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| Association of Women Executives in Corrections |
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| June 7-8, 2019 | Strategic Planning & National Voice Meeting |

 Meeting notes prepared by Dr. Jennifer Wallitsch, June 11, 2019 jwallitsch@pa.gov

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**Meeting Participants**

**Board of Directors**

Tammy Ferguson

Pelicia Hall

Alisha James

Ann Schlarb

Kathy Kenny

**Executive Committee**

Shirley Moore Smeal President

Judy Lambert Chief Financial Officer

Lynn McAuley Treasurer

Francine Perretta\*\* Executive Director

**National Voice Committee**

Kathy Waters Chair of National Voice

Pat Caruso\*\*

Marilyn Chandler Ford\*\*

Mary Livers\*\*

Andie Moss\*\*

Cherie Townsend

**Facilitator**

Dr. Jennifer Wallitsch

\*\*Past Presidents

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|  |  **AGENDA** |  |
| 2:00-3:00 | Meeting Opens * Review agenda
* Introductions
* National Voice Discussion
 | Shirley Moore Smeal, AWEC PresidentKathy Waters, National Voice Committee Chair |
| 3:00-3:15 | Welcome | John Wetzel, SecretaryPennsylvania Department of Corrections  |
| 3:15-3:30 | BREAK |  |
| 3:30-4:15 | Strategic Priorities Updates* AWEC Constitution and By-Laws
* AWEC Structures
* Capital Development
* Communications and Messaging
* Leadership Development
* Membership
* Mentoring & Training
* National Voice
* Program
* Research
* Wellness
 | Francine Peretta, AWEC Executive DirectorCommittee Chairs/Representative |
| 4:15-5:005:006:00 | Review Current BusinessAdjourn & Return to HotelDepart Hotel for Dinner | Shirley Moore Smeal, AWEC President  |

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| 8:30-9:00  |  **AGENDA**Networking |  |
| 9:00-9:05 | Agenda Review  | Jennifer Wallitsch, Facilitator |
| 9:05-12:00 | National Voice Planning BREAK MIDWAY | Kathy Waters, National Voice Committee ChairJennifer Wallitsch, Facilitator |
|  |  |  |
|  | * Brainstorm possibilities
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|  | * Agree upon targets
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|  | * Describe the desired outcomes
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|  | * Identify short terms steps
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|  | * Assign owner
 |  |
| 12:00-1:00 | Lunch |  |
| 1:00-1:30 | Review Current Strategic Plan | Shirley Moore Smeal, AWEC President Jennifer Wallitsch, facilitator |
|  | * What is complete?
* What is open, but closed-ended?
* What is open, open-ended?
 |  |
| 1:30-2:00 | Visioning | Jennifer Wallitsch, Facilitator |
| 2:00-2:15 | BREAK |  |
| 1:00-4:30 | Identify New Long Term Goals | Jennifer Wallitsch, Facilitator |
|  | * Develop 2-year objectives

 * Report outs and feedback
* Revisions
* Assign owner and next steps
 |  |

John Wetzel, ASCA President and PA DOC Secretary of Corrections welcomed all of the participants. Key takeaways from his remarks:

* Corrections is evolving
* Prior to restructuring, ASCA officials were basically missing from the media
* ASCA currently has 19 female heads of organizations
* ASCA On the Hill has proven to be an effective strategy
* If you are not at the table, you are on the menu
* Need to look at fundraising differently
* Include strategic partners who can get you where you want to be
* Map out how to get to reach your destination
* AWEC needs to be an equal partner in corrections
* Push to confront uncomfortable truths
* Don’t think too small
* Don’t undershoot the goal
* Be bold

# 2018-2019 Strategic Priorities STatus update

President Shirley Moore Smeal reviewed the status of AWEC’s 2018-2019 strategic priorities:

**Membership** – Reviewed by Marilyn Chandler Ford

* Eligibility COMPLETE
* Retention ONGOING
* Involvement and Support ONGOING

**AWEC Constitution and By-Laws Check-Up** – Reviewed by Francine Perretta

* Voting COMPLETE
* Cross-walk COMPLETE
* Associate members COMPLETE

**Communications and Messaging** – Reviewed by Francine Perretta

* What is the AWEC “brand” ONGOING
* Messaging strategy ONGOING
* AWEC/Stakeholder relationship ONGOING
* Newsletter ONGOING
* Use of technology ONGOING
* Website/webinar/brochure ONGOING

**Executive Committee (AWEC Structures)** – Reviewed by Shirley Moore Smeal

* Clarify roles COMPLETE
* Review committees COMPLETE
* Vision ONGOING
* Outreach ONGOING

**Capital Development** – Reviewed by Francine Perretta

* Reach more vendors ONGOING
* ID more vendors ONGOING
* Find sponsors ONGOING

**Leadership Development** – Reviewed by Ann Schlarb

* Conference ONGOING
* Training and mentoring ONGOING

**Wellness (Added) –** Reviewed by Deb Sahd

* Conference Activity ONGOING
* Sponsor Support ONGOING
* Best Practices ONGOING

**The following strategic priorities remain in play as AWEC moves into its 2019-2020 planning:**

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| * Membership
 | * Capital Development
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| * Communications and Messaging
 | * Leadership Development
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| * AWEC Structures
 | * Wellness
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# Visioning

**Meeting participants imagined AWEC 10 or 15 years in the future and shared their visions:**

* We provide leadership development for women executives
* We have a first class training and mentoring program for our members
* We are inspiring and motivating women executives
* AWEC members are role models and mentors
* AWEC is a safe, nonjudgmental space for courageous discussion
* AWEC members are women leading men and women in corrections
* We are fiscally healthy
* AWEC is a forum for sharing ideas
* We are inclusive across the CJ spectrum
* AWEC has a strong, recognized brand
* AWEC is an organization that feeds the souls of its members
* We are focused on the broader community
* AWEC is a respected, expert voice in the larger landscape
* We support women at all levels and disciplines
* We have a strong public voice
* AWEC is the expert CJ voice that people want to turn to for guidance
* We are busy training and preparing the leaders of tomorrow
* We share our knowledge and expertise with the CJ community
* We are advocates for safe, fair, CJ practices
* We are an influential voice for excellence in corrections
* We are an action-oriented social justice organization
* AWEC is a recognized, relevant voice
* AWEC cultivates future leaders and provides a platform for support
* AWEC actively collaborates with stakeholders and meets their needs
* AWEC actively works to increase the number of women CJ executives at the local, state, and national levels
* AWEC plays an active role in transforming the corrections profession so it is a desirable, respectful, inclusive and humane workplace

**Common themes surfaced and clarified a shared vision:**

* AWEC is transformative; we use our recognized expert voice to shape the CJ landscape across disciplines, for all people working and served by CJ organizations.
* AWEC supports the professional development of women executives through mentoring and training
* AWEC provides its members a safe, nonjudgmental space for frank discussion about criminal justice issues and the lived experience of women in corrections.
* AWEC is a unified, courageous, informational voice speaking on behalf of all members of the criminal justice system
* AWEC develops and supports women executives to be preferred candidates for local, state, and national level leadership positions in CJ and CJ related fields.

# long-term Strategic Goals

Considering the shared vision for AWEC’s future, the open 2018-2019 priorities, and thinking strategically, the meeting participants considered what long term strategy AWEC needs to make that vision a reality.

The group identified these long-term strategic goals:

**Branding**

* We will develop a brand that is true to our vision; we will tell our own story and control what people picture when they think of AWEC.

**Communication and Messaging**

* We will have an active presence on multiple social media platforms; our presence will be exciting and inspiring; our communications and messaging will be consistent with and promote our brand.

**Capital Development**

* We will seek industry partners who reinforce our brand and who can support our goals both monetarily and through in-kind services; we will be a desired and sought after industry partner who serves our sponsors needs as much as they serve ours.

**Executive Committee**

* **Become a criminal justice resource clearinghouse**
	+ We will be the go-to source of information and expert consultants in the CJ field.
* **Staffing Structure**
	+ We will develop a professional staff to support us in achieving our strategic goals.
* **Initiate and Drive Conversation on the Main Stage**
	+ We will be the expert voice in the CJ field.

**Training Committee**

* **Leadership Development**
	+ We will provide professional development opportunities for our members; we will use our collective networks to prepare and position women for key roles at the local, state, and national levels in CJ related fields.

**Membership**

* We will provide our members a safe, nonjudgmental space for frank discussion about criminal justice issues and their experiences as women working in corrections; our members will grow and develop through active membership; we will increase membership by providing members with a rich and rewarding experience.

**Mentoring**

* We will adhere to our “each one teach one” credo by creating mentoring relationships between our members.

# long-term Strategic Goals | 2019-2020 Priorities

The meeting participants identified the following near-term priorities that will put AWEC on the path to achieving the long-term strategic goals:

**Branding | Social Media/Tech and Communications/Messaging Committees**

* Request in-kind donation from partners/sponsors in the form of branding coaching

**Communication and Messaging | Social Media/Tech and Communications/Messaging Committees**

* QUICK WIN! Get updated testimonials for the website
* QUICK WIN! AWEC follow AWEC members on social media
* QUICK WIN! Retweet our AWEC sisters’ tweets make a clever # that shows AWEC supports its members
* QUICK WIN! Push messages about current CJ issues on AWEC social media sites
* QUICK WIN! Post your projects and AWEC sister’s projects #AWECwomenonthemove
* Request in-kind donation from partners/sponsors in the form of social media coaching
* Increase PR
* Retweet partners’ tweets and make a clever # that shows AWEC supports its partners
* Clarify our audience—more than just corrections; message to statewide directors, parole supervisors, etc.
* #AWEConthehill when taking an active stance with legislators

**Capital Development | Capital Development Committee**

* QUICK WIN! Partner with ASCA at the August meeting in Boston
* QUICK WIN! Identify the needs of our sponsors in terms of developing executive women and see how we can serve them
* Research potential sponsors and partners: foundations, grants, justice reinvestment, CJ reform groups
* Partner with ASCA, Council of State Gov’t, APPA, ACA

**Staffing Structure | Executive Committee**

* Redefine infrastructure for effectiveness
* PT project manager
* Develop internship opportunities working on projects
* Collaborate with university students looking for research projects

**Initiate and Drive Conversation on the Main Stage | National Voice Committee**

* QUICK WIN! Focus on selected National Voice issues
* Define roles of National Voice
* Stay aware of the CJ issues in our members’ areas and be vocal
* Use our networks to get in the door and get a seat at the legislative table at the state and national level—AWEC on the Hill

**Criminal Justice Resource Clearinghouse | National Voice and Research Committees**

* QUICK WIN! Premiere the Me Too webinar at the October Conference and then make it public and market to state directors
* QUICK WIN! Recruitment and retention survey
* QUICK WIN! Graterford Event promotional video
* Develop a speaker’s bureau as a resource for others; ask members to self-identify areas of expertise and brief CV; make it easy to locate on website; make this new service public through social media and advertisement
* Collaborate with universities and leverage AWEC member’s connections to gain researchers entrée into departments of correction—AWEC gets a credit, can post the findings, and can reference the research as SMEs
* Develop white papers on key CJ issues, especially those consistent with our brand and that affect our members’ interests; ask members to submit ideas and drafts
* AWEC members who are academically trained to conduct research can train others to prepare credible articles; webinar
* Develop Webinars to give a platform to our expert voices; open to the community

**Leadership Development | Past Presidents?**

* E2
* Regional Training
	+ All levels
	+ O/S area of National Conference
* Find and leverage existing training

**Membership | Membership Committee**

* QUICK WIN! Reach out to the 19 new women ASCA members who are not AWEC members and send them welcome packets
* QUICK WIN! Target states with no members; invitations to join
* Develop a welcome packet

**Mentoring | Split ad hoc training and mentoring committee; training subsumed under Leadership Development mentoring becomes stand alone, permanent**

* Follow the detailed mentoring plan created by the Training and Mentoring Committee

**National Voice Priorities**:

* Staff Wellness
* Recruitment and Retention (Generational & Vacancy Issues as well)
* Organizational Trauma
* Criminal Justice Reform
* Subject Matter Expertise

Items previously addressed by National Voice are posted at [www.awec.us](http://www.awec.us). In addition, we have also provided two Letters of support for the National Institute of Corrections to remain a standalone and independently funded organization.

**Miscellaneous Items:**

* 2019 AWEC Annual Training
* Discussed changing to two full days of training and for strategic planning to meet Thursday afternoon. This will be further discussed with executive committee on the 17th. Update: training schedule will remain the same. Strategic planning will occur with the BOD Friday morning, October 4, 2019.
* Confirmed that E2 will be held Thursday, October 3, 2019. Need to get advertisement out for this.
* Decided against a volunteer activity in Myrtle Beach but will identify an organization in case members want to make a financial contribution.
* Discussed various themes for the conference.
* Reviewed clothing provided by Tammy Ferguson to be showcased on our website and sparingly available at the conference. Kathy Waters will also provide clothing items designed by her son.
* Need to prepare nominating slate for members to vote.
* Need to prepare advertisement for scholarships.