCA with a positive meeting experience. By using REM, participants will be able to better understand the impacts that this organization has had on the community. They will be able to visualize the intended and unintended consequences of their work and comprehend where they are and where they are not making impact (Chazdon, Emery, Hansen, Higgins & Sero, 2017, p.2). The resulting REM map will be a tool that allows the YWCA to better communicate their value to stakeholders and potential funders.

Significance of the Study

This creative project will be valuable to both the YWCA and the Wausau community. By empowering the YWCA with a marketing tool and a boosted group morale, the organization can be more communicative, organized and energized to create lasting community change. The Wausau community will directly benefit from the YWCA’s increased productivity through meaningful programming, better outreach and stronger community relationships.

REM was created only a few years ago, so using this method can provide more knowledge on this evaluation tool to the field of community development. Specifically, this project can help determine whether REM is a useful tool to utilize before a visioning process. As noted in an article, “Additional application of these processes is recommended to gain deeper insight into how communities learn and apply participatory evaluation to enact sustainable
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

change” (Bhattacharyya, Templin, Messer, & Chazdon, 2017, n.p.). Not only will the YWCA benefit directly from this creative component, but many other organizations could benefit by using REM as a preliminary tool during a visioning process.

In the next section, I will begin framing my project using graduate coursework resources and literature research. Then, I will describe the REM methodology used for my creative component, and explain the process and outcomes of the data analysis. Lastly, I will discuss the conclusions, limitations and recommendations for other community development educators that have an interest in using REM to facilitate participatory evaluation.

Chapter Two. Literature Review: Framing the Project

Throughout this project, my expectation was to use community development knowledge to help a local non-profit with their organizational efforts. In this section, I will highlight community development knowledge acquired throughout my graduate coursework and project research to provide community, methodology and data analysis context for my creative component.

COMMUNITY

Community can be interpreted in many ways, and may be defined in terms of place, interest or practice. Some see community as a group of individuals interacting around a shared social system or identity, while others use boundaries and borders to define a geographic, place-based community. The YWCA is clearly a community of shared values and identity. All of the project participants indicated that their involvement in the YWCA was due to a moral passion and belief in the YWCA’s mission of “eliminating racism and empowering women.”
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

Nevertheless, the YWCA is also a place-based organization because it focuses heavily on meeting the Wausau community’s needs. The aim of my project is to assist this community of interest in evaluating their impacts on the Wausau area.

LEADERSHIP

A lack of leadership exists within the YWCA organization. This has been clearly communicated through interviews and conversations with several YWCA constituents. The board members rely heavily on the executive director for direction and decision making, and the executive director awaits a clear vision and direct expectations from the board (A. Huggenvick, personal communication, February 2, 2019). This ongoing tension has caused poor communication and, therefore, hindered the performance of the Wausau YWCA.

Leadership was an impactful subject taught throughout my graduate program. I had previously envisioned a leader as a single person leading other people. However, now I know that there are fundamentally different views of what leadership means. A view that has stayed with me throughout my graduate program is a theory derived from Wilfred Drath (2008) in an article entitled, “Direction, alignment, commitment: Toward a more integrative ontology of leadership.” Rather than focusing on personality qualities of an individual, Drath (2008) focuses on desired outcomes and creates an entirely new framework of leadership defined by the direction, alignment and commitment (DAC) of a group. In this theory, the direction of a group involves coming to an agreement on goals, aims and mission. Achieving alignment includes the coordination of knowledge and work within the collective group. Lastly, commitment is determined by the willingness of group members to set aside their personal interests for the benefit of the group. Drath’s (2008) view allows for leadership to be expected and manifested across all members of a group, rather than one individual. This outlook creates an environment
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

of shared expectation and accountability which can make a larger impact than having one charismatic leader in a community of unmotivated followers. This perspective on leadership gave me hope that I, as a facilitator and community development advisor, could help to foster direction and coordinate group alignment, building the leadership capacity of the YWCA.

APPRECIATIVE INQUIRY

Appreciative Inquiry (AI) is a participatory process that is meant to shift organizations from a problem or issue orientation to a strengths and achievement orientation. A common method for conducting AI is known as the 4-D model, which guides participants through four stages of Discovery, Dream, Design and Destiny (Cooperrider & Whitney, 2005). In this model, the Discovery phase involves “participants interviewing each other and sharing stories about some of their best, peak experiences with a program” (Chazdon et al., 2017, p. 7). Cooperrider and Whitney (2005) explain that the “core task of the discovery phase is to discover and disclose positive capacity, at least until an organization’s understanding of this “surplus” is exhausted…AI provides a practical way to ignite this “spirit of inquiry” on an organization-wide basis” (p. 7). The Discovery phase is particularly important because it develops participant appreciation for an organization, which “draws our eye toward life, but stirs our feelings, sets in motion our curiosity, and provides inspiration to the envisioning mind” (Cooperrider & Whitney, 2005, p. 8). After this phase is completed, the participants move through the following Dream, Design and Destiny phases. A major strength of AI is that it allows for multiple ways of knowing, whether through emotional responses, imagination, rational thought, or intellectual analysis. Bhattacharyya writes that participatory evaluation strategies “move evaluators beyond thinking of program stakeholders as recipients of evaluative information to integrating them in the evaluation process. This participatory approach dramatically increases the usefulness of
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

evaluation results for program stakeholders” (Bhattacharyya, et al., 2017, n.p.). A strengths-based process, such as AI, fits the current needs of the YWCA.

For this project, I aimed to find a methodology that was self-help focused and asset-based. In the self-help model of community development, a community developer’s role is “primarily about helping people to learn how to help themselves” (Green & Haines, 2012, p. 17). Such self-help models believe that if the capacity of a community is increased, their ability to find long-term solutions to place-based problems will also improve. The Wausau YWCA needed a positive, asset-based approach that focused on strengths and achievements. In interviews with the executive director and board members, the feedback was clear: the YWCA is stuck in a negativity cycle where discussions solely focus on a lack of money, a lack of stability, and a lack of strategy. For these reasons, I knew that involving AI into the group process would be highly beneficial for the YWCA.

One reason I chose REM as the participatory process for the YWCA is that the process includes “Appreciative Inquiry Interviews”. While REM doesn’t involve the entire 4-D model of AI, it does include the Discovery phase by interviewing participants about successes or achievements they’ve experienced through their involvement with the organization (Chazdon et al., 2017, p. 7). Focusing on the capacities and abilities of the Wausau YWCA organization provides staff and board members with knowledge to invest resources in effective assets.

RIPPLE EFFECTS MAPPING

Ripple Effects Mapping (REM) is a process that can be used for a participatory group evaluation. It emerged in recent years as a “distinctively powerful tool to help build community awareness and meet an ever-intensifying evaluation challenge” (Chazdon et al., 2017, p. 1). REM aims to document the complex, qualitative results of a community program in a
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

participatory setting. It engages participants to reflect on a program and visually map both intended and unintended impacts (Chazdon et al., 2017, p. 2). REM involves four core elements: appreciative inquiry, participatory approach, interactive group interviewing and reflection, and radiant thinking (Chazdon et al., 2017, p. 5). REM uses these indispensable elements to engage stakeholders and create an interactive environment in order to map a program or organization’s impacts.

Early on in the process of developing my creative component topic, REM was drawn to my attention as a simple, effective and approachable evaluation method (Chazdon et al., 2017, p. 2). REM is a process for conducting impact evaluation that “engages program and community stakeholders to map the ‘performance story’ of a program or collaboration retrospectively and visually” (Chazon et al., 2017, p. 2). The REM process was appealing because it is engaging, cost effective, and has the potential to create movement towards organizational goals (Hansen Kollock, 2012). Since the REM methodology has a reputation for producing high-quality evaluation data, there’s an increase in likelihood of future collective action (Hansen Kollock, 2012). The Wausau YWCA would benefit from using this method of evaluation because REM employs some AI theory while creating a visual mind-map to organize information, foster motivation and create positive energy.

COMMUNITY CAPITALS FRAMEWORK

I chose to use the Community Capitals Framework (now referred to as CCF) for organizing and analyzing the impacts discovered during the YWCA’s REM session. There are numerous examples of organizations that have used CCF as a way to organize outcomes for REM analysis. In fact, in “A Field Guide to Ripple Effects Mapping,” (Chazdon et al, 2017) the authors offer several REM case study examples, and six out of those 13 studies used CCF during
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

their Data Analysis. CCF is a simple but meaningful way of sorting community outcomes identified by a group. By using CCF, the YWCA will be able to see which community assets they are building, and which ones they are not.

CCF was developed by Flora, C.B., Flora, J.L. and Fey, S. (2004) as an asset-based approach to community development. Based on an analysis of communities, Flora, Emery, Fey, and Bregendahl (2005) determined that communities that were successful in sustainable growth and economic development paid attention to seven types of capital: natural, cultural, human, social, political, financial and built. The CCF provides a more integrated and holistic approach to community development, which may otherwise solely focus on job growth. Below, Figure 2.1 gives a broad visual of how each of the capitals intersect and contribute to a community’s ecosystem, economy and social well-being.

I chose to use the CCF for the data analysis portion of my project for multiple reasons. Using CCF enables an organization to think more deeply about how their work affects multiple areas of the community. In addition, the CCF clearly illustrates how the assets of a community are interconnected. By using CCF for organizing and analyzing the discovered REM outcomes, the YWCA can see how a single outcome can improve multiple community capitals. While the organistic qualities of the CCF created some obstacles during the analysis process, overall it is a helpful framework that provides community-level context to an organization’s impacts.
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

Figure 2.1: The Seven Types of Community Capitals. Source: Flora et al, 2017

Below, each of the seven community capitals will be explained in more depth.

**Natural Capital**

Natural capital refers to “the landscape, air, water, soil, and biodiversity of both plants and animals” (Flora et al., 2016, n.p.). Natural assets are typically linked to a particular place, such as geographic location, climate, natural resources and beauty (Emery and Flora, 2006, p. 20). While some Natural Capital has direct-use value, such as crops or timber, there are numerous non-use values and unpriced benefits to conserving a community’s natural resources. A community’s landscape, water and flora can provide recreation for residents and visitors. Many of these natural and manmade amenities in a community can also be passed down to future generations, including historical sites, ecosystems, and recreational areas. Communities are unable to flourish when natural capital is mistreated and depleted.
Cultural Capital

Cultural capital includes the values and symbols reflected in clothing, music, machines, art, language and customs. Most visibly, cultural assets include the presence of festivals, theater, dance, spirituality, arts and food. However, cultural capital also refers to our values and beliefs, influencing our interactions and language (Flora et al., 2016). According to Green and Haines (2012), “cultural capital represents forces such as family background and educational qualifications that can be converted into economic capital and help to explain the structure and function of a community” (p. 256). It creates preferences in what we eat and wear, where we live and how we think.

Sociologist Pierre Bourdieu (1986) divided cultural capital into three different states, including: embodied, objectified and institutionalized (p. 17). Embodied refers to the legacy or the “values and traditions that people inherit or learn from their family and community” (Green & Haines, 2012, p. 256). The institutional state of cultural capital is the learned culture formed through academia. Lastly, the objectified state includes material goods that represent a culture such as books, paintings, crafts, and machines (Bourdieu, 1986). While these values may differ depending on material relations or social class, cultural capital gives individuals their sense of identity.

Human Capital

Green and Haines (2012) describe human capital as the “general education background, labor market experience, artistic development and appreciation, health, and other skills and experiences” of citizens (p. 117). Human capital focuses on the assets of an individual, including any training (formal or not) and personal values, such as honesty and punctuality. A common
benefit of developing human capital is the creation of higher-paying jobs. It can be difficult for a community to match available job openings with specific skills training, and it can also be too costly for businesses to invest in job training because of fear that they will lose their investment (Green & Haines, 2012). For these reasons, companies will often seek to hire already skilled workers rather than train existing employees. By increasing the knowledge, skills and critical awareness of community residents, an organization can increase community capacity and collective self-confidence (Tett, 2010).

**Social Capital**

According to Green and Haines (2012), social capital is an asset that affects the growth of all other community capitals – human, financial, physical, political, cultural and environmental. Social capital has the power to increase an individual’s well-being, but it requires an investment of time and energy. Building and strengthening social relationships is vital for community development because it “facilitates collective action in communities” (Green & Haines, 2012, p. 143).

Social capital is very interactive, relying on norms of reciprocity and the creating of mutual trust. Since the building of social capital can provide “access to social support through emotional support and information, social influence on behavior, engagement and attachment and access to shared resources and material goods” (Pan, Littlefield, Valladolid, Tapping, & West, 2005, p. 1185), it is clear that increased social capital positively influences community development.
Political Capital

Flora et al. (2016) describes political capital as the capacity of a group to influence resource distribution within a social unit and prioritize what resources are available. Understanding political capital in a community is vital to gaining access into how decisions are made. It is important to understand a town’s power structure, because it allows others with less power to organize effectively in order or to gain influence. Community power is “the ability to affect the distribution of both public and private resources within the community” (Flora et al., 2016, p. 145).

The amount of power that influential leaders have depends on the power structure of the community. Some towns may have a single industry or family that holds a majority of the power, which is known as a pyramidal form of power structure. Other communities have factional, coalition, or amorphous power structures, which engage multiple leaders throughout the community in various capacities (Flora et al., 2016). By improving political capital, a community can better understand and expand its power structure to be more inclusive, expanding citizen engagement with important issues (Flora et al, 2016).

Financial Capital

Financial capital can take many forms and can provide many benefits to a community. It includes built capital, financial instruments such as stock and bonds, and money. Financial capital can be supported through “community development banks, credit unions, loan funds, venture capital funds, and microenterprise loan funds” (Beaulieu, 2014, p. 4). It is a very valuable community capital because it can be transformed into more labor if invested in built and human capital (Flora et al., 2016).
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

Financial Capital provides many benefits to families and communities. It allows individuals access to purchasing homes or starting businesses. Financial Capital also enables communities to support and maintain roads, schools, sewers and other needed services. It is vital for communities and individuals to have adequate access to mobile financial capital that can work to address local needs.

**Built Capital**

Built capital is the “man-made infrastructure that supports human society – our roads, bridges, airports, water treatment facilities, buildings (factories, schools, offices, stores), communication technologies, and public places” (Beaulieu, 2014, p. 4). Local infrastructure, access to utilities and housing all have a profound effect on quality of life. Not only do these assets allow residents to access goods and services needed to maintain a healthy home and work environment, they also impact land development and value. For example, land which has access to municipal utilities has a higher value and a greater development potential than land that requires a private well or septic system. Built capital has a significant impact on community life.

By developing and investing in local capitals, a community can develop place-based solutions that may be viable long term. While it will be helpful for the YWCA to do an evaluation process to identify community impacts, it will be equally important to organize and frame their findings in a way that is approachable and easy for the organization to comprehend. For these reasons, I have chosen to use CFF during the data analysis portion of my project.
Chapter Three. Methodology

The methodology I used for my creative component is REM, a participatory group process used to identify impacts by applying both Appreciate Inquiry Interviews and mind-mapping. In this section, I will discuss the specific REM variation used for the meeting and how participants were selected. Lastly, I will go through the meeting agenda and share the step-by-step process of the YWCA REM meeting.

REM APPROACH: THEMING AND RIPPLING

There are three common variations of REM, including: web mapping, in-depth rippling, and theming and rippling (Chazdon et al, 2017, p. 24). While there are similarities between these variations, each one uses unique process steps. The REM variation used for the YWCA session is known as the “theming and rippling” approach (Chazdon et al, 2017, p. 30). In this adaptation, the participants’ outcomes are displayed randomly as “floating topics.” Once all responses have been posted, the group will organize items into core themes. Rather than fitting each response into the predetermined Community Capitals Framework, this variation will allow the group to organize and focus their themes with creative freedom. Using the “theming and rippling” approach, impacts are later coded and analyzed based on the seven themes of the Community Capitals Framework after the group session has been completed.

PARTICIPANTS

After meeting with the YWCA’s executive director and determining that a REM session would be valuable to the board, staff and community stakeholders, I scheduled an evening
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

meeting to facilitate this process. I asked the executive director to invite all board members, staff, and as many community members as possible.

The meeting was attended by seven board members, three staff members and two community members. While a majority of the board and all of the staff was able to attend, only two community members attended the meeting. The community members were very valuable to the meeting because they had a longer established history of involvement with the YWCA and had a participant perspective on both personal and community level impacts. We met for 2.5 hours at the YWCA’s office building.

Figure 3.1: Photo of Ripple Effects Mapping Meeting with YWCA Wausau

Below is an outline of the REM process facilitated for the YWCA. Attached in the Appendix is the actual participant agenda and facilitator agenda script (See Appendix I and Appendix II).

INTRODUCTIONS
The evening began with brief introductions and an ice breaker game. An overview of the objectives for the REM session were explained, and discussed participant “rules” to keep in mind throughout the meeting (such as confidentiality, not interrupting others, etc…).

After the overview, we moved into the first part of the REM process: Appreciate Inquiry Interviews.

**APPRECIATIVE INQUIRY INTERVIEWS**

This is the portion of the REM session where the Discovery phase of Appreciative Inquiry is utilized. During the Appreciative Inquiry Interviews portion of the meeting, group members paired up with someone they didn’t know well. Each person was instructed to answer one of the prompt discovery questions and share their answer with their partner. Partners were directed to listen closely and record what their partner answered on a large post-it note in simple, brief writing. After each person shared their Discovery answers with their partner, we went around the room and each participant shared their partner’s responses while placing their post-it notes on the blank map, which hung on the wall in the front of the room.

![Blank Map before the YWCA Wausau REM Meeting](image)
MIND-MAPPING

Next, we moved into the mind-mapping portion of the evening, which took the largest portion of time. Every attendee was instructed to take 5-10 minutes to write down any additional individual, organizational or community level impacts they have felt or recognized on post-it notes. Additional prompt questions were also in the agenda. Before writing their answers, we reviewed each of the capitals in the CCF, as well as the different levels of outcomes, including: short-term, medium-term, and long-term impacts. The purpose of this was to help expand their idea of what an outcome or impact of the YWCA could be, and to broaden their frame of mind. After writing individual answers, each person shared their post-it notes and placed each up on the mind-map.

Once all of the post-it notes were hung on the map, the grouping and sorting process began. Two participants came to the front of the room to move around post-it notes and the remaining group members voiced connections or similarities between post-it notes. After all of the post-it notes had been clustered, participants reviewed each post-it note grouping, made sure there was consensus on the placement, and then created a name for each group. Once the participants completed this initial map grouping and naming, time was running out and we had to quickly move on to the reflection section.

REFLECTION & CLOSING

For the Reflection Section, participants paired up with their original partners each pair was given a reflection questions to answer. They had 3-5 minutes to read and discuss with their partner. Once the time was up, each pair read their question and shared their answer. All other participants had the opportunity to comment or provide their own
insight for each reflection question also. Once we completed this exercise, the participants were thanked, next steps were discussed, and the meeting was concluded.

Figure 3.3: Mind-Map Created at Wausau YWCA REM Meeting

Chapter Four: Data Analysis & Results

POST-MEETING ANALYSIS

After the meeting, the data that was created and sorted on the large mind-map had to be digitally entered, organized and analyzed. First, all of the post-it notes were entered into Xmind ZEN software, which digitized the mind-map (See attached file – best printed on 24x36). This transformed the map into a digital visual tool that can be easily exported and analyzed in Excel, and shared as a PDF with participants, community stakeholder and potential funders. The below figures are included to provide you a general visual for the digitalization process.
Figure 4.1: Unedited XMind Map from YWCA Wausau REM meeting

Once the original map was digitized, I met with the executive director and board vice president to review and reflect upon the map. While they didn’t want to change or delete any of the input or outcomes received at the meeting, it was important to make the map as impactful and
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

easy to understand as possible (A. Huggenvick, personal communication, March 3rd, 2019).

After evaluating how groupings were themed and connected, the map was rearranged and edited. For example, they recognized that some of the original clusters were actually outcomes of other groups. Below is the edited version of the REM Xmind map that was sent out all group participants and given to the YWCA to share with community stakeholders. While it is hard to read the small print, this edited map is included to give a frame a reference for what was provided to the YWCA as a result of the REM process. Each individual outcome in the edited Xmind Map can be found in Appendix IV, and I have attached a separate, larger PDF of this map, best printed on 24x36).

![Figure 4.3: Edited XMind Map from YWCA Wausau REM meeting](image-url)
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

The five main categories created in the YWCA’s REM map were: Interpersonal Relationships, Collaboration/Networking, Programming/Events, Presence and Mission/Renewal. In order to better understand these categories, the Results sections below will include a brief overview of each grouping and a summary of identified impacts for each area.

Once the map was edited, all of the data was exported from the Xmind map into Microsoft Excel. A table was created to assign each identified outcome from the map to one or more capitals within CFF: natural, social, human, cultural, financial, political and built. Since this table is extensive, I have included it as Appendix IV for reference. While some outcomes only aligned with a single community capital, several overlapped with two or three community capitals. For a select few number of outcomes, no community capitals were assigned due to their non-direct language. By analyzing each map outcome using CCF, the YWCA will be able to see which capitals they impact in the community.

In addition to sorting each outcome by community capital, I counted the total number of outcomes and the % of total outcomes stated for each of the seven community capitals. By doing this, the YWCA can visually see which capitals are most affected by their organization, and which capitals are not being impacted.

<table>
<thead>
<tr>
<th>COMMUNITY CAPITALS CATEGORY</th>
<th># OF OUTCOMES</th>
<th>% OF REPORTED OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>NATURAL</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>CULTURAL</td>
<td>56</td>
<td>27%</td>
</tr>
<tr>
<td>HUMAN</td>
<td>66</td>
<td>32%</td>
</tr>
<tr>
<td>SOCIAL</td>
<td>62</td>
<td>30%</td>
</tr>
<tr>
<td>POLITICAL</td>
<td>9</td>
<td>4%</td>
</tr>
<tr>
<td>FINANCIAL</td>
<td>11</td>
<td>5%</td>
</tr>
<tr>
<td>BUILT</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

Table 4.1: Outcomes by Community Capital in Total and Percentage
RESULTS

The five main categories formed through the YWCA’s REM session were: Interpersonal Relationships, Collaboration/Networking, Programming/Events, Presence and Mission/Renewal. In order to better understand these categories, below is a brief overview of each grouping and a summary of identified impacts for each area. Also included for each of the five categories is a visual illustrating the community capitals that each area affected.

Interpersonal Relationships

The first impact grouping identified from the YWCA REM session was named “Interpersonal Relationships.” This category included post-it notes that read “connecting people”, “cross-generational friendships”, “a community of like-minded but diverse people” and “peer support: creating space for people to connect.” The participants felt that the YWCA was benefiting Wausau by helping citizens feel more connected to other people and by creating a niche community of women with shared values. These relationships have created more...
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

willingness and enthusiasm for working on solutions based on shared-values, and it has helped to create a safe place for people to discuss issues. The below figure illustrates the two community capitals most impacted by the Interpersonal Relationship category: social capital and cultural capital.

Figure 4.5: Capitals impacted by Interpersonal Relationships category

**Collaboration/Networking**

The second grouping identified from the YWCA REM session was named “Collaboration/Networking.” This category included post-it notes that read “connecting with new members through organizational partnerships”, “collaborating with others: AAUW, 1 Wausau, CVA and more”, “Open door to other groups and the community” and “YWCA gives mission-aligned groups a place to meet and share their passions.” The participants felt that through collaborations and networking, they were able to increase the community’s organizational capacity because there are more people working together on events and
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

programming. The below figure illustrates the three community capitals most impacted by the Collaboration/Networking category: social capital, financial capital and cultural capital.

![Figure 4.6: Capitals impacted by Collaboration/Networking category](image)

**Programming/Events**

The third grouping identified from the YWCA REM session was named “Programming/Events.” This category had six sub-categories created to pay tribute to the different types of programming they offered, including: babysitting classes, black history event, implicit bias training, diversity education, women of vision and unique programming. Each sub-category had their own post-it notes that read “citizens are able to attend unique, relevant events that are not typical for the community”, “sexual assault advocacy”, “empowering women” and “helps provide workplace literacy and skills.” REM participants agreed that the YWCA’s programming and events were benefiting Wausau by creating equality in the workplace, providing workplace literacy, fostering a community where women celebrate women, and educating people and businesses about their own biases and privilege. The consensus was that the YWCA provided unique programming where participants were able to engage in difficult,
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

often taboo, topics. The below figure illustrates the three community capitals most impacted by the Programming/Events category: human capital, social capital and cultural capital.

![Diagram of capitals impacted by Programming/Events category]

Figure 4.7: Capitals impacted by Programming/Events category

Presence

The fourth grouping identified from the YWCA REM session was named “Presence.” This category included post-it notes that read “YWCA has a long, proud history”, “sharing news with others”, “issues impacting women” and “impactful presence in community.” The participants felt that the YWCA was benefiting their community by creating citizen awareness of cultural challenges and biases. They felt that the organization was changing perspectives on diversity by exposing citizens to information about various cultures in the Wausau community. The below figure illustrates the three community capitals most impacted by the Presence category: human capital, cultural capital and social capital.
The final grouping identified from the YWCA REM session was named “Mission/Renewal.” This category included post-it notes that read “openness of new programming and new audiences”, “new directions of the YWCA”, “Positive Disruption: daycare closing → mission forward thinking” and “challenging the contextual beliefs of what the YWCA is/was.” While the post-it notes identified in this category weren’t able to be categorized into community capitals as readily as the first four categories, the group felt that it was important to keep this grouping as a reminder that the organization was transforming itself and putting the focus back on the YWCA mission of “eliminating racism and empowering women.” Participants noted that by doing so, they would be strengthening the Wausau community through new programs, services, members and partnerships. The below figure illustrates the two community capitals most impacted by the Mission/Renewal category: social capital and human capital.
A SUMMARY OF THE YWCA’S EFFECT ON COMMUNITY CAPITALS

After analyzing the individual outcomes identified in the YWCA REM map, it became clear that this organization impacts three of the seven community capitals: human capital, social capital, and cultural capital. By increasing the knowledge, skills and critical awareness of community residents, the YWCA increases human capacity and collective self-confidence (Tett, 2010). The YWCA is enhancing the community’s cultural capital by working to evolve individuals’ sense of identity, values, beliefs and interactions with others. Lastly, the YWCA is effectively building social capital in the Wausau community by building new relationships and strengthening existing ones.

As important as it is for the YWCA to understand where they are making community impact, it is just as important for this organization to understand how little financial, political, built and natural capital they’re impacting. Through discussions and interviews, YWCA board members and staff have expressed interest in providing financial and political assets to the
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

community. Therefore, these findings make it evident that gaps exist in their current scope of work.

Chapter 5: Discussion & Implications

Engaging an organization and facilitating a participatory evaluation takes time and effort, but it is a very rewarding process. REM successfully engaged participants and created a visual tool demonstrating the YWCA’s community impacts. Participant feedback was very positive, and the process unified participants by creating an equal understanding of the YWCA’s effects. The participants seem motivated and excited about the next step of developing a vision and corresponding action plan to achieve their organizational mission.

Overall, the REM process was extremely successful and the feedback received during and after the meeting has been very positive. A couple of weeks after facilitating the REM session, e-mails from the executive director of the YWCA presented the following feedback:

This process has been so helpful for our board. Tonight, at our board meetings several people referenced back to this process (REM) during our conversations. I heard comments like, ‘but remember back to what we realized during the mapping exercise’ and ‘but remember that creating that space was an important part of creating the ripples on the map’ and ‘during the mapping we learned that facilitating interpersonal connections was such an important part of our work. How do we do that for this project.’ It was great.

(A. Huggenvick, personal communication, March 13th, 2019)

Ripple Effects Mapping has really made the staff around here think about different ways that we can offer programming. One of the things we have been tinkering with is the idea
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

...of hosting more groups that meet regularly. There is clearly a lot of value in being a place where people connect, meet others with shared values, and grow.

(A. Huggenvick, personal communication, March 30th, 2019)

Not only is the YWCA REM map now being shared amongst board members and used in meetings, the REM process itself was enjoyed and appreciated. The REM session created organizational excitement and reengagement in the YWCA. The YWCA now has a visual map of their community impacts, and there is an awareness and agreement on where impact gaps exist. This process was very helpful in creating an understanding of “where they are now,” which should help in future visioning and planning meetings.

Limitations

While the REM process produced successful outcomes, there are several limitations of this process worth noting.

Participant Bias

When using the REM method, the outcome is heavily dependent on who shows up at the table. In this way, the map is limited by the people in the room. There may be additional impacts that were not recorded because the right organizational member or community member wasn’t able to attend. Those who attended may not have complete information about all of the programs (Hansen Kollock et al., 2012). While we had a good mix of board members, staff and community members present, we would have benefitted from having a more participants attend the session.
LACK OF COMMUNITY MEMBER INPUT

While the meeting allowed for the YWCA staff and board to boost morale and confront past miscommunications, there was a lack of community members in attendance. More community members would have improved both the breadth of impacts documented and helped the YWCA understand the secondary outcomes and long-term impacts of their work.

If I were to facilitate this session again, I would make a more concerted effort to ensure that more community members attended the meeting. While the importance of community member input during the REM meeting was clearly communicated, I relied on the executive director for the recruiting process. In the future, I would find ways to directly market the REM meeting to a broader community audience with hopes of gaining a larger number of community members in attendance.

TRUST

The REM process relies on creating an atmosphere in which participants feel safe enough to be open, honest and vulnerable. While the importance of vulnerability and confidentiality was explained during the meeting, there is no guarantee that all participants felt safe enough to share both their positive and negative feedback. If participants did not feel comfortable enough to share how they have been impacted positively or negatively due to YWCA programming, the map will be incomplete.

TIME

Time was a limitation in the REM process. In an effort to be respectful of the participants time, the meeting agenda provided 2.5 hours for the participatory evaluation. While this amount of time allowed for adequate sharing all of personal, organizational and community
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

outcomes, it did not provide enough time to edit the map for sharing with community stakeholders. Participants were able to successfully group the outcomes, but they did not have time to review different levels of outcomes and determine any deeper, more impactful consequences from the ideas described during the meeting. Due to this limitation, I had to meet separately with the executive director and the board vice president to discuss these deeper impacts and edit the map accordingly. As a result, there has not been group consensus on the edited Xmind REM Map.

NO BACKGROUND

A REM session does not include time to acquire or present quantitative data or background knowledge to the group. This method relies solely on personal knowledge and qualitative analysis, much of which is based on perception of outcomes vs. quantitative outcomes. While several impacts were shared and agreed on during the meeting, there is no quantitative data to back up the identified impacts, which can be beneficial for gaining the trust of stakeholders and potential funders.

NO FOLLOW-UP PLAN

While the REM process creates a visual map and fosters positive group morale, this method does not present a clear follow-up plan with participants. Although participants felt empowered after the meeting, they may have felt unsure and confused about the YWCA’s next steps. It is solely up to the YWCA to take the information gathered and analyzed, and make use of it as they see fit. It would be helpful to pair REM with a visioning and action plan sessions to make the most of the information gathered and analyzed.

MAP EDITING
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

As mentioned above, a major limitation of the data analysis was that the map revisions were completed with only a couple of the REM participants, rather than the entire REM session group. Overall, more time was needed to edit the map clusters and discuss some of the longer-term impacts of the identified outcomes. While it was beneficial to send out a revised version of the REM map, the secondary process only contains the perspective of a select couple of individuals, the YWCA executive director and the board vice president. Having a longer meeting that allowed for the entire group to engage more in the editing process would be beneficial for creating buy-in to the edited REM map.

CATEGORIZING IMPACTS USING CCF

While using CCF to categorize the impacts discovered during the REM session was helpful for analyzing the YWCA’s community impacts, it was somewhat difficult and subjective. Many of the outcomes fit under multiple community capitals, likely due to the interrelated nature of the community capitals. Conversely, there were a handful of REM outcomes that I was unable to categorize into any of the existing capitals. Such outcomes were intrinsic and growth-related impacts that didn’t seem to be represented by the seven community capitals.

Using the CCF to categorize the impacts after the REM session also seemed subjective. Since the CCF categorizing occurred after the REM session, it was up to me, the facilitator, to decide which community capital(s) each outcome fit in. It would be helpful to incorporate this CCF analysis into the REM meeting, where participants can help with the capital categorization process. Doing this would limit individual bias and allow the time needed to discuss the difficult, intrinsic outcomes that I was unable to categories. After discussion and clarification, such outcomes could be reworded or explained enough to be appropriate in one of the existing CCF categories.
Recommendations

In this final section of my creative component, recommendations for both the YWCA and REM facilitators will be provided.

CREATE A VISION AND ACTION PLAN

During the reflection portion of the YWCA REM session, participants provided feedback that they wanted to use the information gathered in the REM map to create a plan or next steps for their organization. While REM itself is useful, the meeting should be followed up with a visioning session in order to define where an organization wants to go and how they want to get there. According to The Community Visioning and Strategic Planning Handbook, a vision is a “useful tool on which to focus the hopes and aspirations and to frame the project and set priorities. This vision describes where committee members would like the community to be in key quality-of-life areas 10, 20, or 30 years into the future” (Okubo, 2000, p. 9). Once a vision is created by the group, participants can create a corresponding action plan that will “develop a strategy for implementation, monitoring, and follow-up. They must identify responsible parties, set timelines, estimate costs, and find sources of support to keep the project rolling” (Okubo, 2000, p. 10). Providing an opportunity for REM participants to use the visual mind-map to create an organizational vision and action plan could make the REM process more impactful.

In a broad community development context, facilitators could easily integrate REM, and analyzing using CCF, into the first two steps in the Oregon Model of Visioning, which was modeled after the Take Charge method developed by Janet Ayers and others in the late 1980s (Ayres, Cole, Hein, Huntington, Kobberdahl, Leonard, & Zetocha, 1990). In the Oregon Model
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

of Visioning process, the four basic steps include asking the following questions: 1) Where are we now? 2) Where are we going? 3) Where do we want to be? 4) How do we get there? (Green et al., 2000). Through conducting a REM session and analyzing the outcomes using CCF, the answers to questions one and two are answered. An organization is able to create a visual map of “where are we now?”, and the CCF analysis gives insight into trends of “where are we going” by categorizing the impacts into different community capitals. Therefore, a REM session could be integrated into this visioning process by adding on one or two addition sessions to determine the answers to “Where do we want to be?” (vision statement) and “How do we get there? (action plan).

CREATE A PLANNING FEEDBACK LOOP

A REM session is something that can and should be repeated in the YWCA’s future. It aligns participant’s knowledge of the organization’s community impacts, and gives a clear indication of which community capitals they are, or are not, positively changing. REM is beneficial to do before a visioning process, to give organization a clear picture of its current landscape and trends. Every two or three years, the YWCA should hold a REM session, assess the impacts using the CCF, and then continue onto steps three and four of the “Oregon Model of Visioning” process to adjust their vision and create a corresponding action plan. This four-step feedback loop would offer the YWCA the chance to continually assess their community impacts, adjust their vision based on present, ever-changing community needs, and plan for a successful, relevant future. Since the YWCA functions to serve the needs of the Wausau community, it is vital for the organization to reassess and adjust their vision and action plan according to current issues. The below figure provides a visual of what the feedback loop would look like for the YWCA and other organizations using REM within a vision process.
Once the YWCA creates a clear, unified vision with a corresponding action plan, my advice would be to focus and coordinate efforts to achieve a small organizational win. For some time, their work has been scattered, underdeveloped and under-evaluated. It will be helpful for the YWCA’s morale to plan a small “win” to be achieved by the group. This “win” could be the completion of a small action plan item or the completion a relevant project tied to their vision. After achieving a win that is intentionally planned by the YWCA, the organization will feel a sense of pride knowing that their time and planning efforts have been worthwhile.
DEVELOPING LEADERFUL PEOPLE

It is clear that a lack of leadership exists in the YWCA organization. The goal of this project was to facilitate a process that would foster positivity and create a visual map of community impacts. While these goals were accomplished, they will only take the YWCA so far. Organizational leadership will have to be developed in order for there to be sustainable communication, motivation and growth. In a healthy communicative environment, “a collective sense of meaning is gradually created among the participants, and subsequent actions will be heavily influenced – for good or ill – by these shared understandings” (Brooks, 2002, p. 121). Rather than the YWCA staff and board members relying on a single person to take the reins and singlehandedly direct the group, “leadership can become collective and concurrent when people decide to proactively enlist their teammates to forge a leaderful identity” (Raelin, 2005, p. 28). In order to create an empowered organization, the YWCA must find a way to effectively build the leadership capacity of all group members.

Conclusion

In the introduction section, the following research questions were presented: “Can the impacts of the YWCA be documented through a participatory assessment? Which community capitals are most impacted by the YWCA? Can these discovered impacts provide insight for future organizational planning?” The impacts of the YWCA were successfully documented by facilitating a REM session. After analyzing the discovered impacting using CCF, it was revealed that the YWCA impacted human capital, social capital and cultural capital in their community. Lastly, if the YWCA undergoes a visioning process, the REM impacts should provide the answers needed for future organizational planning. Even without concrete plans to
undergo additional visioning, the feedback has demonstrated that the REM map is already helping this organization to prioritize and strategize.

Working with the YWCA was a very rewarding process. It was an opportunity to work as a voluntary community developer through engaging community members in understanding issues and enhancing the leadership capacity of a group ("Principles of Good Practice", n.d.). The experience of working with the YWCA has provided valuable insight and experience as a community development student.

While I was pleased with the results of the creative component, there were certainly lessons learned. First, there were not enough community members in attendance at the REM session. If I were to redo this project, I would make a stronger effort to market the REM meeting to a wider audience. I believe this would have broadened and deepened the impacts in the YWCA’s REM map. Secondly, I would increase the length of time allotted for the REM meeting to allow for more map editing, discoveries of secondary impacts, and assigning outcomes to the CCF. Assigning outcomes to specific community capitals during the REM meeting would have lessened my individual bias and the subjectivity of the analysis process. Lastly, I would spend more time understanding the functions of the digital software I used, Xmind ZEN. While this software was fairly user-friendly, making it easy to export the map data into Microsoft Excel and PDF, I was unable to effectively manipulate the visuals of the map. If I had used a different software or taken more time to understand the Xmind ZEN software, I may have had more control over the appearance of the digitalized REM map, and it could have been even more effective visual tool.

By using REM as a participatory evaluation process, the YWCA was able to uncover their strengths and noteworthy achievements. As Brooks (2002) notes, “when the group has
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

explored interests and agreed on facts, they create options, develop criteria for choice, and make the decisions on which they can all agree” (p. 125). The REM map created will help the YWCA improve their organization based on shared understanding and effective communication. This project developed participant cohesion, boosted organizational morale and created an effective communication and marketing tool.
References


Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping


Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

evaluate program impact: Choosing or combining the methods that work best for you.


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healthier communities for children and families: Applying asset-based community

Raelin, J. A. 2005. We the leaders: In order to form a leaderful organization. Journal of


http://www.census.gov

http://www.ywcawausau.wordpress.com/tag/history


Appendix I: YWCA Ripple Effects Mapping Agenda

YWCA RIPPLE EFFECTS MAPPING AGENDA
Tuesday, February 26th from 6:00pm-8:30pm
Facilitator: Brittany Vanden Langenberg (thisisbritt52@gmail.com)

MAPPING THE EFFECTS OF THE YWCA

❖ Introductions (10 minutes)
  ➢ Welcome, logistics and rules
  ➢ Skittles Ice Breaker

❖ Overview of Session and Objectives (5 minutes)
  ➢ The purpose of this meeting is to explore the overall impacts that have occurred in recent years due to the programs, services and events led by the YWCA.
  ➢ REM provides a method of visually illustrating the ripple effects of the YWCA

❖ Appreciative Inquiry Interview (15 minutes)
  ➢ Find a partner (not a good friend)
  ➢ Share a story briefly about the YWCA’s effect on YOU by answering one of these questions:
    ✓ What's a highlight, achievement, or success you’ve had due to your involvement with YWCA?
    ✓ What is something about your involvement in YWCA that you are proud to share?
    ✓ What connections with others – new or deepened – have you made as a result of YWCA?
    ✓ How you have used information received through the YWCA?

  Notes
    ♦ Try to use as many details as possible when you tell the story to your partner.
    ♦ Partner – record the shared story using only a few words on a post-it note
    ♦ You may record on multiple post-it notes to record multiple ideas/answers

  ➢ We will go around and share our partners’ answers as a group.

❖ Mapping Your Impacts (60-70 minutes)
  ➢ Take 5 minutes to individually write more post-it notes of effects that the YWCA has had
    ▪ Think about...
      ✓ What are some positive aspects of the YWCA?
      ✓ How has the YWCA been impactful on the community?
      ✓ new knowledge or skills gained
      ✓ new relationships or connections made
      ✓ new financial/economic opportunities
      ✓ changes in parenting, children, marriage or relationships
      ✓ increased cultural experiences for community members

  ➢ After all have shared, we will work to theme, categorize and fill in gaps

❖ Reflection (15 minutes)
  ➢ Pair up, each pair take a reflection question to discuss for 3 minutes. Report out.

❖ Conclusion (5 minutes)
  ➢ Next steps and Thank you!!!!
Appendix II: YWCA Ripple Effects Mapping Agenda Script

YWCA FOCUS GROUP MEETING AGENDA
Tuesday, April 26th from 6:00pm-8:00pm
Facilitator: Brittany Vanden Langenberg (thisisbritt52@gmail.com)

MAPPING THE EFFECTS OF THE YWCA

Introductions (10 minutes)
- Welcome, logistics and rules
  - WELCOME - Hello everyone and thank you all so much for taking time out of your busy evening to join me tonight. You’re all here because you have connections to the YWCA. During this meeting, our goal will be to better understand the impacts of the YWCA on our community. I hope that the information gathered tonight will be useful to the future of the YWCA and its mission of eliminating racism and empowering women. Thank you all for taking the time and effort to be here tonight.
  - LOGISTICS - Before we begin, I want to make sure you’re all aware of where the snacks, beverages, and bathrooms…please help yourselves at any point throughout this meeting.
  - RULES –
    - Please feel free to share - there are no wrong or bad answers
    - do not interrupt others as they speak
    - confidentiality – please know this is a safe place to share, we expect that information said tonight will not be shared, nor will names be used in my research paper
    - Stay on task. Limited time and I want you all to get the very most out of this process
- Skittles Ice Breaker
  - Before we begin the evaluation process, I’d like to do a quick icebreaker to help those who may not yet know everyone in this room. We’ll go around the room and share…
    - Name, Where you’re from, Your connection with the YWCA, why you became involved with the YWCA, Skittle Color answer

Overview of Session and Objectives (5 minutes)
- Today’s session will use a visual “mind mapping” method called Ripple Effects Mapping (REM) to help you to reflect upon and visually map the intended and unintended changes produced by the YWCA. We will explore individual, organizational, and community changes that have taken place as a result of the YWCA.
- INDIVIDUAL LEVEL → COMMUNITY LEVEL
- WHAT’S THE POINT??
  - gain insight into the WIDE range of effects of the YWCA
  - learn what is working well and maybe not so well
  - To identify areas of unmet need
  - To foster greater connectivity and knowledge of YWCA’s impacts
- WHY REM?
  - Simple
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

- Able to capture impacts of complex work.
- An effective communication tool. – creates a useful tool to share with stakeholders/funders
- Motivating - create positive energy that will lead to further collective action.

➢ DIFFERENT TYPES OF OUTCOMES TO KEEP IN MIND TONIGHT

- Short-term Outcomes: What are people doing differently??
- Medium-term Outcomes: How are these changes benefitting others or changing what others do?
- Impacts: What is different in the community today?
- We don’t need to necessarily worry about sorting our discoveries into these categories tonight, as this is something I will likely do during my data analysis. However, please keep these in mind as you’re brainstorming the questions posed tonight.

Appreciative Inquiry Interview (15 minutes)

➢ Find a partner (not a good friend)

- Before we begin mapping impacts, we are first going to pair up and do a quick interview to get our minds going. Please try to find someone that you don’t know well and go sit by them.
- There are FOUR prompt questions on your agenda under “Appreciative Inquiry Interview” – please share your answer to one of these questions with your partner. Partner, listen to the answer and try to concisely word or phrase their answer onto one of the large sticky note by you. Please use marker and write large so that we can see these answers on the wall when they eventually go up onto the board. Switch roles and repeat the process.

➢ Share a story briefly about YWCA’s effect on YOU using one of these questions:

✓ What is a highlight, achievement, or success you had based on your involvement with the YWCA?
✓ What is something about your involvement in YWCA that you are proud to share?
✓ What connections with others – new and/or deepened – have you made as a result of YWCA?
✓ How have you used the information received through YWCA?

• Notes
  ◆ Try to use as many details as possible when you tell the story to your partner.
  ◆ Partner – record the shared story using a 1-5 words on a post-it note

➢ Share with the group

- Now that you’ve all had time to think, share and record your answers, I’d like to invite you all to share what your partner spoke during your interview. After you share, I’ll have you come up and place your post it somewhere on the map.

Mapping Your Impacts (60-70 minutes)

➢ Now we’ll build from the interviews to focus on how the YWCA has affected you, your work, and your community. This is a “so, what” conversation – as in, you participated in YWCA’s programs, events, etc, so, what difference did it make for you? For your family? Work? For other organizations? For your community?

➢ It works like this...

- I’d like each of you to first take 5 or so minutes to individually write more post-it notes of effects that the YWCA has had on you, using the questions you just discussed with your partner or the list providing in the section 4: Mapping your Impacts part of your agenda.

  Think about...
  ✓ new knowledge or skills gained
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

✓ new relationships or connections made
✓ new financial/economic opportunities
✓ changes in your parenting, your children, your marriage or relationships
✓ increased cultural experiences for community members
✓ what are some positive aspects of the YWCA?
✓ How has the YWCA been impactful on the community?

• Mention Community Capitals Poster!
• Once I see that everyone has written all that they can, we will begin taking turns putting your post-its up on the map.
• Don’t worry about placement, because one we have brainstormed all that we can, we will start to pick out themes or categories and move the post-its accordingly.

READY TO SORT AND GROUP THE MAP!!!

➢ GOOD MAPPING GUIDELINES
  • Review the way your comments show up on the map. Speak up if it doesn’t reflect what you’ve said, either in the wording or connections to other things once we begin categorizing
  • At first, comments on the map will seem “all over the place.” Over time, it will get clearer as we hear how things are connected.
  • We’ll take time to review the map later as well, so if you see words or connections that could be tweaked or improved, we’ll give you a chance to do that.
  • Any questions? Let’s begin!
➢ After all have shared, we will work to theme, categorize and fill in gaps
➢ FINISHING UP PROMPTS
  • Have we done an okay job at theming or categorizing??
  • Are we missing impacts? If so, let’s add them!
  • Final mapping question: How did this process make you feel??

Reflection (15 minutes)

➢ Alright, now that we have our map we’re going to take a few minutes to reflect with a partner and as a group. Please pair up and I’ll have each pair take one or two reflection questions to discuss for a couple of minutes. Then we’ll report out and I invite anyone else in the group to add in your thoughts throughout the process.

Conclusion (5 minutes)

➢ Next steps and Thank you!!!!
  • I will be putting this map that you all created tonight in a software program so that it can be converted to a PDF and shared as the YWCA feels fit. I will also be coding it so you all can see and differential the types of community capitals that the YWCA impacts.
  • THANK YOU for your help tonight and for your efforts to make the YWCA and our community stronger!
Appendix III: Photo of Original REM Map
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

Appendix IV: Unedited Xmind ZEN Map
Appendix V: Edited Xmind ZEN Map
Appendix VI: Outcomes by Community Capital Table

<table>
<thead>
<tr>
<th>CAPITALS</th>
<th>SOCIAL</th>
<th>CULTURAL</th>
<th>HUMAN</th>
<th>POLITICAL</th>
<th>FINANCIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>MISSON/RENEWAL</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>ACTIVITISM DOESN'T EQUAL POLITICAL</td>
<td>x</td>
<td></td>
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<td></td>
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<tr>
<td>POSITIVE DISRUPTION; DAYCARE CLOSING ----&gt; MISSION FORWARD THINKING</td>
<td></td>
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<td></td>
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<tr>
<td>THE NEW DIRECTION OF THE YWCA</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>OPENNESS TO NEW PROGRAMMING AND NEW AUDIENCES</td>
<td>x</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>MOTIVATION</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>CHALLENGING CONTEXTUAL BELIEFS OF WHAT THE YWCA IS/WAS...</td>
<td></td>
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<tr>
<td>NEW MISSION - PUTTING THE FOCUS BACK ON YWCA</td>
<td></td>
<td></td>
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<tr>
<td>STRENGTHENING OUR COMMUNITY THROUGH NEW PROGRAMS, SERVICES, NEW BOARD MEMBERS AND PARTNERSHIPS</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
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<tr>
<td>PRESENCE</td>
<td></td>
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<tr>
<td>YWCA HAS A LONG, PROUD HISTORY</td>
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<td>WOMEN'S SPEAKER CRAWL - IMPACTFUL PRESENCE IN COMMUNITY</td>
<td>x</td>
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<tr>
<td>SHARING EVENTS AND TALKING ABOUT MEANING</td>
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<td>INCREASED COMMUNITY EXPOSURE</td>
<td>x</td>
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<td>SHARE NEWS WITH OTHERS</td>
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<tr>
<td>SPREADING THE MESSAGE</td>
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<tr>
<td>FACEBOOK POSTS HELP TO EDUCATE READERS ABOUT EVENTS AND CURRENT ISSUES IMPACTING WOMEN</td>
<td>x</td>
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<tr>
<td>BLACK HISTORY MONTH - FREEDOM RIDE TO THE STARS; DEMANDED PRESENCE; NEW FOR WAUSAU</td>
<td>x</td>
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<tr>
<td>PROGRAMMING/EVENTS</td>
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<td>CONNECTING WITH NEW MEMBERS THROUGH PARTNERSHIPS</td>
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<td>COLLABORATING WITH OTHERS: AAUW, 1 WUSAU CVA AND OTHERS</td>
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<tr>
<td>SMALL BUSINESS START-UPS</td>
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<tr>
<td>INNOVATIVE STRATEGIES FOR USE OF FACILITY</td>
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<tr>
<td>OPEN DOOR TO OTHER GROUPS AND THE COMMUNITY</td>
<td>x</td>
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<tr>
<td>CONNECTED WITH OTHER LIKE-MINDED ORGANIZATIONS</td>
<td>x</td>
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<tr>
<td>YWCA GIVES MISSION ALIGNED GROUPS A PLACE TO MEET AND SHARE THEIR PASSIONS</td>
<td>x</td>
<td>x</td>
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<tr>
<td>INTERPERSONAL RELATIONSHIPS</td>
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<tr>
<td>CONNECTING PEOPLE</td>
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<tr>
<td>FOUND FIT WITH YWCA</td>
<td>x</td>
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<tr>
<td>WOMEN OF LIKE VALUES</td>
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<tr>
<td>CROSS GENERATIONAL FRIENDSHIPS</td>
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<tr>
<td>SPEND TIME WITH AMAZING WOMEN</td>
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<tr>
<td>STRONG PARTNERSHIPS AND RELATIONSHIPS</td>
<td>x</td>
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<tr>
<td>AAUW GETTING INVOLVED WITH MORE ORGANIZATIONS</td>
<td>x</td>
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<tr>
<td>NEW INTERACTIONS ALL THE TIME!</td>
<td>x</td>
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<tr>
<td>JOINED AAUW - ENJOY THE NETWORKING/RELATIONS</td>
<td>x</td>
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<tr>
<td>REMARKABLE GROUP OF WOMEN THAT ARE INVOLVED</td>
<td>x</td>
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<tr>
<td>A COMMUNITY OF LIKE-MINDED BY DIVERSE PEOPLE</td>
<td>x</td>
<td>x</td>
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<tr>
<td>EYE OPENING: WAUSAU APPEARED TO BE CLOSED COMMUNITY AND HAD TROUBLE MEETING PEOPLE WITH SHARED VALUES</td>
<td>x</td>
<td>x</td>
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<tr>
<td>PEER SUPPORT: CREATING SPACE FOR PEOPLE TO CONNECT</td>
<td>x</td>
<td></td>
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<tr>
<td>PROUD TO SHARE BEING A BOARD MEMBERS - TO LET OTHERS SHE IS INVOLVED WITH THIS ORGANIZATION</td>
<td>x</td>
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### Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

<table>
<thead>
<tr>
<th>Babysitting Classes</th>
<th>X</th>
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<tbody>
<tr>
<td>Babysitting Training</td>
<td>X</td>
</tr>
<tr>
<td>Letting boys know it's okay to care about babies</td>
<td>X</td>
</tr>
<tr>
<td>Community Programming - Babysitting Classes</td>
<td>X</td>
</tr>
<tr>
<td>Babysitting Classes for boys and girls</td>
<td>X</td>
</tr>
<tr>
<td>Programming for youth (i.e.; Babysitting Classes)</td>
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<table>
<thead>
<tr>
<th>Women of Vision</th>
<th>X</th>
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</thead>
<tbody>
<tr>
<td>Women of Vision - strong women the YWCA recognized and honored</td>
<td>X</td>
</tr>
<tr>
<td>Inspiring</td>
<td>X</td>
</tr>
<tr>
<td>Celebrating women through women of vision</td>
<td>X</td>
</tr>
<tr>
<td>Meeting young women of vision</td>
<td>X</td>
</tr>
<tr>
<td>Recognizing amazing, proud and impactful women at Women of Vision</td>
<td>X</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unique Programming</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keep families together sign and get out the vote signs</td>
<td>X</td>
</tr>
<tr>
<td>Developing unique programming not available in the area</td>
<td>X</td>
</tr>
<tr>
<td>Education</td>
<td>X</td>
</tr>
<tr>
<td>Sandy Hook event</td>
<td>X</td>
</tr>
<tr>
<td>Educational programs on important issues</td>
<td>X</td>
</tr>
<tr>
<td>Willing to take risks... sexual assault, difficult topics, actual diversity racism</td>
<td>X</td>
</tr>
<tr>
<td>Cultural Exp - israel/palestine, implicit bias, sexual assault, black history program</td>
<td>X</td>
</tr>
<tr>
<td>Able to attend events</td>
<td>X</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Women of Vision Outcomes/Impacts</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creates inspiration</td>
<td>X</td>
</tr>
<tr>
<td>Encourages women to be more outspoken and confident.</td>
<td>X</td>
</tr>
<tr>
<td>Gives women permission to occupy space</td>
<td>X</td>
</tr>
<tr>
<td>Creates a culture of women celebrating women</td>
<td>X</td>
</tr>
<tr>
<td>Feeling more connected to other people</td>
<td>X</td>
</tr>
<tr>
<td>More connected to the community</td>
<td>X</td>
</tr>
<tr>
<td>Feeling a sense of community with shared values</td>
<td>X</td>
</tr>
<tr>
<td>It's created more willingness and enthusiasm to work on solutions based on those shared values - public policy</td>
<td>X</td>
</tr>
<tr>
<td>Creates a safe space for discussion</td>
<td>X</td>
</tr>
<tr>
<td>Dojo - place of awakening - place of learning - place of truth</td>
<td>X</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Presence Outcomes</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>More interest from donors</td>
<td>X</td>
</tr>
<tr>
<td>Larger Donations</td>
<td>X</td>
</tr>
<tr>
<td>Becoming more aware</td>
<td>X</td>
</tr>
<tr>
<td>Heightening awareness of inequities</td>
<td>X</td>
</tr>
<tr>
<td>Bring awareness of cultural challenges and bias</td>
<td>X</td>
</tr>
<tr>
<td>Increase awareness of bias</td>
<td>X</td>
</tr>
<tr>
<td>Make diversity known and accepting it</td>
<td>X</td>
</tr>
<tr>
<td>New awareness</td>
<td>X</td>
</tr>
<tr>
<td>Information about cultures and diversity - education</td>
<td>X</td>
</tr>
<tr>
<td>Heightened community awareness of cultural challenges and biases</td>
<td>X</td>
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</table>

<table>
<thead>
<tr>
<th>Babysitting Class Outcomes</th>
<th>X</th>
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</thead>
<tbody>
<tr>
<td>More financial and economic stability</td>
<td>X</td>
</tr>
<tr>
<td>Helps create equality in the workplace</td>
<td>X</td>
</tr>
<tr>
<td>Helps to provide workplace literacy and skills</td>
<td>X</td>
</tr>
<tr>
<td>Empowering girls for work</td>
<td>X</td>
</tr>
<tr>
<td>Dimension</td>
<td>Outcomes</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Collaboration/Networking Impacts</strong></td>
<td>Increasing organizational capacity because there are more people working together</td>
</tr>
<tr>
<td></td>
<td>Increased capacity for events and programming</td>
</tr>
<tr>
<td><strong>Unique Programming Outcomes/Impacts</strong></td>
<td>Citizens are able to attend unique, relevant events that are not typical for the community</td>
</tr>
<tr>
<td></td>
<td>People are able to engage with difficult topics</td>
</tr>
<tr>
<td></td>
<td>Not concerned about taboo topics</td>
</tr>
<tr>
<td><strong>Diversity Education</strong></td>
<td>Having events and programs that educate people on different races or cultures - giving an opportunity for understanding</td>
</tr>
<tr>
<td></td>
<td>Educating people on racism</td>
</tr>
<tr>
<td><strong>Implicit Bias</strong></td>
<td>Challenging people to think about bias and doing better</td>
</tr>
<tr>
<td></td>
<td>Implicit bias - deep thoughtful perspective, challenging truths/reality</td>
</tr>
<tr>
<td></td>
<td>Educating the public on issues of unconscious bias</td>
</tr>
<tr>
<td></td>
<td>Share with other. Implicit bias - we can do better.</td>
</tr>
<tr>
<td></td>
<td>Impactful for community. Beginning to provide more programming on racial/implicit bias</td>
</tr>
<tr>
<td><strong>Implicit Bias Outcomes/Impacts</strong></td>
<td>People are becoming less biased</td>
</tr>
<tr>
<td></td>
<td>People understand their own biases and privilege</td>
</tr>
<tr>
<td></td>
<td>Heightened community awareness of cultural challenges and biases</td>
</tr>
<tr>
<td><strong>Black History Event</strong></td>
<td>Love Black History Dinner</td>
</tr>
<tr>
<td><strong>Black History Event Outcomes/Impacts</strong></td>
<td>Black History Month - unique event, draws new audience, creates new partners</td>
</tr>
<tr>
<td></td>
<td>Celebrating diversity</td>
</tr>
<tr>
<td></td>
<td>Programs - Black History Month</td>
</tr>
<tr>
<td></td>
<td>More awareness of black history</td>
</tr>
<tr>
<td></td>
<td>Moving people from putting up with black people to being excited and glad that diversity existed in the community</td>
</tr>
<tr>
<td></td>
<td>Creates a desire to learn more about those in the community that are different</td>
</tr>
<tr>
<td><strong>Sexual Assault Advocacy Outcomes</strong></td>
<td>Some political advocacy around sexual assault and violence against women</td>
</tr>
<tr>
<td></td>
<td>Mental health - feeling of not being alone</td>
</tr>
<tr>
<td></td>
<td>Women don't feel as isolated</td>
</tr>
<tr>
<td></td>
<td>Impact: Community change in perspective: Consent and assault</td>
</tr>
<tr>
<td></td>
<td>Empowering survivors</td>
</tr>
<tr>
<td><strong>Empowerment</strong></td>
<td>Giving a voice to people who may be voiceless</td>
</tr>
<tr>
<td><strong>Medium-Term</strong></td>
<td>Believing in mission empowerment</td>
</tr>
<tr>
<td></td>
<td>Becoming more aware</td>
</tr>
<tr>
<td></td>
<td>Heightening awareness of inequities</td>
</tr>
<tr>
<td></td>
<td>Increase awareness of bias</td>
</tr>
<tr>
<td></td>
<td>Make diversity known and accepting it</td>
</tr>
<tr>
<td></td>
<td>New awareness</td>
</tr>
</tbody>
</table>
Appendix VII: YWCA REM Meeting Notes

The below notes were recording during the REM session. These notes capture answers given during the introduction section and during the reflection section of the meeting. It also captures the overall categories decided for the mind-map.

**YWCA MEETING NOTES**

- **Overview/Sharing – What got you interested in joining the YWCA**
  - Attending events
  - Joined AAW group – enjoys the networking
  - Likes to share the information
  - Horizon program – had mentor
  - Tennis lessons
  - Proud to be a board member
  - Programs available
  - Believes in the mission
  - Talks with women of vision
  - Meeting more community people
  - Sharing events
  - Important role in the community
  - Balancing kids with jobs
  - Likes open format of meetings
  - Activism
  - Tap into talented women and develop them
  - Sandy hook event – involvement in something very passionate about
  - Empowering to work here
  - Racism
  - More interactions with people
  - Information public. We are still programming
  - Seen an increase in community exposure
  - Sharing mission and sharing that with community members
  - Connection with other shared values
  - Strong women partnerships
  - Black history dinner

- **Map groups**
  - Mission/renewal
  - Presence
Evaluating the Impacts of the YWCA Wausau Using Ripple Effects Mapping

- Programming
- Empowerment
- Speaking truth to power
- Collaborating/networking
- Interpersonal relationships
- Bias
- Diversity and inclusion – education, awareness, celebration

**Reflection Questions:**

- **What should we do next?**
  - Move forward.
  - Brainstorm strategy, create a plan and goals

- **Do we need any additional evaluation?**
  - Yes – constant need

- **How can we use this map to make a difference?**
  - Re-evaluate what we’re doing
  - Should be proud of new direction

- **What new actions can we take?**
  - Lay-out a plan
  - Make a strategic plan
  - Market our programs to the community

- **What are the gaps in the YWCA program**
  - Training programs available on diversity
  - More youth programming
  - More business programing
  - Not enough collaboration and connection with people
  - Relationship with national YWCA
  - Women of vision – recipients not continuing work with the YWCA
  - Self-supporting programming – better connection between ideas and finances

- **What is most interesting about the YWCA**
  - Still a lot of diversity needs

- **Where is the YWCA making the most impact**
  - Interpersonal relationships
  - Reduce bias in the community
  - Mission-forward thinking