

**Highlights of The National Association of Commissions for Women Conference
Embracing Our Past, Empowering Our Future
47th Annual NACW Conference & Empowerment Summit**

**Hyatt Regency Hotel & Conference Center
Buffalo, New York
July 12 – July 16, 2017**

History (Website – National Association of Commissions for Women)

In 1959 activities at the United Nations expressed concern about the status of women around the world. This led to the foundation of what is now the National Association of Commissions for Women. The Commission movement began in December 1961 when President Kennedy signed the order establishing the Presidents Commission on the status of Women (PCSW). Eleanor Roosevelt was the Chair of the Commission and Esther Peterson, the Director of the U.S. Department of Labor was the Vice Chair. In 1963 the PCSW issued a report stating that each state should form a similar commission on the status of women. The Business and Professional Women (BPW) Foundation made it a priority to set up state commissions and they were soon joined by several other women's organizations. The Women's Bureau of Regional Administrators worked with these organizations toward establishing the commissions. By 1967 each state had a Commission. In the 1970s there was a movement for local commissions and the Interstate Association of Commissions for Women (IACSW) was formed. In 1975 the IACSW became the National Association of Commissions for Women (NACW) and the organization was expanded to include city and county commissions. The Women's Bureau provided technical assistance and served as a liaison to all commissions. The number of active commissions has declined in recent years due to budget cuts and some due to political partisanship. The number of state, county and city commissions is now less than 200. The NACW continues to hold national meetings and provides a voice on the needs and concerns of women and their families through support of legislative action, serving on national advisory committees, participating with other organizations and presenting testimony at public hearings to ensure equality for women under the law.

The National Association of Commissions for Women public policy priorities are: civil and human rights, economic security and pay equity, health, violence against women, work and family, and monitoring and promoting public policies that are inclusive of women.

Business Meetings

During the conference, three Business Meetings were held and attended by voting delegates representing 16 State Commissions. Other organizations were also present and able to participate but did not vote. Discussions were held on the NACW key priority focus areas and candidates for the NACW Board of Directors made presentations and were elected to the Board for 2017-2018. The organization has six teams which are; Communications, Conference Planning, Governance, Finance, Member Services, and Resource Development.

During the Governance Committee meeting, three resolutions were discussed and the delegates were asked to vote on them. The Resolutions were as follows:

- 1) Title: A Resolution Calling for the Protection of All Programs, Agencies and Bureaus that Protect and Advance the Rights of Women
- 2) Title: A Resolution Calling for the Protection of the United States Women's Bureau
- 3) Title: Resolution to encourage equitable and diverse gender representation on the boards of companies.

This information was not distributed prior to the meeting and I did not feel comfortable voting on these resolutions without the consensus of the State of Nevada Commission for Women. When the vote was taken I abstained. After the vote, The Los Angeles County Commission for Women delegate and I asked the Governance Committee to distribute Resolutions prior to the National Conference in the future so that we can get appropriate clearance from our Commissions.

Business Meeting Action Items for National Association:

- Work to Increase membership through Associate Memberships for \$50 and active recruiting.
- Hire paid staff to help with administrative duties and communications with members.
- Rework NACW's mission statement to include phrases "public discourse" and "women's voice" in government. This language could be helpful when obtaining grants.
- The Resource Committee is setting up a template on how to seek funds.

Speakers: (Conference schedule attached)

Conference keynote/guest speakers included:

United States Senator for New York, Kirsten Gillibrand

New York State Lieutenant Governor, Kathy Hochul

Executive Director ~ The Wage Project (Pay Equity Expert) and Former Lieutenant Governor, Massachusetts, Evelyn Murphy

President and Founder, RISE, Amanda Nguyen (She was a college student who conceived and wrote federal law, the "Survivor Bill of Rights", that provides rape kits at no cost to victims, keeping the evidence until it is no longer admissible in court, informing survivors of any DNA matches and toxicology reports and alerting them before the kit is destroyed.

Panels:

The panel discussions, moderators and panelists were excellent. Several of the panel topics are listed below:

Women in Leadership
Women's Health
Economic Justice
Advocating for Women

Women and Media
Women in Politics
Violence Against Women
Commission Sustainability

“Take Away” thoughts from panel discussions:

- Commissions should take control of their legislative capabilities.
- Commissions should position themselves as “convenor” bringing women’s community together around an issue.
- Find a resonating issue and become an expert.
- Commissions need to know their statutes and enabling bodies.
- Commissions having paid staff is vital.
- Include men when we can.
- Women tend to think we must follow the rules. We need to break them more often.
- We are often our own worst enemies, not necessarily other women or men.
- Better done than perfect.
- Women are held to different standards.
- Women are afraid of failure.
- Women ask for permission for power. Women should assert themselves nicely and get what we want
- Confidence, courage, character and capital.
- Take your leadership and run with it.
- Be yourself – stick to your values.
- Support each other.
- Ban the phrase “working mother”.
- 1 in 5 women are on Medicaid and it pays for half of the newborn deliveries.
- 1 in 3 women in the United States have had an abortion.

- We need to continue Rising up.
- We will do better when we all do better.
- “Unless women are prepared to fight politically they must be content to be ignored politically.”
Alice Paul
- In 2012 the United States was 101st in the world with women in high office. (behind Saudi Arabia)
- Women govern differently.
- Gillibrand focused on violence on women and women in the military.
- Why are there not more women in office? Because women don't run due to lack of confidence.
- Economy and time management and work/life balance prevent women from running for office.
- Mentors and sponsors are needed for women considering running for office.
- Buffalo created “Women Elect”, a four- month leadership program and it takes 2-10 years before a woman would consider running for office. Then women go out and increase their name recognition.
- We need to get all women to the polls.
- We all must work together to move all women and underprivileged groups forward.
- Commissions should publicize their work.
- We must stop calling bills about health under a President's name.
- Reproductive Justice: Women must have safe sexual lives, produce when they want to and be able to deal with an unwanted pregnancy. They also must have care available to themselves and their children.
- Commission board appointments must be diverse. Board members should recruit good applicants.

Achievement Awards:

Each year the National Association of Commissions for Women recognizes Commissions who have initiated innovative projects. Below are the projects that were recognized this year:

- 1) Title of Project: The Western New York Tribute Garden
Commission Applicant: The Erie County Commission on the Status of Women
Project description (attached)

- 2) Title of Project: Community Conversations: Domestic Violence
Commission Applicant: Oklahoma Commission on the Status of Women
Project description (attached)
- 3) Title of Project: Voices of Maryland Women Listening Tour
Commission Applicant: Maryland Commission for Women
Project Description (attached)

Ideas to consider for Strategic Planning Meeting:

Following the trend of the National Association of Commissions for Women, below are suggestions of items for consideration at the Nevada Commission for Women Strategic Planning Meeting:

National Association of Commissions for Women 2014 – 2017 Strategic Plan “Cultivating Sustainable Organizations” (attached)

Create a Mission Statement

Identify five issues where we can be the leader, partner or supportive.

Work on a project for 2020 Centennial Year for Women’s Suffrage – work on getting grant for this project

Develop a list of Community Partners or Friends of the Commission, Advocacy and Liaisons (outreach, attend meetings, etc.) Examples follow:

- Women’s Bureau (Region IX San Francisco)
- Universities (UNLV Las Vegas and UNR Reno)
- Women’s Research Institute of Nevada (WRIN)
- Hospitals
- National Association of Women’s Business Organizations (NAWBO)
- Planned Parenthood
- Domestic Violence Organizations

Create a “Highlights” paper for our Commission: Example of Achievements and Current Activities of the County of Santa Barbara Commission for Women. (attached)

Create a plan to obtain financial support attendance of Commissioners at the National Association of Commissions for Women Conference in Los Angeles, California in 2018.

Actively recruit good board members and encourage them to submit applications.

Conclusion:

The conference was engaging and stimulating. Given this experience I would respectively request that I be assigned the task of “liaison” to the National Association of Commissions for women.

Report submitted by:

Richann Bender
State of Nevada Commission for Women
July 2017

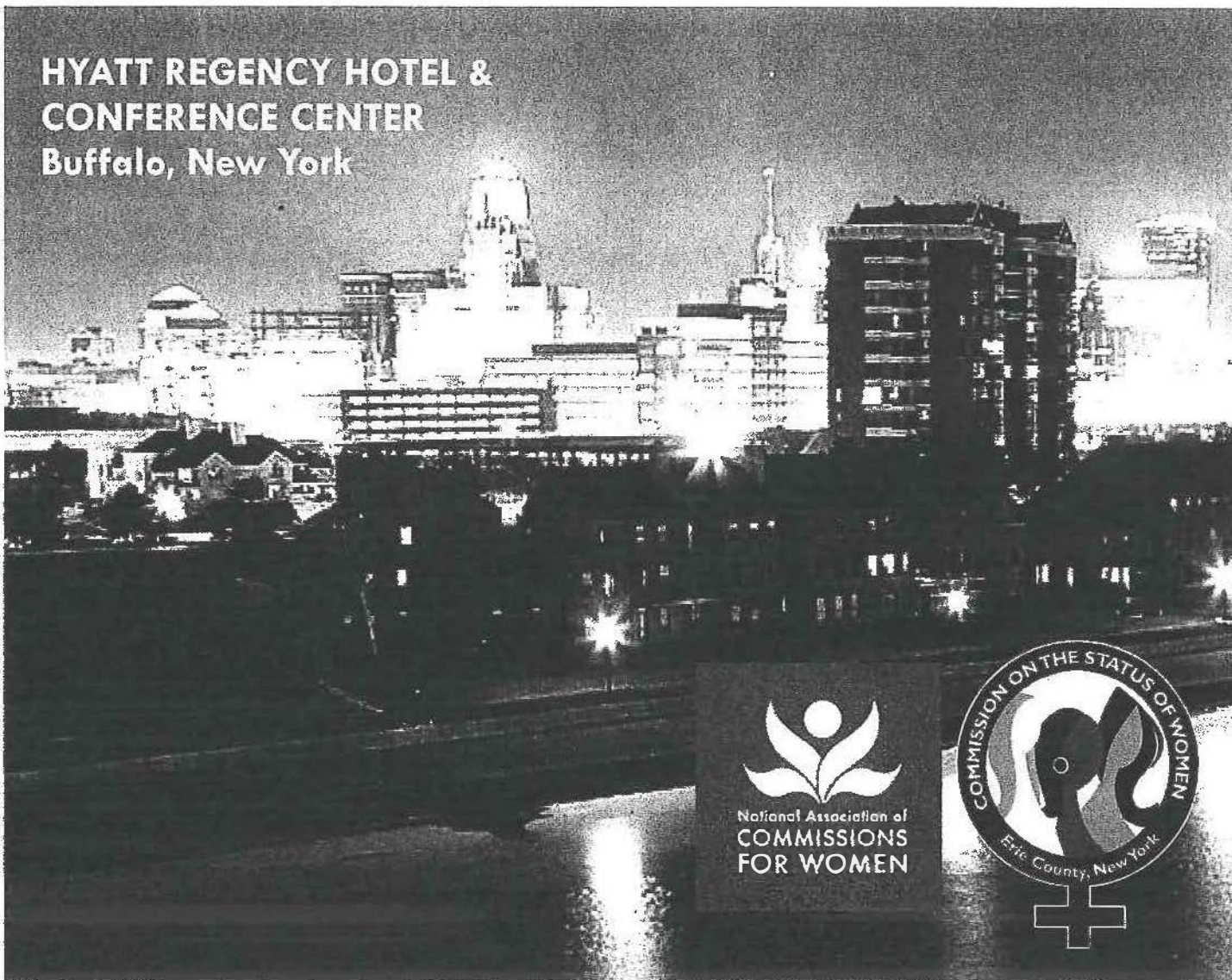
THE NATIONAL ASSOCIATION OF
COMMISSIONS FOR WOMEN AND
THE ERIE COUNTY COMMISSION
ON THE STATUS OF WOMEN PRESENTS:

Embracing Our Past, Empowering Our Future

47th Annual NACW Conference & Empowerment Summit

JULY 12 - 16, 2017

HYATT REGENCY HOTEL &
CONFERENCE CENTER
Buffalo, New York



National Association of
COMMISSIONS
FOR WOMEN



Wednesday, July 12

Noon - 6pm

Conference Registration: Coat Room

3pm - 5:30pm

NACW board meeting: Board Room

6:15 - 8pm

Welcome Reception: hosted by Erie County and Women Events Buffalo:
WNY Book Arts Center / 468 Washington Street, 2nd Floor, Buffalo, NY

Thursday July 13 - *Embracing Our Past*

Morning Sessions Part 1: 8:30am - 10am

8am - Noon

Conference Registration: Coat Room

8:30 - 9:30am

NACW Business meeting #1: Board Room

Morning Sessions Part 1: 8:30am - 10am

8:30 - 10am

Session A - Public Speaking: Regency A

- Jenni Prisk - President, Prisk Communication

BREAK: 10 - 10:15AM

Morning Sessions Part 2: 10:15am - 11:45am

10:15 - 11:45am

Session A - Women's Suffrage Panel: Regency B

Moderator: Melissa Brown, Executive Director, Buffalo History Museum

- Dr. Susan Goodier - Public Scholar, New York Council for the Humanities, Coordinator for the Upstate New York Women's History Organization and a Lecturer at SUNY Oneonta, Department of History
- Joan Bozer- Former Erie County Legislator, and former president, Junior League of Buffalo, League of Women Voters Buffalo/Niagara, and Buffalo Friends of Olmsted Parks
- Lillian Williams - Associate Professor, Transnational Studies, University at Buffalo

10:15 - 11:45am

Session B - Crisis Management: Regency C

- Steven Bell, VP Eric Mower Associates

BREAK: 11:45 - NOON

Lunch Session: Noon - 1:30pm - Grand BC

Thursday, July 13 - *Embracing Our Past*

Welcome and Opening Remarks: Noon - 1:30pm - Grand BC

Noon - 1:30pm

- County Executive, Mark Poloncarz
- Buffalo Mayor, Byron Brown
- Kristin Garvey, President, NACW
- Karen King, Executive Director, ECCSW

Lunch Keynote: Women's Suffrage:

- Dr. Shannon Risk, Niagara University - *The Legacy of Women's Suffrage in New York State*



SHANNON M. RISK

Afternoon Sessions: 1:45pm - 3pm

1:45pm - 3pm

Session A - Commission Sustainability: Regency A

Afternoon Sessions: 1:45pm - 3pm

1:45pm - 3pm

Session B - First Woman Architect: Louise Bethune, Regency C

- Kelly Hayes McAlonie, FAIA, LEED AP, Director of Capital Planning at the University at Buffalo

3:15pm

Bus Trip to Niagara Falls and Tribute Garden for Commission Members
(Bus on Huron Street)

DINNER - On your own

Friday, July 14 - *Assessing the Present Landscape*

8am - 6pm

Conference Registration: Coat Room

8:30 - 9:30am

NACW Business Meeting #2: Board Room

Morning Sessions Part 1: 8:30am - 10am

8:30 - 10am

Session A - Women in Leadership Panel: Regency B

Moderator: Althea Luehrsen, CEO, Leadership Buffalo

- Ellen Grant - Ph.D., LCSW-R, Author and National Senior Vice President for Programs, Say Yes to Education, Inc. SAY YES
- Kelly O'Neill - Owner and Personal Financial Advisor at Lighthouse Financial Asset Management, LLC, Board Member of NAWBO, Buffalo Niagara Chapter
- Heather Gresham - Executive Director, Buffalo and Erie County Workforce Investment Board
- Sara Vescio - Executive Director, Canisius Women's Business Center
- Ulla Bak - President, BAKUSA
- Dr. Glenna Bett - CEO, Cytocymbetics & Associate Professor, Obstetrics and Gynecology, University at Buffalo, Jacobs School of Medicine & Biomedical Sciences

Friday, July 14 - *Assessing the Present Landscape*

Morning Sessions Part 2: 10:15 - 11:45am

10:15 - 11:45am

Session A - Women's Healthcare: Regency B

Moderators: Koren King & Kristin Garvey

- Dr. Gale Burstein - Commissioner of Health, Erie County, and Clinical Professor, University at Buffalo, Jacobs School of Medicine and Biomedical Sciences
- Dr. Nancy Nielsen - Clinical Professor, University at Buffalo, Jacobs School of Medicine and Biomedical Sciences
- Isabel Marcus - Professor, University at Buffalo Law School
- Michelle Cooney, President, CEO Planned Parenthood CWNY
- Dr. Jamila Perritt, Faculty, for the Fellowship in Family Planning at Washington Hospital Center and Howard University

Morning Sessions Part 2: 10:15 - 11:45am

10:15 - 11:45am

Session B - Economic Justice: Legislative Updates, Regency C

Moderator: Beverly Neufeld, Founder and President, POWHER NY

- Grace Protos, United States Department of Labor, DOL, Women's Bureau
- Diana Kostenbom, CEO, Pinnacle Manufacturing and 2016 Congressional candidate for NY-27 district
- Jill Ashton, Director, Massachusetts Commission on the Status of Women

Lunch Session Noon - 1:30pm - Grand BC

Noon - 1:30pm

Lunch Welcome:

- New York State Lieutenant Governor, Kathy Hochul

Opening Remarks:

- United States Senator for New York, Kirsten Gillibrand

Lunch Keynote:

Status of Pay Equity: New Data, New Strategies

- Evelyn Murphy, Executive Director - The Wage Project and Former Lieutenant Governor, Massachusetts



KATHY HOCHUL



KIRSTEN GILLIBRAND



EVELYN MURPHY

Afternoon Sessions Part 1: 1:45pm - 3pm

1:45 - 3pm Session A - Advocating for Women: Regency B

Moderator- Maria Whyte, Deputy Erie County Executive

- Sheri Scavone, Executive Director, WNY Women's Foundation
- Diana Cihak, President & Founder - Women Elect
- Toni Majchrzak - ZONTA
- Michelle Holler, Program Manager - West Side Bazaar

Afternoon Sessions Part 1: 1:45pm - 3pm

1:45 - 3pm Session B - Women and Media: Changing Roles, Regency C

Moderator: Katherine Lucas, Owner & Executive Producer of Buffalo Video Production

- Jacquie Walker, News Anchor, WIVB-TV
- Sheila Brown - CEO, Vision Multi-Media
- Linda Pellegrino - Host, AM Buffalo, WKBW-TV
- Jackie Albarella, President - Albarella Media
- Susan Arbetter, Host and Producer, WCNY's The Capital Pressroom

BREAK: 3:00 - 3:15pm

Afternoon Session Part 2: SPECIAL SESSION 3:15pm - 4:45pm

3:15 - 4:45pm Women in Politics: Panel Discussion - Regency B

Moderator: Susan Arbetter, Host and Producer, WCNY's The Capital Pressroom

- Evelyn Murphy - President, The Wage Project and Former Lieutenant Governor, Massachusetts
- The Honorable Assemblymember, Crystal Peoples-Stokes - NY State Assembly
- The Honorable Legislator, Barbra Miller-Williams - Erie County Legislator
- The Honorable Legislator, Lynne Dixon - Erie County Legislator
- The Honorable Justice, Erin Peradotto - NY Supreme Court Judge

WNY Women's Summit: 5:00pm - 6:30pm - Regency A

5:00 - 6:30pm Women's Action Coalition - Collective Impact Workshop

- Laura Ryan, President of IAMA I



Creativity Leading Innovation

Dinner Session 6:45pm - 8:00pm - Grand BC

6:45 - 8:00pm

Dinner Keynote: Amanda Nguyen - President and Founder, RISE - *Collective Action, Collective Impact*



AMANDA NGUYEN

Saturday, July 15 - *Empowering Our Future*

8:00 - 8:45am

Conference Registration

8:00 - 9:00am

NACW Business Meeting #3 - Board Room

8:30 - 9:15am

Girls Summit Registration - Coat Room

9:45 - 11:45am

Commission Exchange - Regency C

Girls Summit Morning Sessions: 9:30am - 11:45am - Regency B

9:15 - 9:30am

Welcome - Tamara L. McMillan, CEO, McMillan Empowerment Enterprise

9:30 - 10:10am

Session 1: Social Empowerment: Healthy Decision Making - Tamara Lewis

10:15 - 10:55am

Session 2: Political Empowerment: First Amendment, First Vote - Melina Camicelli

11:00 - 11:45am

Session 3: Economic Empowerment: Mentorship, Sponsorship, Entrepreneurship

Moderator: Joan Graci, APA Solutions

- Zandra Cunningham - Zandra Beauty
- Michelle Kavanaugh, President - WNY STEM HUB
- Michelle Martin, Community Development Manager, Girl Scouts of WNY

Morning Sessions Part 1 - 9:00am - 10:30am

9:00 - 10:30am

Session A: Brand Building and Social Media: Regency A

Moderator: Molly Anderson, ED, Center for Leadership and Organizational Effectiveness, UB School of Management

- Katherine Smith - President, White Rabbit Design and President, Buffalo, Niagara NYS Women Inc.
- Sabina Ramsey - Founder and CEO, Insight International, Past President, NAWBO
- Jennifer Parker - President, Jackson Parker Communications, NAWBO Member

Saturday, July 15 - Empowering Our Future

Morning Sessions Part 2: 10:45am - Noon

10:45 - Noon

Session A - Violence against Women Panel: Regency A

Moderator: Judith Olin, Assistant Clinical Professor; Director, Family Violence and Women's Rights Clinic, University at Buffalo Law School

- Peg Simons - WNY Family Justice Center
- Nneka Macgregor, Executive Director, The Women's Centre for Social Justice, Toronto, Ontario
- Sandra Lahrache, Founder and President, The Teal Project
- Matthew Withiam, MD, PhD, Associate Research Professor, University at Buffalo, Jacobs School of Medicine and Biomedical Sciences

Noon - 1:30pm

Lunch Session with Girls Summit - Grand BC

Lunch Session: Noon - 1:30pm

Noon - 1:30pm

Lunch Keynote: Sara Emhof, Senior Program Manager, Close Up Foundation

- Facilitated lunch table discussions with students and mentors



SARA EMHO

BREAK: 1:30 - 1:45pm

Afternoon Sessions: 1:45pm - 3:00pm

1:45 - 3:00pm

Session A - The Status of the Women Refugee Community - Regency A

Moderator: Hannah Holden, Community Coordinator, New American Committee, Erie County

- Gamileh Jamil - Executive Director, Access WNY
- Hana Mirach - Director of Resettlement, Journey's End
- Meghan Maloney de Zaldivar, Senior Associate for Regional Outreach, The New York Immigration Coalition

1:45 - 3:00pm

NACW Board Meeting - Board Room

3:30 - 5:30pm

Explore Buffalo Walking Tour

Evening Session: 6:00am - 8:30pm

6:00 - 8:30pm

Closing Reception: Keynote and Entertainment - Grand BC

- Entertainment : Diva by Diva

Sunday July 16 *Seneca Falls*

8:00am

Commissioner's trip to Seneca Falls

Tour:

- First Presbyterian Church where Alice Paul introduced the ERA in 1923
- The Park & the Wesleyan Chapel
- Elizabeth Cady Stanton House and the now Hall of Fame

Depart Seneca Falls at 2pm

You Gain Strength,

courage, and confidence by every
experience in which you really stop to
look fear in the face. You are able to
say to yourself, "I lived through this
horror. I can take the next thing that
comes along."

You must do the thing
you think you cannot do.

Eleanor Roosevelt

Achievement Awards

Name of Commission Applicant: The Erie County Commission on the Status of Women

Address: Erie County Commission on the Status of Women
95 Franklin St., Suite 625
Buffalo, NY 14202

Contact Person: Karen King
Title: Executive Director
Telephone: 716-858-8307
Email: Karen.king@erie.gov

Commission's budget:

Title of Project: The Western New York Tribute Garden

Initiation of Project: Spring of 2013

Description of Project:

In 2009, the Erie County Commission on the Status of Women began to intentionally focus on building awareness of and promoting prevention of domestic violence throughout the community by holding the first Break the Cycle Bike-a-Thon and Walk. The event was prompted by several high-profile cases of domestic abuse that led to deaths and severe injuries. The most sensational case involved a couple who owned a local ethnic TV station where the husband beheaded his wife in 2009. Other high profile cases followed: a woman shot to death at a local hospital by her former partner who was a well-known surgeon in 2012, a woman burned and beaten by her husband in 2013, and a woman who survived eight bullets triggered by her former boyfriend in 2010.

The Break the Cycle Bike-a-Thon and Walk was held each fall in observance of Domestic Violence Awareness Month with invested community partners involved in delivery of services to victims and perpetrators: Catholic Charities, Crisis Services, Erie County Dept. of Social Services, Erie County Coalition Against Family Violence, the Sheriff's Office Domestic Violence Unit, Family Justice Center, Child and Family Services Haven House, Hispanos Unidos Buffalo, and YWCA Tonawandas. Funds raised from six years of holding the event became the seed money for creating The Tribute Garden that honors lives affected by domestic violence.

Located in Erie County's Isle View Park overlooking the Niagara River in Tonawanda, NY, the Tribute Garden is believed to be the first permanent Garden of its kind located on public land in the United States. Both the site itself and \$50,000 in funding for completion of Phases I and II of the project were donated by Erie County. In 2015, the Buffalo and Erie County Greenway Fund Standing Committee awarded the project nearly \$200,000, which enabled the garden's completion in time for the annual bike-a-thon and walk. A dedicated Tribute Garden committee, working in conjunction with the Commission on the Status of Women Executive Director, worked tirelessly for over two years to bring the Garden to fruition. The Garden was designed by landscape architect Joy Kuebler and includes two walls of bricks and stones honoring or

memorializing loved ones, an earth-berm amphitheater, bench settings and plantings. An intricate metal-forged trellis designed by sculptor Sarah Forzi of the Foundry adds a visual focal point to the peaceful setting. The bricks and stones also hold the names of those who supported the Commission in this effort. A dedication of the Garden was held in the Fall of 2014 and an official ribbon cutting, formally opening the Garden, took place September 26, 2015.

Verifiable Impact based on Evaluation:

The purpose of the Garden is explicit in its presentation and serves as a memorial to all families affected by domestic violence. It is a place for quiet reflection, and a beautiful and peaceful space for service providers to hold events. In addition to the last two Erie County Break the Cycle Bike-a-thons and Walk, the Garden was celebrated at a Summer Solstice party in 2016 and Project TEAL held its inaugural Walk there during Sexual Assault Awareness Walk this past May. In the Fall of 2016 students from middle schools through college worked with Master Gardeners in a planting (representing seeds of hope) to help sustain the Garden and to learn more about the domestic violence and what they can do to help prevent it. Garden clean ups and plantings will continue to build awareness.

Innovative Quality:

The Tribute Garden is an innovative first in that there is no other public permanent space that has been created to honor and memorialize lives affected by domestic violence. As we continue to publicize and drive people to the Garden, we find that there is appreciation from all park visitors whether they are touched by domestic violence or not. And for those who aren't aware of the scope of domestic violence, the Garden provides information for the general public and help for those who might be involved in an abusive relationship.

Lasting Quality:

The Erie County Commission on the Status of Women is committed to maintaining the Garden and dedicated to its mission of awareness. It is prominently displayed on our website and Facebook pages, and publicized via press releases and Garden events. As a public memorial, easily accessible by hundreds of thousands throughout the Western New York area, it encourages all to have hope, to speak out and to seek help. Stones naming supporters, survivors and those lost to violence continue to be added until the day that domestic violence is eradicated. By its mere presence, the Garden is a teachable moment for all who visit there.

Signature: _____ Title: _____

Title of Project: Community Conversations: Domestic Violence

Commission Applicant: Oklahoma Commission on the Status of Women

Address: 2401 N. Lincoln Boulevard -# E1

City/State/Zip: Oklahoma City, OK 73105

Contact Person: Kitti Asberry

Title: Executive Director

Telephone: 405-522-6897

Email: ocsadmin@omes.ok.gov

Category:

_____ Commissions with budgets of \$10,000 or less

✓ **Commissions with budgets of \$10,001-100,000**

_____ Commissions with budgets of \$100,001-250,000

_____ Commissions with budgets of \$250,001-500,000
_____ Commissions with budgets of \$500,001 and over

Description of Project: Describe succinctly your innovative project.

The 2016 Solutions Initiatives Strategies Summit (SIS) focused on Domestic Violence. According to YWCA, one in four women will experience domestic violence at some point in her lifetime. In 2014, The Oklahoma State Department of Health (OSDH) emphasized the need for communities across the state to be involved in activities to prevent domestic violence and raise awareness of those who have been impacted by it. In an effort to help women avoid becoming a statistic, the Commission on the Status of Women, through a series of Community Conversations, provided women with an opportunity to discuss the physical, mental, psychological, and spiritual impact of domestic violence. The commission engaged women in conversations concerning the warning signs, indicators, and potentially abusive behavior that can endure or worsen if they are not addressed. Once the conversations were over, the commission held a statewide summit to discuss its findings and to recommend solutions to prevent domestic abuse.

Initiation of Project (Date):

- On November 30, 2016, The Oklahoma Commission on the Status of Women (OCSW) developed topical fact sheets to document issues related to domestic violence
- From January – June of 2016, members of the Commission collected data concerning domestic violence in Oklahoma.
- From February – July, at the OCSW worked with and partnered with the Oklahoma Women's Coalition, The YWCA and Women Lead OK to host community conversations throughout the state
- February – May, the Executive committee met with the Attorney General's Office, State Legislators, and the YWCA to discuss solutions for domestic violence
- February – June – Task Force Committees were formed and met monthly to discuss the goals and objectives of the summit
- March - June, members of the OCSW have coordinated community conversations at Colleges, Community Centers, Vo-Tech centers, and other locations throughout the state.
- April – July, arrangements made, sponsorship secured, and partners were identified and contacted.
- April – May, Panel Discussion Leaders and Breakout Session Leaders were identified to discuss Business and Financial Impacts of Domestic Violence, Navigating through the Court System, and Community Resources for Care, Prevention and Education.
- May – June , The OCSW identified additional funding sources, and stakeholders
- July 14, 2016, The Oklahoma Commission on the Status of Women, Oklahoma Attorney General, YWCA – Oklahoma City, The Oklahoma Women's Coalition , in partnership with the Inasmuch Foundation partnered to present the OCSW Domestic Violence Summit at the Oklahoma City South Community College

Verifiable Impact based on Evaluation:

- Develop a State Action Plan with assistance from Summit partners and stakeholders
- Coordinate the implementation of the State Action Plan.
- Coordinate the collection and sharing of domestic violence data among government agencies
- Coordinate the sharing of information between agencies for the purposes of sharing the warning signs of domestic violence
- Establish policies to enable state government to work with non-governmental organizations and other elements of civil society to prevent domestic violence
- Review the existing services and facilities to meet the needs of victims of domestic violence and recommend a system that would coordinate such services, including but not limited to: health services, housing and victim protection, .

Innovative Quality:

The one-day conference included speakers, expert panelists and breakout sessions. Participants were given the opportunity to receive 6 Continuing Education Units (CEU) in LPC, LMFT, and LBP for attending. Speakers were identified from the information obtained from the Community Conversations Survey, created by the commission. The surveys were used during the statewide conversations by the attendees to help the commission understand the problem of domestic violence in Oklahoma.

Lasting Quality: The lasting quality of the Summit was to collaboratively create and facilitate a statewide action plan to assist state legislators and the Attorney General's office in improving Oklahoma with a strategy to prevent and raise awareness of the impact of domestic violence, the services available to victims, and the policies and laws to protect survivors of domestic violence.

Signature: Kittj Asberry

Title: Executive Director- OCSW

Name of Commission Applicant:

Address:

City/State/Zip:

Contact Person:

Title:

Telephone:

Email:

Commission's budget:

Title of Project:

Initiation of Project (Date):

Maryland Commission for Women

51 Monroe Street, Suite 1034

Rockville, MD 20850

Judith Vaughan-Prather

Executive Director

301-610-4524

Judith.vaughan-prather@maryland.gov

\$185,000 (approximately)

Voices of Maryland Women Listening Tour

July 2016

Description of Project: The Maryland Commission for Women is conducting a series of public forums around the state inviting women in Maryland's diverse regions and communities to talk to us about the challenges they encounter in their everyday lives. The Voices of Maryland Women Listening Tour is being implemented as a coordinated partnership with county Commissions for Women and other organizations from the western panhandle to the eastern shore to hold listening sessions in their communities.

There are 23 counties plus the city of Baltimore in the state of Maryland, with a total of 15 CFWs. They include rural mountainous regions, urban and suburban communities, farming and resort areas. Each CFW has been invited to partner with the state Commission for Women to organize a session of the Listening Tour in its community. So far, we have conducted 10 sessions with a total audience participation of more than 500 individuals. Several more are scheduled with the goal of completing the entire Listening Tour by December 2017. Included among the sessions held so far are forums at the Notre Dame of Maryland University Women of the World Expo (to include young women) and the Women Moving Forward Conference at the Maryland Correctional Institute for Women (to include the voices of incarcerated women). At each forum, the attendees are asked to list the issues of greatest concern to the women in their community. The group then selects the "top five" issues and discusses possible remedies.

In addition to the public forums, a survey is available in four languages (English, Spanish, Chinese and Korean), both online and in hard copy, to include the voices of women who cannot participate in a public forum in person. So far, well over 700 surveys have been submitted.

The outcome of the project will be a report to the Governor and to the Maryland General Assembly outlining the issues the women of Maryland have told us are of greatest concern and identifying remedies to those issues.

Verifiable Impact based on Evaluation:

Process Evaluation: A schedule for this project, which will take two years, was developed and is on-track for on-time completion. The goal is to hold forums in each of Maryland's five geographic regions before the end of calendar year 2017, and to have the report prepared before the end of June 2018. We are also tracking the number of sessions held, the number of attendees, and the number of surveys submitted in each language, as well as the regions of the state reached by the project.

Outcome Evaluation: When all the Listening Tour sessions have been conducted, a survey will be sent to each of the participating Commissions for Women and other host organizations requesting feedback on the value the project has provided for them. The host CFWs have already told us that conducting the Listening Tour in their community has helped them develop priorities for their own CFW, new networks of interested residents of their communities, and connections between the state CFW and the county CFWs.

The data from all the sessions and the online surveys will be summarized in a report of the entire project, but each county CFW receives a report with the data and priorities collected from its jurisdiction. As each session of the Listening Tour is held, a report of that specific session is written and provided to the host CFW for feedback. Once finalized, it is posted on the MCW's website (www.marylandwomen.org).

We have developed a mechanism for tracking the data collected for each jurisdiction as well as for combining the data for a state-wide perspective.

Innovative Quality:

The inspiration for this project came from a webinar offered by NACW describing the Listening Tours conducted in Massachusetts and Indiana. We adopted that concept and expanded it to include:

1. Partnerships with our county CFWs that not only contribute to this state-wide project, but also significantly strengthen the local CFWs advocacy work;
2. The on-line survey in four languages;
3. Outreach to populations such as incarcerated women, speakers of other languages and college women;
4. The Voices of Maryland Women Listening Tour became the model for a similar initiative in the Republic of Moldova in Eastern Europe. The American Councils for International Education sent two representatives of the Maryland Commission for Women to that country for a week to help start the Voices of Moldovan women there, and we have just learned that the project has received funding from the U.S. Embassy in Moldova to continue the Listening Tour there.

Lasting Quality:

1. The most obvious lasting quality will be the report to the Governor and the legislature proposing an agenda for improving the lives of Maryland's women and girls, and a data-based guide for advocacy for years to come.
2. In addition, where before this project the county and state CFWs operated in near isolation from each other, we now have strong relationships and connections.
3. Participating county CFWs are provided contact information for everyone who attends the forum in their jurisdictions, including individuals, organization representatives and service providers, which is strengthening their local networks.
4. The Maryland Commission for Women, through this initiative, is greatly strengthening its networks and its visibility throughout the state.

Signature: Judith Vaughn-Prather

Title: Executive Director

Proposals for Consideration

Title: Proposal for the Establishment an Outreach Initiative
To: NACW Membership
From: Membership Team
Date: July 2017

We propose the NACW establishes a series comprising of listening tours as well as less formal approaches of outreach. These would include focus groups, livestreams, and structured conversations with their commissioners. We believe this would result in a vast increase in feedback the NACW receives from commissions around the country. We hope this increase in information will improve upon the goal of the NACW, which is to serve as the national voice for Commissions for Women.

We have categorized these separate initiatives in levels based on their formality and the amount of planning required, with (4) being the most formal and requiring the most extensive planning, and (1) being the least formal and easiest to execute. **These would include, but are not limited to: (4) Listening Tours, (3) Focus Groups, (2) Livestreams, and (1) Structured Conversations with Commissioners.** To make this initiative successful, we propose that each commission commit to **at least one level of this project.** It is our hope that by committing to at least one, that eventually commissions will be able to commit to more.

In order to make this goal and the broader initiative possible for all NACW members, we propose that the NACW drafts and publishes a number of templates with regard to executing these events in a well-organized manner. In this outline we will describe each initiative, propose materials the NACW should provide to member commissions who wish to participate, and suggest how the information will serve a purpose to the NACW and how it may be organized.

I. Listening Tours

a. Description

- i. These listening tours are to take place across the regions of participating commissions' states. Dependent upon resources, the listening tours may be held in partnership between the state and county/regional commission.
- ii. The goal of the project is to **establish a reliable outlet for women across each state to participate in a discussion** with fellow citizens. These discussions will then be compiled into a report for **(a) the state and county commissions (b) the Governor and (c) the NACW.**
- iii. The aim for these tours is that the information gathered will be crucial in regard to setting the agenda for participating commissions, informing their governments of concerns raised, and fostering a relationship between the commissions in each state and their citizens.

b. Materials Needed

- i. Appropriate Locations for Listening Tours (Libraries, Campuses)
- ii. Yearly Schedule Template
- iii. Press Release Template
- iv. Formal Invitation Template
- v. Agenda Templates
 1. Similar listening tours have polled the attendees and then chosen the **top five** topics for the agenda.
- vi. Discussion Questions Template
 1. A document with general questions regarding topics, for example:

- a. What are the critical components of this issue?
 - b. Are there any existing programs in place to help solve this issue?
 - c. Who should be involved?
 - d. How can the community work on solving this issue?
 - e. What are the next steps that should be taken to address this issue?
- vi. Post-Meeting Report Template
 - 1. Document to easily compile collected data and collected.
 - vii. Final Report Template
 - 1. Example of booklet that compiles all the information gathered from all the tours that will then be sent to the Governor and saved as an official report

II. Focus Groups

a. Description

- i. The intimate discussion format of a focus group can yield just as much information as a larger listening tour. This tier of the initiative serves as a less formal approach to collecting data that can be conducted without the need to travel to different geographical regions of a state.
- ii. It should be noted **that to achieve valuable results from focus groups, multiple groups with varying participants should be conducted on the same topic.**
- iii. It is important that each Focus Group be created in a similar, uniform fashion. We are proposing:
 - 1. 6-10 homogenous participants with the inclusion of a moderator
 - a. This quantity allows for a rich discussion that is still small enough to allow all ideas to be heard
 - b. Homogeneity is important for each participant to feel at ease in the group, even if they are likely strangers
 - 2. A running time of, ideally, 45-90 minutes
 - a. This time allotment allows for enough time to generate a meaningful conversation, but is concise enough that participants are less likely to recycle answers

b. Materials Needed

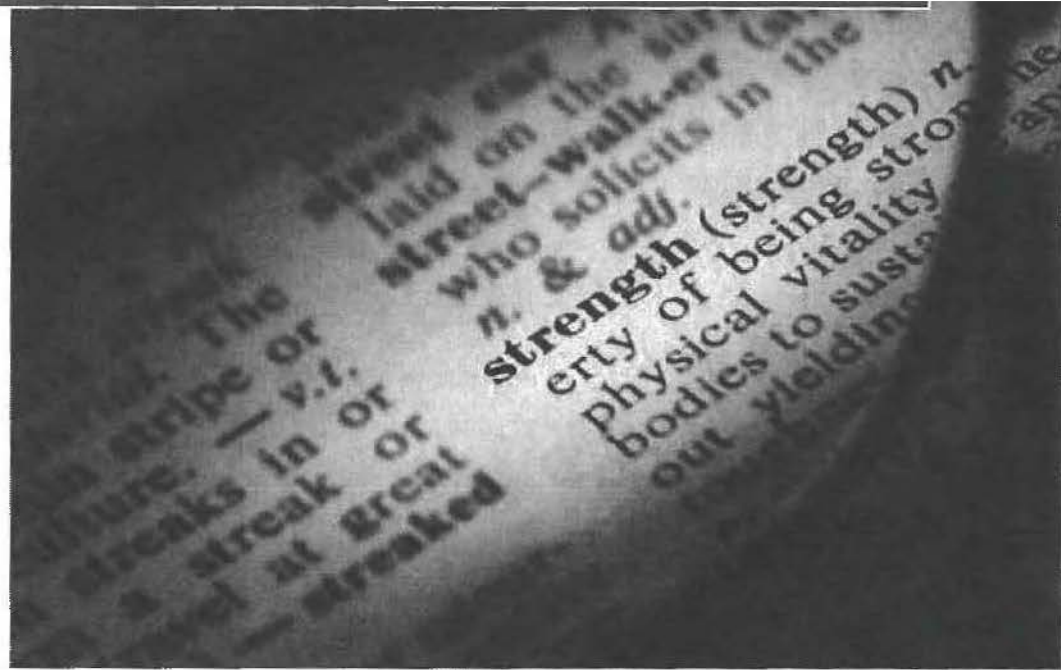
- i. Template for Designing Questions
 - 1. According to studies, the ideal number of questions for productive focus groups is no less than eight, but no more than twelve.
 - 2. How to design questions that facilitate conversation, without being overwhelming (should not answerable with "yes" or "no").
 - 3. Template should include a sample set of questions for reference
- ii. Moderator Guideline Template
 - 1. How to begin the conversation
 - 2. How to ensure everyone is providing commentary
 - 3. How to move through questions in the allotted time, without stifling conversation
- iii. Press Release for Gathering Participants

- 1. Clearly expresses the need for homogenous participants
 - iv. Confirmation Invitation to Participants once Chosen
 - v. Template for Editing Information
 - 1. How to clean-up data (strip unnecessary words to get to the substance of statements)
- III. Livestreams
 - a. Description
 - i. Most member commissions have a Facebook page where their supporters can stay up to date with the commission's activities. We would like to suggest the use of Facebook Live, or other similar programs (Google Hangout, Periscope, Twitch, etc.) to reach their specific audiences in a simple way.
 - b. Materials Needed
 - i. Template for social media announcement of livestream event
 - ii. Outline of brief agenda
 - 1. Perhaps updates on commissions activities
 - iii. Checklist for being prepared to take questions from participants (if Facebook Live, these show up as comments)
- N. Structured Conversations with Commissioners
 - a. Description
 - i. One of the most valuable resources each commission has is their respective commissioners. These groups of women should be easily accessible and scheduling a structured conversation with them would require far less planning than a focus group or listening tour. However, as each commissioner represents her own unique district, the feedback they could give the commission is equally as valuable.
 - b. Materials Needed
 - i. An invitation template to commissioners, explaining goal of discussions.
 - ii. Perhaps a poll sent to commissioners prior to meeting to narrow down topics.
 - iii. Similar to focus group, templates for specific questions that feature general follow up questions.
 - iv. Template for compiling information at end of meeting (commissioner's name, region, etc.)
- O. Compiling and Delivering Information to the NACW
 - a. As this is a NACW created initiative, it is important it receives the information that is being collected. We hope that by passing on this information to the NACW, it will be more informed about the constituents its member commissions serve which will then lead to improved planning and goals for the NACW as a whole.
 - b. As each level of this initiative will yield different types of responses, we believe there should be different approaches as to how information is compiled and sent for each.
 - i. Listening Tours
 - 1. Information gathered at tours should be compiled into a brief document for the NACW. Key discussion should be included, perhaps concerns that have been raised at multiple tours as well as their solutions.

2. As there will be much information gathered at each gathering, we suggest reporting information to the NACW at least quarterly, perhaps even more frequently.
- ii. Focus Groups
 1. Information compiled from focus groups should be organized by topic. As multiple focus groups are to be conducted per issue, these results should be edited into a brief copy for the NACW.
 2. The NACW report should include: questions asked, common themes (what were some common answers seen across groups?), etc.
 - iii. Livestreams
 1. As the livestreams will likely be fast-paced, it is important to have someone dedicated to the task of note-taking.
 2. After the livestream ends, you may flesh out the notes into a more concrete report. These may include, but are not limited to: topics discussed, comments made by attendees, and concerns raised.
 3. Depending on how many livestreams each commission holds, it may be necessary to only send a report to the NACW annually. If the commission finds this to be too much information to compile into one report, perhaps quarterly would be more sensible.
 - iv. Structured Conversations with Commissioners
 1. Since these are quite informal, these meetings should be simple to gather notes from. It may be helpful to ask the attending commissioner(s) to write notes herself, that may then be used by the commission.
 2. Similar to the livestream, dependent upon how many meetings are held and how many notes the commission compiles, sending them either annually or quarterly may make more sense. We suggest this be left to the discretion of member commissions.
 - v. Uses of Information for the NACW
 1. The NACW may then use these separate reports to improve upon established initiatives and plan for new ones as well as help form the NACW agenda for the next year.
 2. It is also our hope that the increased contact between the member commissions and the NACW will only strengthen the national association.

2014-2017
Strategic Plan

*Cultivating a Sustainable
Organization*



National Association of
Commissions for Women

ACKNOWLEDGEMENTS

SPECIAL THANKS

Thanks go to the strategic planning taskforce for their continued support, hard work and dedication to the strategic learning process. Committee members contributed time, insight and sincere discussion that helped formulate this Strategic Plan, which will guide the efforts of the National Association of Commissions for Women (NACW) over the next three years.

STRATEGIC PLANNING TASKFORCE

- Kristin Svyantek Garvey, Chair (Indiana)
- Kitti Asbury (Oklahoma)
- Susan Garrison (Pennsylvania)
- Jan Harper (California)
- Carmille Lim (Hawaii)
- Mary Molina Mescall (New Mexico)
- Michele Manning (Florida)
- Tara Martinez (West Virginia)
- Bernice Mitchell (Oklahoma)
- Cecilia Zamora (California)
- Beth Zenuk (Pennsylvania) – 2012-2013 taskforce member

Thanks also go to the NACW Board of Directors who provided invaluable input and guidance at critical junctures that kept the process moving forward and who entrusted the strategic planning taskforce with their confidence and encouragement.

2013-2014 NACW Board of Directors

- | | |
|---|---|
| ▪ Cecilia Zamora, President (California) | ▪ Michele Manning, Director (Florida) |
| ▪ Kristin Svyantek Garvey, Vice President (Indiana) | ▪ Tara Martinez, Director (West Virginia) |
| ▪ Bernice Mitchell, Treasurer (Oklahoma) | ▪ Dianne Mills McKay, Director (New Jersey) |
| ▪ Jan Harper, Secretary (California) | ▪ Judith Vaughan-Prather, Director (Maryland) |
| ▪ Mary Molina Mescall, Immediate Past President and Interim Executive Director (New Mexico) | ▪ Kelly Sciba, Host Convention Director (Florida) |
| ▪ Kitti Asberry, Director (Oklahoma) | ▪ Sharon Barone, Associate Director (Arizona) |
| ▪ Jill Ashton, Director (Massachusetts) | ▪ Pat Cornish, Associate Director (Maryland) |
| ▪ Janice Coakley, Director (Florida) | ▪ Susan Garrison, Associate Director (Pennsylvania) |
| ▪ Suzie Ditmars, Director (California) | ▪ Kathy Veder, Associate Director (California) |
| ▪ Romona Fullman, Director (Delaware) | |
| ▪ Phyllis Gordon, Director (California) | |
| ▪ Lesley Guthrie, Director (Texas) | |
| ▪ Carmille Lim, Director (Hawaii) | |

Finally, thanks go to the NACW membership who have offered much needed encouragement, provided important feedback, and showed enthusiasm for not only the process but the anticipation of a new direction for the organization. Without its members, NACW would not exist. It is for them that these efforts have been made.

reevaluate how it governs the organization, how the organization operates and how it will help women's commissions thrive.

Therefore, in July 2012, the NACW board of directors embarked on a two-year strategic planning effort to redefine NACW into a relevant and viable organization accountable to its members' needs and delivering valued programs and services. This process identified a three-year imperative that will:

- Sustain commissions by providing best practices and practical tools to help them fulfill their missions and by developing its expertise in their unique needs and diverse environments at the state, county and local levels
- Strengthen commissions by identifying opportunities to develop professional skills and obtain technical support and by building relationships amongst peers and with national partners
- Advocate for commissions by cultivating a national network of supporters, by promoting public policies that support and inform their work and by communicating their value and telling their story on a national level.

Presented in this 2014-2017 Strategic Plan, five key priority areas with specific objectives and initiatives will assist NACW in defining what it will do differently or better over the next three years are identified. Those five priority areas revolve around:

- Organizational Structure
- Resource Development
- Image Transformation
- Membership Revitalization
- Program Creation.

This plan builds a framework for assessing progress based on NACW's current state of being, its future state of aspiration and the obstacles that need to be overcome in order to realize that future. It emphasizes the importance of constant reevaluation and strategizing actions that will create a dynamic process that continually moves NACW toward its overall goal.

Upon completion of the 2014-2017 Strategic Plan, NACW will have raised the bar on accountability and excellence by offering more relevant programs and services to its members and attracting a diversified revenue stream which result in a more viable and sustainable organization.

July-August 2013	The strategic planning taskforce analyzes gathered information to pull together situational analysis.
September 2013	The executive committee meets in Albuquerque, NM, to review data and develop first draft of a new mission statement.
October 2013	Strategic planning taskforce chair, Kristin Garvey, develops second year implementation plan, presents situational analysis and new mission statement to board of directors for consideration.
December 2013	The board of directors approves revised mission statement.
January-February 2014	Fourteen members of the board of directors are formally invited to participate in the strategic planning taskforce; all others are encouraged to contact the chair of the strategic planning taskforce if they would like to participate. Twelve responded with 10 indicating they would participate, either as participants or to stay informed of the taskforce's progress.
March 2014	The strategic planning taskforce convenes its first meeting, utilizing Twiddla as a virtual meeting platform.
April 2014	Four members of the strategic planning committee met for a three-day retreat in San Francisco, CA, to review and collate information into this three-year strategic plan.
May-June 2014	The executive committee meets two times and the strategic planning taskforce meets one time to review, critique and edit the strategic plan product.

KEY INSIGHTS

NACW is a niche organization with specific types of customers. Its primary customers are state, county and local commissions for women (CFWs), associate members (individuals connected to member commissions who support NACW's mission) and the staff and board members of those commissions. Non-member women's commissions should be considered part of this customer base if NACW is to allocate resources in attracting them to membership. Likewise, if NACW is successful in fulfilling its mission, non-members should experience residual benefits, enticing them to join NACW. Secondary customers are NACW's stakeholders (those organizations who partner with NACW or who are concerned with its success or failure). These customers include the Women's Bureau of the U.S. Department of Labor, sponsors and other national organizations – such as AARP and Vision 2020 – that should look to NACW for leadership, expertise and connection to its niche market.

State, county and local governments and elected officials make up NACW's tertiary customers because women's commissions rely on these entities for their own existence. However, women's commissions are being shuttered, laying dormant or being subsumed by other departments in order to consolidate resources in cash-strapped governments. In the broader context, there is an ideological divide between liberals and conservatives about what role government should play in citizens' lives. Current elected officials may consider women's commissions no longer necessary because they believe that women

In addition to membership, NACW relies on its annual national conference to raise any substantial funds, engage with potential sponsors or connect with its customer base. The conference generates limited participation from only those women's commissions or associate members with the financial resources to attend. At the conference, NACW does provide achievement awards to commissions for exemplary programs, which publicly recognize both the commission and NACW. It also produces a program resource book with descriptions of commission projects, programs and initiatives; however it is in print format and cannot be accessed or searched online. It has led efforts to distribute one toolkit around osteoporosis (*Healthy Bones*). But, this initiative has not been updated in several years. Nor have other resources been identified to help women's commissions in their work to promote equality and justice for women and girls and ensure that women and girls are represented and empowered in their communities. NACW does have some public relations presence and utilizes some information technology tools to reach its customers. It produces a newsletter and periodic news alerts on issues of importance to its customers. However, it has an outdated website and a rudimentary social media presence.

As NACW moves into the next phase of its strategic planning process, the key challenges it faces revolve around customer relationships, resource constraints and technology acumen. A three-year strategic plan thus should include a strategy that will:

- Address how NACW will sustain, strengthen and advocate for women's commissions;
- Demonstrate tangible membership benefits and provides **compelling** reasons why women's commissions should join the association;
- Identify what services it will deliver, how it will raise much-needed funds and how it will engage in robust outreach campaigns; and
- Help NACW become more efficient and effective in reaching its customers through technology accelerators.

GAP STATEMENTS AND OBSTACLES

Once identified, the key priorities are translated into gaps and accountabilities that must be pursued with relentless determination. The following gap statements define the current state and the desired future state of each key priority and identify the obstacles which need to be overcome to reach the future state. (Pietersen, *Strategic Learning*)

Key Priority 1: Create effective organizational structure that achieves decisiveness, speed of action and best use of resources for NACW's members

Current State	Future State	Obstacles
NACW has an organizational structure that is no longer effective or supports sustainability with an efficient administrative infrastructure.	NACW is structurally stable, with a full-time executive director, staff and interns that are technologically connected to the organizational leadership and with a permanent home in or near Washington, DC, so that NACW is in proximity to policy makers and prominent national partners and so that its leaders can facilitate face-to-face meetings to conduct NACW business.	There is no full-time executive director or staff, no office space and no perceived resources. There may be a historical resistance to DC or permanent office.
NACW uses basic technology but does not leverage it to "work smarter" in order to achieve its priorities.	NACW has a well-designed contingency plan with executive committee oversight that provides security during crises. NACW has created a strong "virtual" organization by utilizing appropriate membership software and other technologies, a robust web and social media presence and other technological tools that help it "work smarter."	There is board resistance to invest funds for the needed resources to sustain staff for NACW. There is resistance to invest funds that can secure the needed resources to develop technology.

Key Priority 2: Develop a fiscally-responsible foundation with supporting operations that ensures the longevity of NACW

There is little movement towards a strategic and coordinated plan for raising additional funds

An integrated fundraising strategy based on new organizational model increases revenue streams to NACW.

There is a widespread understanding of a compelling case of supporting NACW.

Cultural issues include: turf, protectionism, mistrust and silos

The external public does not know or understand the case for supporting NACW

Key Priority 3: Transform NACW's image into a compelling and current brand that elevates the visibility and importance of our member network

Current State

NACW has a common acronym that is shared by other organizations, an outdated logo, no branding or collateral marketing materials, contributing to a lack of widespread recognition.

There is no marketing and communication plan that supports NACW's overall brand

NACW has not tapped into the potential of communicating the value of membership effectively to its customers or to their appointing agencies.

Future State

NACW has a well-recognized logo and brand with a well-formed usage policy, press kit and corresponding collateral material

NACW has an executive director and/or staff with experience in communications and with a board of directors that understands the importance of marketing and communications

NACW establishes a well-executed plan, which includes web-based and printed strategies with social media presence; PSAs, commercials, monthly national column; repackaged materials and programs; and new member notifications and welcomes

Obstacles

NACW puts very little resources into this component.

NACW lacks a professionally-skilled staff in marketing and communication or a board of directors that acts as ambassadors.

There is inconsistent engagement and/or knowledge from members on how to use the NACW logo and brand.

There has been little effort in communicating the value of NACW membership to its members and stakeholders.

NACW lacks a professionally-skilled staff in marketing and communication or a board of directors that acts as ambassadors.

Key Priority 5: Create cutting-edge programs that increase the capacity and relevance of women's commissions so they can achieve sustainability to promote equality and justice for women and girls

Current State

NACW has few key products (e.g. conference, discount to conference, project book, and issue alert) that are offered to its members or that benefit the largest pool of members.

NACW has lost its regional structure and lacks diversified programs that appeal to the unique needs of its members either at the state, county and local levels or with the different commissioner and staff roles.

NACW does not communicate the value of its current products effectively to either commission members or appointing agencies.

Future State

NACW has developed a **robust** series of programs/services and has maximized its program potential in order to create value for its membership, which is centered on making CFWs be the best they can be.

NACW creates access to topics that are relevant to its membership and has become the "pulse on women's issues throughout the nation."

NACW has reinvigorated its current programs/services and built upon the foundation of what NACW already has in place, which is articulated clearly in a way that emphasizes value.

Obstacles

There is an unwillingness to change and grow beyond current programs.

There is an inability to meet regional needs of members.

NACW does not have the organizational or communication structure that promotes access to relevant topics or that is relevant to the diverse needs of members at the state, county and local levels

There is a lack of visibility, resources, staff and technology which contributes to a lack of credibility with external groups and with its membership.

TABLE 1: ROLES AND RESPONSIBILITIES OF PROPOSED BOARD STRUCTURE

Executive Committee	<ul style="list-style-type: none"> ▪ Oversight and coordination of all key priority areas (#1 through #5) and team leaders: <ul style="list-style-type: none"> – Governance – Financial – Resource Development – Member Services – Communications – Conference ▪ Key priority #1 (Create effective organizational structure that achieves decisiveness, speed of action and best use of resources for NACW's members) ▪ Identifying, attracting and establishing national partnerships ▪ Development, execution and evaluation of Strategic Plan ▪ Oversight and evaluation of Executive Director
Executive Director	<ul style="list-style-type: none"> ▪ Administrative support for all key priority areas (#1 through #5) and team leaders ▪ Key priority #1 (Create effective organizational structure that achieves decisiveness, speed of action and best use of resources for NACW's members) ▪ Additional support as needed (Staff, Interns, Volunteers) ▪ Development, execution and evaluation of Operational Plan
Governance Team Leader	<ul style="list-style-type: none"> ▪ Key priority #1 (Create effective organizational structure that achieves decisiveness, speed of action and best use of resources for NACW's members) ▪ Current standing committees (Nominating Committee and Bylaws Committee) and their responsibilities ▪ Development, execution and evaluation of Board Development Plan
Finance Team Leader	<ul style="list-style-type: none"> ▪ Key priority #1 (Create effective organizational structure that achieves decisiveness, speed of action and best use of resources for NACW's members) ▪ Key Priority #2 (Develop a fiscally-responsible foundation with supporting operations that ensures the longevity of NACW) ▪ Current standing committee (Finance Committee) and its responsibilities, including audit ▪ Development, execution and evaluation of fiscal plan
Resource Development Team Leader	<ul style="list-style-type: none"> ▪ Key Priority #2 (Develop a fiscally-responsible foundation with supporting operations that ensures the longevity of NACW) ▪ Current standing committee (Fundraising Committee) ▪ Support of and coordination of resource development needs with other team leaders, as needed ▪ Development, execution and evaluation of fundraising plan, including Grants (Restricted, Unrestricted, Operations), Corporate Sponsorships, and Other Revenue Streams

RECOMMENDATIONS

RECOMMENDATIONS

In order for NACW to launch the 2014-2017 Strategic Plan, *Cultivating a Sustainable Organization*, at the 2014 Annual Conference and Business Meeting in Sarasota, Florida, the following recommendations were made to the board of directors for consideration:

- **Structure/Process Recommendations**
 - Adopt new organizational structure, to include team leaders of key functional areas, incorporating existing standing committees for improved efficiency and accountability
 - Change fiscal year to October 1-September 30 beginning in Fiscal Year 2015, which will align board terms (July 1 June 30) so that the currently seated board would develop the budget for next fiscal year
 - Begin to address office location issue

- **People**
 - Accept new structure recommendations
 - Develop extensive board training and orientation utilizing appropriate technologies
 - Develop statement of minimum time commitments (for board, chairs, and executive committee) that is communicated to potential board members in order **to obtain commitment and establish accountability**
 - Prepare RFP for new executive director (or possible interim executive director)
 - Authorize approval of \$25,000 for executive director as contractor

RESOLUTION

On July 11, 2014, the NACW Board of Directors passed unanimously the following resolution:

Whereas it is the responsibility of the Board of Directors to set strategic direction for the National Association of Commissions for Women (NACW); and

Whereas the NACW strategic planning taskforce was formed and charged by the NACW President with soliciting and reviewing information and opinions obtained from the board of directors and the membership-at-large; and

Whereas the NACW strategic planning committee has drafted a strategic plan based on that gathered data, which identifies five key priorities that will guide NACW for the next three years; and

*Whereas the NACW strategic planning committee has submitted the FY 2014-2017 Strategic Plan, **Creating Capacity to Serve**, (the Plan) with recommendations including administrative organizational changes to the full NACW Board of Directors for review, consideration, and adoption;*

Now, therefore be it resolved that the NACW Board of Directors approve and adopt the Plan, and recommend making the necessary administrative changes to effectuate the purposes of the Plan in accordance with the Bylaws of NACW, including submitting the necessary Bylaws changes to the members for approval at the 2015 Annual Business Meeting.

APPENDICES

APPENDIX #1: DEFINITIONS

- **Customers:** Those individuals for whom NACW performs its work. Customers can be delineated into concentric circles. The first circle represents all the users of the organization and its systems. The second circle represents those individuals the organization may have influence with or for whom the organization's success is important (stakeholders). The third circle represents individuals who may be concerned with the success of the organization but may not come in direct contact with the organization.
- **Collaborators:** 1) Cooperative arrangement(s) in which two or more parties (which may or may not have any previous relationship) work jointly towards a common goal. 2) Effective knowledge management method of transferring "know how" among individuals, therefore critical to creating and sustaining a competitive advantage.
- **Competitors:** Those organizations with whom NACW competes for its customers; an understanding of how the competitors create value for customers or how the competitor may present hurdles that must be overcome.
- **Industry Dynamics:** Understanding how the industry in which the organization works is changing, and what those changes mean, it helps to draw a picture contrasting yesterday and today.
- **Broader Environment:** Analyzing the broader environment means looking at the overarching trends that cut across industries.
- **Our Own Realities:** Understanding what is happening in the organization's own business that is creating challenges for the organization and then understanding what can be done to move the organization forward.
- **Technology Accelerator:** A technology accelerator is a tool used to do the organization's business better and smarter and that "accelerates" momentum; it is never a creator of momentum; an organization never chooses technology as an end, it chooses the **right** technology that will help it deliver on its mission.



County of Santa Barbara

Commission For Women

Human Resources

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Achievements and Current Activities

HIGHLIGHTS OF ACHIEVEMENTS

You may wonder if you can make a difference in the lives of women in our community. You can, as have many other commissioners and community members since 1973 that each brought her talents, interests and networks into united efforts toward a common cause. Here are some **Highlights of Achievements** of the Commission for Women:

- Annual Celebration of Women's History Month
- Recognition and presentation of Santa Barbara County's Women of the Year and Young Teen Women of the Year to County Board of Supervisors
- Annual Luncheon presenting Santa Barbara County's Women of the Year and Young Teen Women of the Year to the community
- Annual Service Awards
- Women's Resource Directory
- "Get the Facts" Bookmarks (English & Spanish) distributed through County Superintendent of Schools to pre-teen and teens
- Formation of Women's Shelters and services for battered women & children.
- Conferences on Displaced Homemakers
- Child Support Panel Presentation to the National Association of Commissions for Women
- Quality of Life Survey of Women of Santa Barbara County
- State and Federal Legislative Watches and Advocacy's
- Breast Cancer Warning Poster Distribution
- Formation of a County Coalition of Women's Organizations
- Advocacy and Liaisons with Affirmative Action Commission, Human Services Commission, Public Health Department, Pro-Choice Coalitions, KIDS Network, Santa Barbara Women's Political Committee, Rape Crisis Center, Domestic Violence Solutions, Women's Economic Justice Project
- Women's Emergency Resource Guide

WHAT WE'RE DOING NOW

Committees for 2015-2016

- Leadership Development
- Veterans
- Public Policy Advocacy
- Committee on the Elimination of Discrimination Against Women (CEDAW)



**Associate Membership Application
Calendar Year 2017
(January 1, 2017 through December 31, 2017)**

Contact Name _____

Mailing Address _____

City _____ State _____ Zip _____

Phone _____ Cell Phone _____ FAX _____
Include Area Code

Email _____

Note: Contact information may be used for website and other documents (e.g. rosters) viewed by the public. _____

Please indicate your preference: Okay – use name only Okay - use all information Keep all info private

Do you use social media? Facebook Yes No Twitter Yes No Linked In Yes No

Have you ever been a member of a Women's Commission? Yes No If yes, please indicate below:

Commission Name _____ Appointment Year(s) _____

Who referred you? NACW Board Member Commission Staff Sister Commissioner Other _____

Membership is on an annual basis based on Calendar Year 2017 (January 1, 2017 – December 31, 2017)

NACW Federal Tax ID #20-5110222 – NACW is a 501c.3 tax-exempt organization.

Your dues/contribution may be tax-deductible. Please consult with your tax professional.

Check enclosed - \$50 Associate Membership only

I want to help! Check or credit card = \$50 Membership + my additional contribution of \$ _____

Please make checks payable to: **National Association of Commissions for Women – or “NACW”** _____

Mail check and this form to: **National Assn of Commissions for Women**

Attn: NACW Assoc Membership

1732 1st Avenue, Suite 27315

New York, NY 10128

If paying by credit card, you may also Scan and Email form to this secure email: nacw2012@gmail.com

CREDIT CARD – we accept VISA– MC– Discover – AmExp Total to be processed \$ _____

Credit Card No. _____

____ Name on Card _____ exp Date _____

Billing Zip Code _____ 3 or 4 Digit Security Code _____

—
Thank you for your support!



National Association of Commissions for Women

1732dst Avenue, Suite 27315, New York, NY 10128

855.703.NACW (6229) Toll-Free

www.nacw.org - nacw2012@gmail.com

Federal Tax ID #20-5110222

Associate Membership Information & Application

NACW is the only national membership organization representing Commissions on the Status of Women (or Women's Commissions) across the country. Women's Commissions are vital government-appointed advisory boards created by city, county and state legislation to monitor gender discrimination and to advocate for the full and equal participation of women and girls at all levels of society. As an Associate Member, you will be supporting NACW's ongoing mission to improve the status of women and girls by supporting our membership network of Women's Commissions with tools, resources and professional development that helps them survive and thrive.

Make the most of your NACW Associate Membership!

- a Collaborate with top Women's Commissions across the country to share invaluable expertise and information
- a Take action with periodic Issue Alerts via email
- a Stay informed with quarterly issues of "NACW Networking" e-newsletter and promote your commission's accomplishments
- a Save money on discounted registration at NACW's annual conference
- a Learn from peers and leaders in women's commissions across the country at Commissioner, Staff and Executive Director's exchange sessions at NACW's national conference
- a Attend "Members Only" networking at national conferences
- a Stay connected with our directory of member Women's Commissions across the country
- a Post your events, celebrations and campaigns on the NACW Facebook Page -- www.facebook.com/NationalAssociationofCommissionsforWomen. You can also find the link on our website -- www.nacw.org

