



Moving Indiana Women Forward

Strategic Plan FY 2015-FY 2018

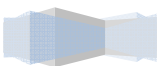
Indiana Commission for Women

INDIANA
COMMISSION
for women

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Contents

Contents	2
Mission	3
Vision.....	3
Legislative History of Indiana Commission for Women.....	3
Background.....	4
Good to Great Principles	5
Disciplined people.....	5
Disciplined thought	5
<i>Passion</i>	5
<i>Best</i>	6
<i>Resources</i>	6
Disciplined action.....	6
Key Priorities	7
Goals, Tactics and Key Performance Measures.....	7
Appendix #1: IC 4-23-25-7 Duties of Commission	10



Mission

The mission of the Indiana Commission for Women is to understand the needs of Indiana women and their families, and to work strategically both within government and in our communities to help bring about positive change.

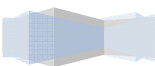
Vision

The Indiana Commission for Women works to *move Indiana women forward* by acting as the voice of women to the public sector and by aiding agencies, organizations and communities in providing exemplary service to women. The Indiana Commission for Women communicates both women's needs and concerns and their successes and contributions so that they can become better connected to their communities and to the tools, resources and opportunities needed to find their own voice.

In this way, the Indiana Commission for Women's vision for women's equality focuses on its commitment to their full participation in all aspects of society and to the removal of barriers that hinder that participation, which will make Indiana a better place to live, work and raise a family.

Legislative History of Indiana Commission for Women

- 1961 President Kennedy establishes the first President's Commission on the Status of Women and names Eleanor Roosevelt as chair and Esther Peterson, director of the Women's Bureau of the U.S. Department of Labor, as co-chair.
- 1963 President's Commission on the Status of Women issues report documenting discrimination against women in virtually every area of American life. One recommendation is that each state should form a similar commission to research conditions and recommend changes.
- 1973 Governor Otis R. Bowen enables the Governor's Commission on the Status of Women in Indiana by signing Executive Order 3-73. After several years, Governor Bowen requests that funding responsibility be switched to the legislature, which did not appropriate funds for the commission so the Governor's Commission is disbanded due to a lack of staff and finances.
- 1992 Governor Evan Bayh signs Executive Order 92-15 establishing the Indiana Commission for Women.
- 1996 The Indiana Commission for Women receives enabling legislation making it a state entity by statute. The bill is co-authored by Senator Becky Skillman (R) and Senator Vi Simpson (D) and co-sponsored in the House by Representative Susan Crosby (R) and Representative Sue Scholer (D). Sixteen state senators and 20 representatives become co-sponsors.
- 1998 The Indiana Commission for Women hires its first executive director.
- 2002 Originally housed in the Indiana Civil Rights Commission, the Indiana Commission for Women is moved to the Department of Workforce Development to concentrate efforts on work related issues.
- 2007 The Indiana Commission for Women receives approval to create and administer the Indiana Sexual Assault Advocates Certification Board, which is later moved to the Indiana Criminal Justice Institute.
- 2012 Under state law the Indiana Commission for Women is relocated back to the Indiana Civil Rights Commission.



Background

The Indiana Commission for Women (ICW) serves women of all ages and backgrounds who reside in Indiana, making its constituent base 51% (or 3,297,065 women) of the State's total population. To serve its constituent base, the Commission focuses its efforts on raising awareness of the issues women face, celebrating women's accomplishments, influencing public policy and achieving operational excellence.

ICW conducted *Hoosier Women Speak* in 2011-2012 to understand women's needs better. This initiative comprised of a series of seventeen listening sessions to facilitate conversations with citizens across Indiana and solicit feedback through an online survey on critical issues affecting women regionally and statewide. The dialogue provided thoughtful discussion on women's issues, helped prioritize challenges, and assisted in building relationships. The project initiated positive public dialogue on potential courses of action to address critical issues facing women and provide individuals with the opportunity to comment openly and freely on issues important to them.

The positive response to *Hoosier Women Speak* was overwhelming. In the initial phase, the Commission heard from 275 listening session participants and 825 survey respondents, which represented 80 of the 92 counties. In addition, a follow-up debrief meeting included sixty people in six locations and an additional presentation and listening session in Richmond drew ninety-five people. Since ICW collated and released the results, staff has presented information to over 3500 people through keynote speeches, agency communications, workshop presentations and a statewide *Women's Day*.

Because the conversation during the listening sessions and the responses from the survey were structured to be open-ended and free-flowing, discussion topics were grouped in overarching categories and then prioritized. The top five priority areas identified were: **Health-related issues; Work-based issues; Care giving; Violence against women; and Leadership**. In addition to these five priority areas, participants and respondents identified several underlying themes that were mentioned consistently across all issues, which were:

- Need for a collaborative and coordinated effort amongst agencies, organizations and individuals committed to moving women's issues forward so that they can find common ground and support women more effectively and efficiently.
- Need for increased understanding of where to find information and access referrals, resources, and opportunities.
- Desire for women to be included in the debate on women's issues as well as recognition that women have a **responsibility** to be engaged in the process; which requires tools, resources and information to make informed decisions and be effective advocates for their own needs.
- Hope that men would join the conversation in a meaningful way because in order to achieve lasting results, both genders must be engaged.

Finally, several specific populations were identified as needing additional attention in order to understand their unique issues fully. Those groups included, but were not limited to: ex-offenders, girls, immigrant women, minority women, rural women, senior women, single women, and women veterans. Likewise, on-demand listening sessions for communities not included in the original *Hoosier Women Speak* have been requested in order to provide them with information about unique challenges that women may face in their geographic area.

4

The Indiana Commission for Women provides an important bridge between the public and agencies, the Legislature and the Governor. The information that the Commission provides about community needs

and opinions can have a profound effect on state policies, inform best practices and lead to better service. The Indiana Commission for Women interprets community opinions, attitudes and needs and provides that information to communities, agencies, the Legislature and the Governor.

Members of the Board of Commissioners and staff value the opportunity to serve the State of Indiana as they work to ***move Indiana women forward***. ICW recognizes that when we help a woman succeed, we help her family, her community and Indiana prosper. We look forward to continuing our work with, and on behalf of, the women and girls of the State of Indiana.

Good to Great Principles

Disciplined people

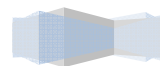
The Indiana Commission for Women is a bi-partisan board of fourteen appointed members from across the State. Commissioners are appointed by the Governor, the Speaker of the House and the Senate President Pro Tempore. The Governor appoints six individuals to serve for four years. In addition, the Governor appoints the Chair of the Indiana Commission for Women. Both the Speaker of the House and the Senate President Pro Tempore appoint four individuals, two of which are legislators. Lay members from the Legislative bodies serve for three year terms while legislators serve at the discretion of their appointing officer or until their elected term ends. Programs, outreach projects and day-to-day operations of the Indiana Commission for Women (ICW) are managed by one employee, the executive director. The Indiana Civil Rights Commission provides administrative and communication support, which is shared between six commissions located within the Civil Rights Commission.

Disciplined thought

In *Good to Great*, Jim Collins defines the Hedgehog Concept as the intersection between 1) What are you deeply passionate about; 2) What you can be the best in the world at; and 3) What drives your economic engine. In his supplemental *Good to Great and the Social Sectors*, Collins defines social sectors as agencies and organizations working in the nonprofit or public sectors. He argues that concepts outlined in *Good to Great* must be modified when dealing with the unique complexities of the nonprofit and public sectors. With regards to the Hedgehog Concept, he defines passion as: “Understanding what your organization stands for (its core values) and why it exists (its mission or core purpose). To be the best, the agency must have an understanding of what the “organization can uniquely contribute to the people it touches.” Finally, instead of economic drivers, social sector agencies must consider what “best drives (their) resource engine.” Using this model, the Indiana Commission for Women has developed the following as its Hedgehog Concept.

Passion

The Indiana Commission for Women continually strives for women’s equality and works to remove barriers that hinder their full participation in all aspects of society. The Indiana Commission for Women raises awareness of women’s status and the issues that affect them and celebrates their contributions to their communities, state and nation. It connects with constituents so that it can understand challenges while connecting its constituents to resources, tools, services and opportunities in their communities. The Indiana Commission for Women believes that collaborative partnerships between like-minded agencies, organizations, and stakeholders engaged in meaningful dialogue will enhance individual efforts.



Best

The Indiana Commission for Women is a trustworthy constituent-centric agency that identifies key issues facing women, builds relationships with regional partners and articulates women's needs and challenges they face by using facilitation, communication and research skills and by offering solutions and technical expertise to agencies and organizations who wish to reach women in Indiana.

Resources

The Indiana Commission for Women relies almost solely on government funding allocated each Biennium by the Indiana General Assembly. This funding must cover all aspects of the agency, including salary and benefits for one employee and fixed cost. The Commission focuses its efforts on achieving financial efficiency and effective organizational management. However, the more significant drivers of its resource engine are a passionate staff member, a fully engaged board, a well-defined brand and access to excellent communication and social media technology. Coupled with ICW's commitment to collaborating with other organizations, these drivers will assist in leveraging its network and relationships in pursuit of excellence and its passion.

Disciplined action

In 2013, the board and staff of the Indiana Commission for Women identified key values that guide its efforts. They include: striving for women's equality, recognizing that women need to voice their own concerns and challenges, and collaborating with other like-minded agencies and organizations. Therefore, with only one staff member and limited financial resources, the Commission must rely on collaboration with other organizations in order to see progress on its legislative mandate. By doing so, it creates a culture of discipline around its Hedgehog Concept. Its efforts are focused on identifying the needs and concerns of women in Indiana, increasing women's participation in the political process, celebrating their successes and contributions to the state and offering solutions and technical expertise on women's issues to other governmental agencies and community organizations who wish to extend services, programs and resources the women of Indiana.

Key Priorities

The Indiana Commission for Women has determined its key priorities as:

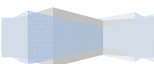
- Priority #1: Increase awareness of the status of women in Indiana and the issues they face
- Priority #2: Recognize and promote the contributions women in Indiana make to the community, state and nation
- Priority #3: Influence public policy that impacts women in Indiana
- Priority #4: Achieve operational excellence

These priorities have been in place for the past six years and are based on the duties outlined in the Indiana Commission for Women’s legislative statute (Indiana Code 4-23-25-7). See Appendix #1 for more information about the established duties.

Goals, Tactics and Key Performance Measures

The following table includes performance measures for each of ICW’s key priorities.

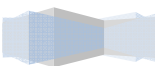
Priority #1	Increase awareness of the status of women in Indiana and the issues they face
Goals	<ul style="list-style-type: none"> ▪ Advance the public’s awareness of the status of Indiana women in the areas of: <ul style="list-style-type: none"> ~ Health-Related Issues ~ Work-Based Issues ~ Care Giving ~ Violence Against Women ~ Leadership ▪ Increase women’s participation in the political process ▪ Establish ICW as a statewide repository of and resource for local, state and national research and statistics on women and the issues affecting them
Tactics	<ul style="list-style-type: none"> ▪ Gather, research and disseminate data on topics related to the status of women and girls in Indiana ▪ Monitor and report on women’s progress in elected positions by producing reports during each election cycle focusing on to women in government ▪ Continue to build partnerships with other organizations providing programs focused on the five priority areas
Performance Measurement	<ul style="list-style-type: none"> ▪ Reach at least 2500 constituents per year through ICW activities ▪ Participate in at least five (5) external events and sponsor one (1) original initiative per year, which are aligned with the five identified priority areas ▪ Produce at least two (2) reports per election cycle related to women in government and two (2) reports per year related to any topic related to the status of women ▪ Conduct listening session for at least one targeted population



Priority #2 Recognize and promote the contributions that Hoosier women make to the community, state and nation	
Goals	<ul style="list-style-type: none"> Expand public's awareness of women's contributions to their communities, state and nation Ensure that women's history is an integral part of Indiana's history
Tactics	<ul style="list-style-type: none"> Organize at least one statewide event annually for Women's History Month in March Participate in statewide commemorations efforts of significant historical milestones to include women's history in those events Increase use of video and social media in documenting women's contributions to Indiana
Performance Measurement	<ul style="list-style-type: none"> Increase number of Torchbearer nominations and annual event registrants Decrease number of Torchbearer nominations coming from Central Indiana and Indianapolis MSA Select 10-12 Outstanding Women as Torchbearers Publish at least five (5) <i>Writing Her Story</i> articles

Priority #3 Influence public policy that impacts women in Indiana	
Goals	<ul style="list-style-type: none"> Inform public policy by monitoring, critiquing and recommending changes to legislation as it relates to women Assess programs and practices in State agencies for their effect on the state's women
Tactics	<ul style="list-style-type: none"> Identify, monitor and summarize information on key bills affecting women and their families during each legislative session Assist local communities around the state in replicating successful programs Plan and execute annual policy briefing event Produce at least one issue briefing based on one of the five priority areas Expand public recognition of board members as experts on women's issues
Performance Measurements	<ul style="list-style-type: none"> Host <i>Women's Day</i> annual event focused on engaging women in the political process with at least 150 registrants followed by an increase in registration by 5% each year Expand collaboration efforts by identifying five (5) partner organizations followed by an increase of five (5) additional organizations per year Produce summary of annual <i>Women's Day</i> event with above average or excellent evaluations each year Present on <i>Hoosier Women Speak</i> efforts and/or status of women in Indiana to women's caucus Develop speaking points/presentation for board members to use during speeches Deliver presentations by at least five board members in their communities

Priority #4	Achieve Operational Excellence
Goals	<ul style="list-style-type: none"> ▪ Position ICW as a significant contributor in areas of women’s’ equality in order to combat discrimination against women ▪ Create organizational structure that provides functional and programmatic autonomy through use of endowment and/or “friends of” non-profit ▪ Increase board effectiveness and strengthen board commitment
Tactics	<ul style="list-style-type: none"> ▪ Create an endowment or “friends of” foundation as support to ICW efforts ▪ Convene Commission meetings to address key women’s issues and conduct meetings by including external speakers ▪ Educate the public about ICW through newsletters, alerts and social media ▪ Increase ICW outreach to include diversity and inclusion ▪ Comply with statutory and departmental procedural requirements ▪ Identify ways to incorporate interns who will assist in achieving some of the areas
Performance Measurements	<ul style="list-style-type: none"> ▪ Increase diversity/inclusion in programs, outreach, and research by 3% per year (10% increase total) ▪ Achieve quorum for all regularly scheduled meetings ▪ Research and create concept paper identifying legitimate ways to secure funds and/or establish a 501(c)(3) “Friends of” organization ▪ Produce quarterly newsletters (4), monthly ICW press releases and/or announcements (12), and robust social media campaign with at least 15 notices each month ▪ Host and/or participate in information sessions in at least five (5) communities ▪ Speak publicly at a minimum of five (5) events throughout the state, including three counties outside the Indianapolis MSA ▪ Create concept paper with metrics and communication plan for each ICW event/activity ▪ Convene subcommittee to review Strategic Plan in order to identify places where interns can be supportive of efforts. ▪ Submit annual report to Board of Commissioners and required entities



Appendix #1: IC 4-23-25-7 Duties of Commission

Increase Awareness	Promote Contributions	Influence Public Policy	Achieve Operational Excellence
(1) Assessment of the needs of Indiana women and their families and promotion of the full participation of Indiana women in all aspects of society, including: (A) government; (B) the economy; (C) employment; (D) education; (E) social and family development; (F) health care; (G) the justice system; and (H) other aspects of society identified by the commission.	(4) Identification and recognition of contributions made by Indiana women to their community, state and nation.	(2) Advocacy for removal of legal and social barriers for women.	(10) Act as a central clearinghouse for information concerning women and their families.
(6) Consultation with state agencies regarding the effect upon women and their families of agency policies, emerging policies, procedures, practices, laws, and administrative rules.	(5) Representation of Indiana's commitment to improving the quality of life for women and their families.	(3) Cooperation with organizations and governmental agencies to combat discrimination against women.	(13) Provision of publicity concerning the purpose and activities of the commission.
(11) Gathering, studying, and disseminating information on women and their families through publications, public hearings, conferences, and other means.	(7) Maintenance of information concerning: (A) organizations and governmental agencies serving women and their families; and (B) the names, resumes and other professional and career information about women available to serve as agency appointees.	(8) Evaluation of laws and governmental policies with respect to the needs of women and their families.	(14) Services as liaison between government and private interest groups concerned with serving the special needs of women.
(12) Assessment of the needs of women and their families and the promotion of, development of, and assistance to other entities in providing programs and services to meet those needs.		(9) Monitoring of legislation and other legal developments in order to make recommendations that support the commission's purposes to the general assembly and the governor.	(15) Submission of an annual report on the commission's activities to the governor and to the legislative council.

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