This version was sent to president Wildes 1/26/-06
1. Executive Summary:

1.1 Twomey Center For Peace through Justice

1.2 The Twomey Center’s mission is to “shape social justice consciousness through education and to take action on critical social issues confronting society.” This mission is accomplished through its programs: N.O. Bread for the World, the Global Network for Justice, the Blueprint for Social Justice, Catholic Social Thought, Resolving Conflict Creatively, Urban Partners, the Economics Institute, the Twomey Training Center and Twomey Print Shop.

1.3 The accomplishments of the Center are assessed in several ways. We continuously self evaluate our work by asking ourselves: “Did we do what we said we would do? Did it achieve what we hoped to achieve? What did we do well? Where did we get stuck? What should we do differently now?” These questions are also asked in the performance review process and during periodic and annual reviews with advisory boards and foundations. Additionally, we get written evaluations from training clients on the success of the training in meeting their needs and goals.

1.4 Each department in the Twomey Center has goals related to its specific mission. For example, New Orleans Bread for the World’s legislative lobbying goals, the Crescent City Farmers Market opening a new market or creating innovative new marketing strategies, or the Twomey Training Center developing facilitation and training to address specific social issues and community needs.

1.5 Budget

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<th>FY 05-06</th>
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1.6 A resource/need/want would be a grant writer/fundraiser for the Twomey Center as a whole. More administrative help for the directors as their work expands, for example, EI will likely need more administrative staff to accomplish the labor-intensive electronic commerce, vendor invoicing through Loyola’s systems and grant reporting. On-line farmers’ market management system to replace Filemaker database. Development of easily managed well developed and highly trafficked website (staff expertise and time to update website). Service learning communications students to research and publish stories on the web site, for example, CCFM’s weekly electronic newsletter, or posting NOBFW Newsletter as well as action bulletins and updating Twomey Training Center and RCCP lessons and events.

1.7 Twomey Center achievements include: Using a $220,000 donation to Bread for the World to assist tsunami victims in Indonesia to rebuild their houses and boats; expanding the Global Network for Justice to members in 40 countries and publishing the Global Network for Justice Bulletin to enhance the advocacy efforts of our international members on Human Rights; expanding the Crescent City Farmers Markets to 4 successful markets and partnering with the Ford Foundation to build the field of public markets nationally. Additionally, the Twomey Training Center trained several hundred parents of children with disabilities, state wide, as parent advocates for their children and for school reform; provided conflict resolution training and other staff development training to teachers and students in Orleans Parish schools, as well as, schools...
in Mobile and Selma Alabama; and served many non-profit clients, including, VOA, CASA, and the LA Public Health Institute.

2. **Twomey Center For Peace through Justice**
   
   2.1 The Twomey Center’s mission is to “shape social justice consciousness through education and to take action on critical social issues confronting society.”
   
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   2.2 The Twomey Center’s mission is accomplished through its departments: the Twomey Print Shop, N.O. Bread for the World, the Global Network for Justice, the Blueprint for Social Justice, Resolving Conflict Creatively, the Economics Institute, the Twomey Training Center, and by teaching Catholic Social Thought and being a Loyola “urban partner” with the New Orleans community. This report touches on some of our accomplishments.


   Teaching Catholic Social Thought in connection with social analysis and doing justice work is part and parcel of our mission of “shaping social justice consciousness.” Staff members make presentations linking Catholic social thought to anti-poverty and hunger advocacy.

   **New Orleans Bread for the World (NOBFW)** mission is to help end world hunger and poverty through education and legislative advocacy. The tools used to accomplish its mission include: organizing, collaborating to develop solutions to poverty and hunger, and advocacy with local, state and national legislative bodies, and educating the public on these issues.

   **Global Network for Justice (GNJ)** The GNJ has a network of 400 members in 63 countries. The goal of GNJ is to collaborate with Non-Governmental Organizations (NGOs) for the purpose of obtaining and disseminating information, and using this information to educate and advocate in support of human rights, especially the right to food.

   **Economic Institute** is rebranding itself as marketumbrella.org. The mission is the same: “to initiate and promote the ecology of local economies” through markets, meeting place, mentor and model. Programmatic milestones include: economic impact at the CCFM at $9 million/year; expansion of the White Boot Brigade shrimpers markets to Lower 9th Ward; development of a grassroots philanthropy project, “crop circles”; technical assistance to Ford and Kellogg Foundations National Rural Funders’ Collaborative; training of 75 market leaders across the nation at the 4M Workshop; development of a national model for acceptance of food stamps at markets; and growth of the endowment to $600,000.

   **The Resolving Conflict Creatively Program** is a nationally renowned school-based conflict resolution program developed by Educators for Social Responsibility. The Twomey Center has been conducting Resolving Conflict Creatively training in public schools since 1986.

   The **Twomey Training Center** (<http://www.loyno.edu/twomey/otherprograms.html>) provides leadership development, conflict resolution and anti-racism training to businesses, public agencies, grassroots organizations and Loyola student organizations.

   2.2.1 **Headcounts of full-time and part-time staff:**

   - 11 full time staff
   - 3 part time staff
3. Assessment

3.1 General statement on how assessment is conducted within the unit:

The accomplishments of the Twomey Center are assessed in many different ways according to each program’s needs. One internal assessment process used is to ask, “Did we do what we said we would do? Did it achieve what we hoped to achieve? What did we do well? Where did we get stuck? What should we do differently, now?”

Externally, we get assessments from “round-table” discussions with participants, customer satisfaction surveys, and written evaluations from customers and clients.

The Economic Institute uses the Sticky Economy Evaluation Device (SEED) assessment tool to assess the effectiveness of the CCFM. This tool is an economic impact measurement tool accessible online from our website – SEED <http://www.crescentcityfarmersmarket.org/>

Assessment is a part of the annual performance review process and periodic reviews with advisory boards and is often built into grant proposals that have set goals to be accomplished.

3.2 Year 04-05 goals/objectives:

“The service of faith and the promotion of justice” is part and parcel of the mission of a Jesuit University and the practice of the Twomey Center for 59 years. The Twomey Center has taken this call to action into the community and, as this report with show, to the world. Our goals are consistent with the core values and mission of the University and with needs we identified in our strategic planning. Our 04-05 goals and objectives are:

1. Revive the Urban Partners concept with other social justice organizations on campus and start at least 2 university community partnerships.
2. Develop and conduct 10 seminars on Catholic social teachings.
3. Recruit 50 new international memberships for Global Network for Justice. Pass Millennium Development Goals (MDG), and, domestically, pass legislation for “Hunger Free Communities.” Raise $14,000 on Walk for Hunger for NOBFW budget.
4. Publish 10 issues of the Blueprint and raise $10,000 for its budget.
5. Train 30 teachers and 30 youth serving adults to teach conflict resolution and peer mediation skills to students and provide staff development to successfully implement the program.
6. Develop CCFM’s fourth market; build on Festivus Holiday Market; increase sales 25%. Advise Ford Foundation on how to launch national public market funding initiative and facilitate/speak at four regional/national workshops on community-based development.
7. Increase print shop customers on campus and in the community by 10%.

3.3 Description of assessment activities and their results:

Goal 1: Held meetings with interested faculty and program directors to discuss greater involvement of the university in community. The discussion ended with agreement to continue discussion during the fall semester. Assessment: started but incomplete.

Goal 2: At least 10 presentations on Catholic social thought were given to organizations including Notre Dame Major Seminary, Loyola’s Poverty Law Center, and LUCAP.

Goal 3: New Orleans Bread for the World serves as a lead organization for the Carmelite non-governmental organization through its Global Network for Justice (GNJ). The GNJ now has a network of members in 63 countries, up form 40, and increase members from 300 to 400 plus 1250 subscribers get reports by mail. http://www.globalnetwork4justice.org/project.
NOBFW also received $220,000 in donations to help the victims of the tsunami in Indonesia. Sr. Jane Remson has visited Indonesia and partnered with a small fishing community to rebuild their houses and fishing boats so they could rebuild their lives.

Goal 4: Bill Quigley is our new Blueprint editor. You can read the Blueprint on line at [http://www.loyo.edu/twomey/blueprint/vol_lviii/](http://www.loyo.edu/twomey/blueprint/vol_lviii/). Assessment: excellent volume but we did not accomplish our fund raising goals.

Goal 5: The crisis in the New Orleans Public School system has hurt our Resolving Conflict Creatively Program. We continue to work in the more stable schools but are not going to new schools in New Orleans. We have responded to this by: 1. developing conflict resolution and anti-violence training for adult youth workers in community based organizations; 2. serving schools in other cities; 3. developing staff development workshops to meet other needs identified by teachers, administrators and parents.

Goal 6: The [Economics Institute](Economics Institute) (EI) The 4th market is a success, as were Festivus and the White Boot Brigade. Festival had $87,000 in gross sales for its 44 vendors over three Saturdays. The annual combined economic impact of the CCFM stands at $9 million.

EI also matches CCFM vendors with Loyola School of Business’ corporate communications students. This is another way that EI conforms with the University’s mission to provide nontraditional learning to communities and family enterprises.

Goal 7: Joe Forte Jr. has increased Print Shop gross income from campus customers by 4% and off campus customers by 53%.

Another assessment document is EI’s [annual report](http://www.crescentcityfarmersmarket.org/about/annual_report.php) to its board.

3.4 Assessment of internal and external environments affecting the unit:

Internal: For 58 years, Loyola University has backed its social justice values with its financial and institutional support of the Twomey Center. That support allowed us to garner 3 to 4 times that investment in additional resources to carry out Loyola’s social justice mission. In addition to stable support from the University, the Twomey Center operations are funded in part from income from our print shop. Internally, Loyola’s directors can be a support to the Twomey Center by making our print shop their first choice for printing. We provide excellent work at competitive prices and the profits support the work of the center. We all benefit from this.

External: Market forces impact the print shop because technological changes in quality low cost color copy machines, email and electronic newsletters, etc. are changing the printing market. Customers no longer require professional printing. These market forces present us with a challenge to create new services for our customers and to upgrade our technology.

CCFM garners considerable community support (weekly attendance averages 3,000), national media attention (NY Times, Food TV, etc.) and foundation support. Shopping at the farmers market is another enjoyable way to support the farmers and our work.

The crisis in New Orleans Public Schools is an external factor that impacts our work. Foundations are leery of funding a program in schools in such turmoil and school administrators who are in the dark about their budgets won’t authorize spending. The consequence of this is that RCCP is declining in schools even where it was successful because principals and teachers are being moved around and new principals have other priorities in these circumstances. The good news is that many schools see the importance of conflict resolution and have incorporated it into the disciplinary procedures.
4. Planning

4.1 General statement describing strategic planning in the unit: The Twomey Center staff has engaged in discussions about our mission, values and principles of how we do our work. We have engaged in a SWOT analysis and looked at the implications of this for our future. Some concerns identified were: Poor utilization of university resources available to us; Not good at connecting university w/community and within university; Lack of funding which impacts ability to be innovative; Funding – budget cuts, external funding sources, foundation funding; Isolation from other on-campus activities; declining profits in print shop; RCCP possible replacement by centralized one vendor integrated conflict resolution program proposed by new superintendent.

One result of our analysis was that we decided we were not doing enough to involve students, faculty and staff in our work. This led to strategy of assigning BFW staff to work with LUCAP, and to reviving Urban Partners, and reaching out to faculty for expertise to assist vendors in farmers market. The decision to develop conflict resolution training for youth workers in community based organizations, churches, Boys and Girls Clubs, and the decision to purchase a Heildberg press for the print shop also came out of this analysis. Additionally, NOBFW plans annually with its board and EI not only plans with its board but holds planning conferences with it vendors and stakeholders, such as it 4M conference.

4.2 Top 3-4 strategic goals/objectives for 04-05 year:

- Increase visibility on campus. Involve more faculty, staff, and students.
- Aggressively market print shop services to University, increase profits by 10%
- Maintain the four Crescent City Farmers Markets at sustainable levels.
- Get training in TOPS and other facilitation methods. Expand facilitation and training services the Twomey Training Center can provide to schools and community groups.
- Find new venues for the conflict resolution training for youth or new ways to fund the work in schools.

4.3 Description of resources supporting the 04-05 goals:

- Loyola University’s continued institutional commitment and support for the Twomey Center.
- Eagerness of faculty, staff and students to engage and contribute to our social justice mission.
- Marketing experts on campus who can help develop a marketing strategy for the print shop.
- Resources for CCFM: Earned income from the CCFM, annual fundraiser, corporate sponsors; USDA grant, National Rural Funders’ Collaborative grant; Grant from F.B. Heron Foundation; Corporate and individual sponsors.
- The reputation of the Twomey Center is a resource to get resources to support our goals.

4.4 Evaluation criteria and evaluation plan for these goals:

- Increased number of staff, faculty and students in Twomey Center activities.
- Increase profits from print shop by 10%
- Statistics on number of Shoppers at CCFM, income produced for vendors and market.
- Successfully implementing RCCP in 2 new schools and 10 youth serving agencies and organizations.
5. Budgets

5.1. FY04-05:  

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<td><strong>Total</strong></td>
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5.1.1 Budget discussion: Most of our budget comes from grants, fundraisers, and earned income. These funding streams are subject to trends, politics and market forces. In FY03-04, for example, the print shop lost money, while the Twomey Training Center increased its income. Donations and other grants were up. In other years, grants and income were down and the print shop income sustained our programs. The Twomey Center is constantly adjusting and readjusting in response to mission driven demands and resources available.

5.2. FY05-06:  

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<tr>
<td><strong>Total</strong></td>
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5.2.1 Budget discussion: This budget is in keeping with recent budgets and within grant and earned income revenue projections but it is inadequate to accomplish our ambitious agenda. We will require additional staff (or volunteers) with special skills. Projecting long term expenditures based on grants, fundraisers and earned income is an ongoing budgetary concern.

6. Resource/Needs/Wants/Reallocation:  

6.1 Personnel: A resource/need/want would be a grant writer/fundraiser for the Twomey Center as a whole. Every director is a successful fundraiser and the Center has several income producing businesses and endowments. But this is still inadequate to reach our potential. For example, more administrative help for the directors as their work expands. EI will likely need more administrative staff to accomplish the labor-intensive electronic commerce (currently at $30K/year), vendor invoicing through Loyola’s systems and grant reporting. Our web sites need to be developed to better serve our mission but we will need staff with the time and expertise to manage that. A Twomey Center grant writer/fundraiser could help us achieve these goals.

6.1.1 General statement on adequacy of staffing: (see 6.1)  

6.1.2 Priority listing of additional/revised faculty/staff positions:  

With the resignation of Fr. Arroyo, the Twomey lost a staff member who filled a certain kind of void that we have identified in our planning as a need. We identified the need for closer integration with the University, with students and faculty and, at the same time, closer integration of the university with the community. The Urban Partners model and the service-learning model are supported by a certain set of qualifications, such as, academic credentials,
expertise in “popular” research, and a mentoring relationship with students. This person would also have good on campus relations and an understanding of the academic and research concerns of faculty and students and the intersection of these with the social justice issues and organizations in the community. He or she would have the ability to facilitate mutually beneficial partnerships. While each program of the Twomey Center is capable of some of these things within the scope of their work, having a person who does this as their work would address the weaknesses and the opportunities we identified in planning.

2 other priorities would be: 1. a fund raiser/grant writer 2. a accountant/book keeper (part time)

6.2 Facility improvements
6.2.1 General statement: We moved into our new location in February 2005. We would like to express appreciation to the staff of physical plant and Paul Fleming, Ann Tregle for all their hard work in seeking and finding a good location for us and for trying to get us resettled as painlessly as possible. I want to thank all those who made this possible including the electricians, carpenters, plumbers, movers, computer specialist and telecommunication folks who pulled together to move our Center to its new location. We have amenities we didn’t have before, such as, larger offices and access to a conference room.

6.2.2 Priority listing of facility improvements:
6.3 Technology/professional development support:
Web master and advanced facilitation training.

6.3.1 General statement: The EI, in particular, would welcome greater involvement from University expertise to help Crescent City Farmers Market vendors with financial management, and other business skills, to organizational development systems, etc.. Similarly, the EI’s database system from which the CCFM assigns vendors stall space and invoices monthly is in serious need of renovation.

6.3.2 Priority listing of technology needs: On-line farmers’market management system to replace Filemaker database. Development of easily managed well developed and highly trafficked website (staff expertise and time to update website). Service learning communications students to research and publish stories on the web site, for example, CCFM’s weekly electronic newsletter promoting the CCFM, or posting NOBFW Newsletter on the website as well as action bulletins and updating Twomey Training Center and RCCP lessons and events. More assistance from campus expertise to develop risk management and management systems, feedback loops, and accountability for CCFM.

6.4 Budget reduction/reallocation/revenue generation plans:
6.4.1 General statement: We cut $30,000 from the salary budget and reorganized how the Blueprint is published. EI plans to continue the Greater New Orleans Foundation endowment annual event fundraising and relationships with national foundations. RCCP and TTC will increase income by diversifying training options for schools, corporations, non-profits and youth serving organizations. We may also have to reduce the RCCP director position to a part-time position or remove it as a staff position, and make it a service provided on demand when there is
a grant or a negotiated contract to do the work. The Print Shop will reduce cost and aggressively market services on and off campus.

6.4.2 Priority listing of budget reduction/reallocation/revenue generation plans:
See above 6.4.1

7. Summary of Achievements
7.1 Twomey Center accomplishments include: Growing the Global Network for Justice from 300 to 400 members in 63 countries and publishing the Global Network for Justice Bulletin to enhance the advocacy efforts of our international members on Human Rights especially the right to food; creating 2.4 million dollars in gross sales at the Crescent City Farmers Market; and training 250 parents of children with disabilities as parent advocates for their children and for school reform; ending the Rideau Project with the freedom of Wilbert Rideau, after 18 years of advocacy and 44 years of incarceration.

7.2 Faculty achievements/service:
7.3 Staff achievements/service: Twomey Center staff members service on boards and in community organizations as volunteers and consultants, including: the Institute of Mental Hygiene; Stephen Foster’s Mid City Music, Dance and Arts Workshop; 21st Century Youth Leadership Movement; Juvenile Justice Project of Louisiana; Families and Friends of Louisiana’s Incarcerated Children; the Youth Empowerment Project; Orleans Parish Prison Reform Committee; Operation Reach (after school tutorial program); Anti-Violence Coalition. Our staff has received numerous plaques and certificates of appreciation. Richard McCarthy has been recognized by numerous publications as an emerging social entrepreneur.

7.4 Student achievements:

8. Appendices: www.loyno.edu/twomey