

**Arrowhead United Way
Women's Leadership Council
Strategic Plan 2010**

Vision

The Women's Leadership Council (WLC) of the Arrowhead United Way is committed to improving the lives of young women in San Bernardino County by identifying and supporting quality solutions with measurable results in areas such as education, financial stability and healthy lifestyles.

Mission

We achieve this vision through activities that tap the power of women's philanthropy and community engagement such as:

- Fundraising through members and special events
- Grant making and other partnerships with existing local nonprofit organizations, and
- Volunteerism.

Business Concept

Women's Leadership Councils are a new and powerful voice in philanthropy that is being heard across the country with more than 40,000 members nationwide. In San Bernardino County, the WLC is uniting a team of leadership volunteers who will bring the vision, energy, talent, creativity, resources, passion and drive to improve lives of young women in our community and bring lasting change. We recognize the many needs of our community and at the same time are optimistic about the tremendous potential for change through the combined efforts of women across the community.

The WLC has identified three focus areas for its efforts: education, financial stability, and healthy lifestyles. The Council will gather financial contributions from its members and like-minded private foundations, then seek out and support innovative, existing programs that are having a demonstrated impact on the chosen areas. Through investment of both dollars and volunteer time, Women's Leadership Council members will expand the capacity of these community organizations to make lasting change for girls and women.

The Power of Women in Philanthropy

- Currently women control more than half of the private wealth in the U.S. and make 80% of all purchases. According to Boston College's Center on Wealth and Philanthropy, women will inherit 70% of the \$41 trillion in intergenerational wealth transfer expected over the next 40 years. In addition to controlling wealth and consumer activity, women tend to donate more of their wealth than men do. A Barclay's Wealth study titled [Tomorrow's Philanthropist](#), released in July 2009, reflected that women in the U.S. give an average of 3.5% of their wealth to charity, while men give an average of 1.8%.
- It's not just *who* gives that is changing--there is a rich history of high-profile women contributing generously to significant causes--but it's *how* they are giving and *to whom* that is redefining contemporary philanthropy.
- Private foundations and public charities dedicated to fundraising by and for women and girls have grown at a faster rate than giving by the overall foundation community. A report conducted by the Foundation Center and Women's Funding Network found that from 2004-2006, giving by women's funds' grew 24%, while foundation giving overall grew by 14.8%. These same women's funds saw double-digit fundraising gains during this period; in 2006, they raised \$101 million, up from \$72 million in 2004.

- To a great degree, the charitable giving by women, directly or through women's funds, focuses on improving the quality of life and opportunity for **girls and women**. The exponential growth of women's funds suggests an increasing acceptance of the idea that philanthropic investments in *women and girls* can fuel positive change in communities around the world.
- Using philanthropy to foster connections with family, community and the world at large. A recent Fidelity Charitable Gift Fund survey found that nearly half of women respondents felt it was important to them that their children continue their tradition of charitable giving. The same survey indicated that women donors were more likely to be public about their gifts than their male counterparts. These findings point to engage others in charitable activity and to influence a philanthropic spirit in peers as well as in the next generation of givers. While many are understandably private about their giving, consider sharing the story.

Underdeveloped Capacity in San Bernardino County

The majority of nonprofit organizations in San Bernardino County are small and they have limited organizational resources. Serving a population of 2million spread over 20,000 square miles, only 3% of the nonprofits in the region have budgets over \$1 million. The fragility of the nonprofit infrastructure, in combination with the high growth rates and the large geography of the region, are a call to action for the public, private, nonprofit, and philanthropy sectors to work together to meet the needs of the most vulnerable in our region.

A 2009 University of San Francisco, Institute for Nonprofit Organization Management report for the California-based James Irvine Foundation, [The Inland Empire Nonprofit Sector: A Growing Region Faces the Challenges of Capacity](#), testifies that local San Bernardino County “nonprofits are not building the capacity necessary to meet the demands of a growing population” and San Bernardino nonprofits lost ground with a 10% decline in revenue between 2000 and 2005.” This study also shows a disparity between the need for services and local resources in San Bernardino County and the capacity to secure external resources (state and federal funds).

The need for faith-based and Community Organizations to respond to community needs is high, yet there are few local dollars to access through foundations compared to the rest of the nation or state. Historic funding levels into the county are critically low: \$3 in per capita foundation funding in San Bernardino County as compared with \$139 in Los Angeles County and \$119 statewide.

Tremendous Needs

The Women’s Leadership Council was formed in the midst of the most severe economic recession in generations. The impact for girls and women has been profound, creating an urgency to address their education, financial stability, and healthy lifestyles.

- Unemployment in the City of San Bernardino was 18.6%, the County of San Bernardino, 14%; California, 12.5%, and the United States 10.2% (October 2009)
- The San Bernardino/Riverside area had the fourth highest foreclosure activity in the nation for October 2009
- 21% of San Bernardino County’s children are living in poverty
- 33% of the County’s residents receive some type of public assistance
- The San Bernardino City Unified School District reports that over 2,500 of their students are homeless
- Agencies providing food and shelter are reporting 30 to 40% increase in the number of people requesting assistance.

Founding Members

In light of the community’s need and a passionate commitment to improving the conditions for fellow women, a small group began the work of creating this new council. The Founding Members of the Women’s Leadership Council is a select group of women actively engaged in shaping the future of the community. A dynamic force for change, the WLC is made up of individuals who are distinguished by their professional designation, volunteer contributions to the community and their personal leadership qualities.

Comment [EAS1]: Is this still meaningful, or would it be better to list current members, or not at all and let the brochures provide the membership list?

- | | | |
|-----------------------|-----------------------|--------------------|
| Debbie Barrera | Angela Gordon-Nickols | Pam Mundt |
| Joette Campbell | Jayne Hansen | Grace Muraligopal |
| Brenda Dowdy | Edna Herring | Cathy Paredes |
| Diane Eazell | Renee Hunt-Moore | Carolyn Tillman |
| Dr. Carolyn Eggleston | Monique Jackson | Dr. Nena Torrez |
| Kimiko Ford | Vicki Lee | Margarite Williams |
| Arlene Garcia | Elsa Montes | |

The Founding Members bring a diverse mix of experience, skills, and talents including:

- ❖ Community health knowledge
- ❖ Community partnerships
- ❖ Education system
- ❖ Financial education
- ❖ Marketing
- ❖ Organizational skills
- ❖ Technical services
- ❖ Writing, listening, and professional speaking

Membership Organization

Women’s Leadership Council is a membership organization in which all decisions are member-driven. The purpose of the organization is two-fold: first, to improve the lives of women in our community; and second, to serve the networking and education interests of our members.

Eligibility is based on an annual gift of a woman giving \$1,000 or more over her current Arrowhead United Way contribution. Gifts of \$10,000 or more will also be recognized by the Alexis deTocqueville Society.

Comment [EAS2]: To be addressed by a working group

Members enjoy a variety of benefits through WLC:

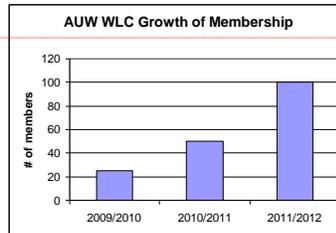
Comment [EAS3]: I re-ordered these based on how important they are to members from survey

Member Benefit	Provided through...
Hands-on volunteer and mentoring opportunities that make a real difference	Opportunities identified by Volunteer Solutions and with grantee partners
The impact of making a donation that you know makes a real difference	Giving, planning, recruiting, grant making and outreach
The satisfaction of having a voice and the influence to make significant change in peoples’ lives	Giving, planning, recruiting, grant making and outreach
Opportunities to network with other leaders in working and social settings	Networking events organized by WLC members
Invitation to special local events featuring noted speakers and women of influence	Speakers events organized by WLC members
Invitations to Arrowhead United Way events	Participation as a Leadership Donor to Arrowhead United Way
Recognition as a community role model in event programs, United Way literature and press releases	Participation as a Leadership Donor to Arrowhead United Way

Projected Growth

The Women's Leadership Council was formed in 2009 with 20 founding members. Our goal by the end of our first fiscal year (June 2010) is to have a total of 25 paying members. Over the next two years, we aim to double the membership number annually, for a total of 100 members in 2011 – 2012. That rate of growth will slow, but we plan to continue significant increases in membership each year as the success and impact of the council becomes widely understood.

The Women's Leadership Council was built initially on membership donations. In our first three years, we have been highly successful in attracting foundation support that expands the impact of member donations. We will continue this strategy of partnering with foundations, corporations as well as individuals who share our vision for strong and self-sufficient young women.



Comment [EAS4]: Clean the rolls and provide an accurate current number

Comment [EAS5]: Workgroup to finalize – sounded like we were converging on doubling to 40 – 50; update chart accordingly

Comment [EAS6]: Updated this – fix for what's really happening!

Organizational Structure

The Women's Leadership Council engages each member in the ways that are the best fit for her interests and availability. The work of the council is mostly completed through the volunteer efforts of its members, with limited staff support provided by Arrowhead United Way. Active committees include:

- Steering committee
- Membership and recruitment
- Marketing and public relations
- Each of the focus areas – education, financial stability, and healthy lifestyles

It is not necessary nor required that every member participate in a committee.

Target Populations

In determining how it could have the greatest impact on the community, the founding members considered the range of sub-populations of women within the county that could be a focus for the Council's work.

The Women's Leadership Council has established a *special focus on at-risk young women* who may be facing a wide variety of challenges:

- On probation
- Behavioral issues
- Dropout or at risk of dropping out of high school
- Unemployable
- Lack of positive male or female influence in their lives
- In foster care
- Homeless
- Pregnant
- Unaccompanied
- Emancipated from foster care
- Health affected by substance-abusing parents
- Without access to health care
- Victims of abuse or violence in the home
- Poor health
- Smoke, drink, or use drugs
- Sexually active and at risk of pregnancy, STDs
- At risk of sexual abuse
- In prison
- Low self-esteem or confidence
- Depend on unhealthy male influence

Comment [EAS7]: Updated – did I get it right?

Focus Areas

To best support the growth, independence, and success of this target population, the founding members identified three focus areas for their work: Education, Financial Stability, and Healthy Lifestyles.

Comment [EAS8]: Can we add recent investments, activities, and outcomes?

Education: Education is essential in learning skills needed for success in the workforce. In San Bernardino County, the four-year high school dropout rate for females is over 21%-4% higher than the state average. As education levels increase so does earning potential. For women age 25 years and older with less than a high school education, the median income is \$14,553. In comparison, the median income for women with a high school diploma is \$21,576, and \$30,553 for those with some college or an associate's degree.

The WLC recognizes the importance of education for women to be financially stable and is committed to identifying solutions to problems and directing resources to education for girls and women.

Long-term outcome: increase rate of young women graduating high school or completing their GED.

Financial Stability: Women who become financially literate are more self-sufficient, enjoy an improved quality of life and increased ability to afford a home and health care. In San Bernardino County, 35% of families with a female head of household live below the federal poverty level. Effective money management is essential in San Bernardino County where renters spend 30% more of their household income on rent compared to much of the country, leaving less money for transportation, food and medical expenses.

The WLC had identified financial stability as a high priority need and is dedicated to increasing financial literacy among young women in San Bernardino County. Through improved financial literacy, young women are better able to support themselves and their family, utilize community financial services and as a result avoid foreclosure, homelessness, car repossession, and poor health.

Long-term outcome: increase the number of young women who are able to secure and maintain employment and effectively manage their finances.

Healthy Lifestyles: Eating nutritious foods, exercising regularly, and avoiding alcohol, tobacco and illegal drugs will lead to living a longer, more productive life. Five of the top health issues for women include heart disease, breast cancer, obesity and type 2 diabetes, osteoporosis and personal safety. Heart disease is the leading cause of death in California and the United States – responsible for close to 27% of all deaths nationwide.

The WLC is committed to a healthier San Bernardino County by promoting healthy lifestyle choices for young women through education and resource development.

Long-term outcome: aid young girls to develop into healthy young women by providing information and resources on how to:

- Secure health care
- Exercise regularly
- Avoid illegal drugs, alcohol and cigarettes

- Avoid risky behavior (for sexually active young women)
- Improve their self-esteem

Process for creating lasting change

The WLC will bring its resources together with others in the community to achieve the desired long-term results in each focus area by:

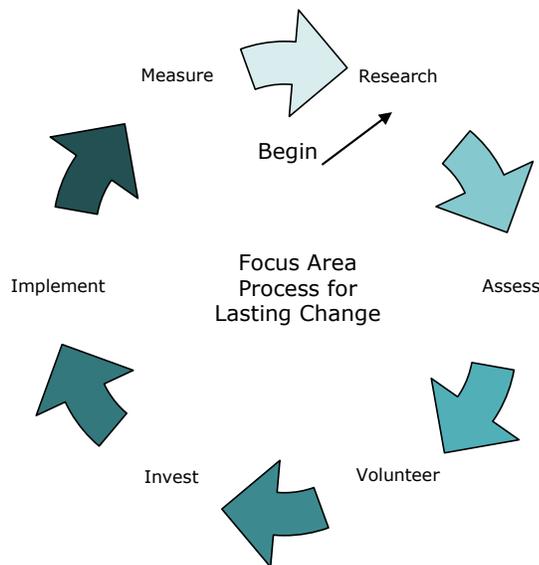
- Forming a focus team that is co-chaired by two local experts and is made up of an additional three to five interested community members
- Finding existing, innovative, community-based programs that have demonstrated their success, perhaps in small ways to date, in achieving the desired long-term **outcome**
- Exploring what resources (including but not limited to funding and volunteers) are needed for those innovative existing programs to be able to serve more women
- Developing proposals for the membership to consider that will best leverage the Council's resources and deliver the desired outcomes.

Comment [EAS9]: See next note...

Funding Process

The Women's Leadership Council uses a committee-based process for identifying and working with existing community organizations to achieve the desired results. The process includes a continuous cycle, beginning with Research:

Comment [EAS10]: Do we want to keep this in here are a possibility, or update to describe what's actually happening with committees?



Committee research will include an exploration of existing programs and efforts in the community that have strong promise and demonstrated results. In addition, research may find promising and exciting approaches from other communities that could be a fit for San Bernardino County. The committee can serve as a powerful capacity building partner, working with other organizations and individuals to convene the resources necessary to make meaningful, lasting change.

Each committee will develop up to three proposals for review by the steering committee. Each proposal will offer an approach, with specific existing community partners, to create lasting change. The proposal may seek funding and/or volunteerism from the membership. The Steering Committee will review all proposals from the three focus groups, and select those to be offered to the full membership for voting.

Members will attend presentations of each of the three projects at a designated quarterly WLC membership meeting. WLC will develop a voting process through which funding that is available through membership donations is allocated among the projects. Allocations will happen once each year with one-time grants.

Projects that do not receive membership dollars can get Council support to seek funding elsewhere, including through foundations.

2012 - 2015 Strategic **Priorities**

Priorities	Goals 2015	Activities 2012/ 2013
Impact more girls	Expand outreach	<ul style="list-style-type: none"> Follow up with past participants Reach out to press prior to programs to increase demand
	Track outcomes	<ul style="list-style-type: none"> Database Report at quarterly meetings to all Formal system for members to report their contacts with young women and the results we hear from them
	System of engagement	<ul style="list-style-type: none"> Create online groups for Interview for Success participants along with members as a place to inquire, support, advise 1:1 communication with participants, e.g. calls, lunch Develop Junior leadership roles: "you will fill our shoes"
Meet members' volunteer interests	Improve communications	<ul style="list-style-type: none"> Quarterly newsletter with activity master calendar, external reach – both hard copy and electronic
	Connect members with each other	<ul style="list-style-type: none"> Fun events and mixers Partner veteran with new member Acknowledgement
	Connect with members' interests and skills	<ul style="list-style-type: none"> Interest and skills survey – what do you love to do <ul style="list-style-type: none"> What audience or cause are you most passionate about? What is your time availability? What is your interest in sharing your skills?

Comment [EAS11]: New section – there's probably a happy medium of how much to share – I took out the people details and vote dots. I think the Goals alone aren't meaty enough to be meaningful to anyone who wasn't in the room; but the Activities list seems too detailed and still preliminary.... Let's discuss what is most helpful to share externally

Priorities	Goals 2015	Activities 2012/ 2013
Increase number of members	Public Relations committee as membership outreach arm	<ul style="list-style-type: none"> • Surveys • Database • Report/ track • Follow up • Team to close • Public speaking • Hosting and attending events • Media relations • Story sharing
	Tiered membership structure	<ul style="list-style-type: none"> • Advisement of current members to meet member and financial goals • Recognize how members contribute • Engage existing AUW donors – revisit rule of incremental \$ • Consider alternatives for mentors, non-donors, create policy • Set number of members • Wear lapel pins
Manage effectively with limited staff	Ensure financial stability	<ul style="list-style-type: none"> • Financial planning committee • 3 year budget with reserves, include staffing • Create guidelines for reserves
	Policies and procedures	<ul style="list-style-type: none"> • Identify who is responsible • Set policies for establishing committees along with roles and responsibilities; collaborating, coordinating • Establish financial policy, including a finance committee • Replicable curriculum guidelines for all committee, recording how it works, handbook and facilitation guide • Process to engage and re-engage members • Clarify policy on counting members in or out
	Collect long and short term data	<ul style="list-style-type: none"> • Track all participant outcomes using an evaluation system • Track lapsed members • Develop a personalized communication system

Implementation and Monitoring:

Monthly meetings e.g. committee activity progress reports, goal milestones or other requests from the Steering Committee.

For more information on Arrowhead United Way Women’s Leadership Council:

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