

# Building Our Communities: Organizational Sustainability (Part I and 2)

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August 7, 2018

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## Learning Objectives

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As a result of this segment, you will:

1. Develop a framework for describing the social context of your organization;
2. Use a model that holds your organizational values, infrastructure, programs and constituency;

### **BREAK**

1. Analyze your mission statement;
2. Identify or clarify your organizational values;
3. Scan how those values infuse into your organizational culture, policies, and structure.

## Introductions

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Building relationships with each other is part of organizational and movement sustainability!

- Your name
- Your organization's name
- Your role
- 1 thing you love about your community/  
where you live

## What is Sustainability?

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- There are multiple definitions of sustainability used by funders, researchers, community based programs, etc.
- Traditionally, it is viewed as programs and services that continue because they are valued and garner support and resources.
- It does not necessarily mean that the activities continue in the same form as originally conceived, funded, or implemented. Change is normal.
- Sustainability may include the full range of impacts that an initiative or program has after services have discontinued.

## What we mean

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...by organizational sustainability:

### STRATEGIC DEVELOPMENT TO LAST THE LONG HAUL.

- Many elements (not only fiscal sustainability)
- Many strategies (not one or 'best')
- Community-specific (not general / mainstream)
- In compliance (but not cookie-cutter)
- Short term and long range (realistic & visionary)
- Collaborative and side-by-side (not individualistic)

## What we mean

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...by organizational sustainability:

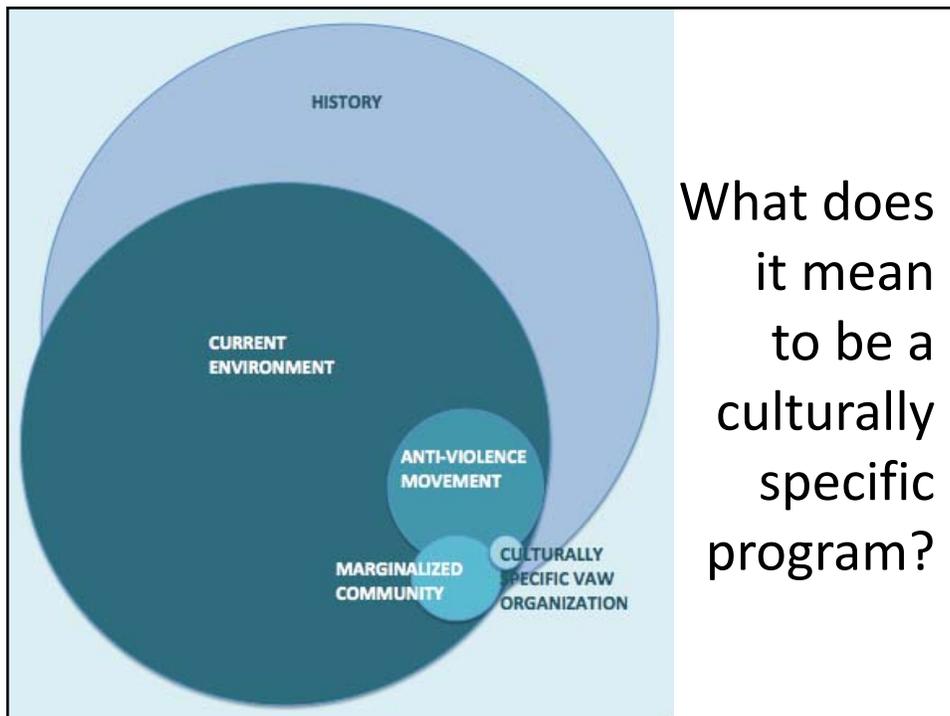
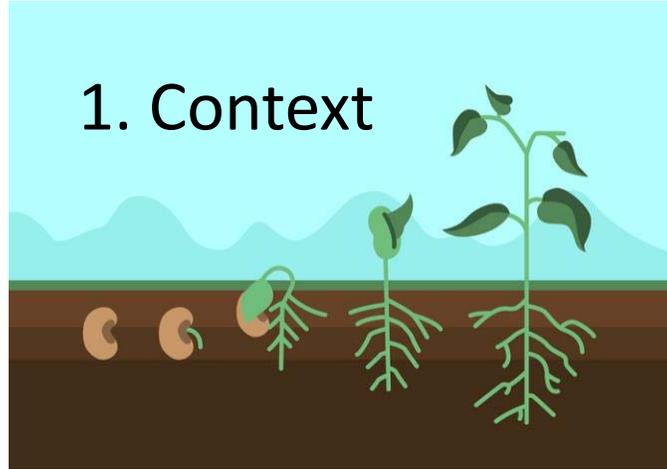
### IT INCLUDES

- Defined organizational identity
- Mission and values driven infrastructure and programs
- Sound financial management
- Community-centered staffing and administration
- Long range strategic visioning and mid-range planning
- Constituency centered evaluation and outcomes
- Successful fundraising, friend-raising, and collaborative partnerships

**Clarity doesn't always mean you know exactly what you're doing...**

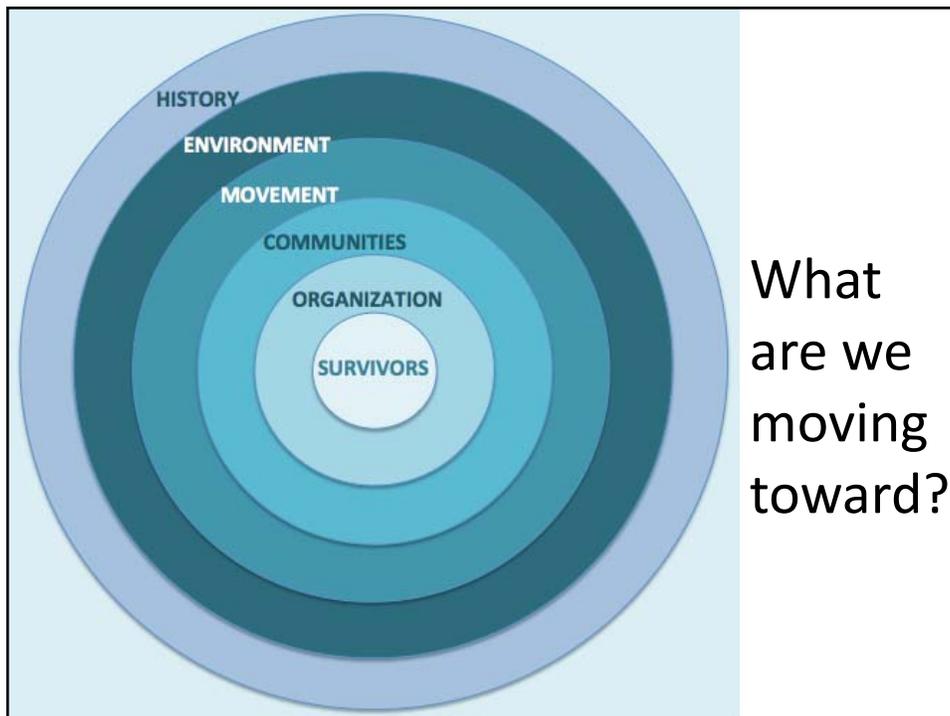
**It does mean you know who you're being and why.**

# 1. Context



## Organizational contexts

- Historical intergenerational trauma and strength
- Current socio-political-economic environment
- Context of the anti-violence movement
- Context within the communities we serve
- What it means inside our organization and for survivors in our communities



## Exercise 1: Naming your context

- What is the historical context of your community(ies)?
- What are the current socio-political-economic conditions surrounding your community(ies)?
- What is the relationship between your communities and the larger anti-violence movement?
- How do your communities view your organization and work to end domestic and sexual violence?
- What do survivors get from being centered in your program that they do not get when marginalized in others?
- How does all of this manifest in the development of your mission, vision and values?



**Exercise 2:**  
Naming your survivor constituency and what they need from you.

## 2. A model for organizational identity



CONTEXT

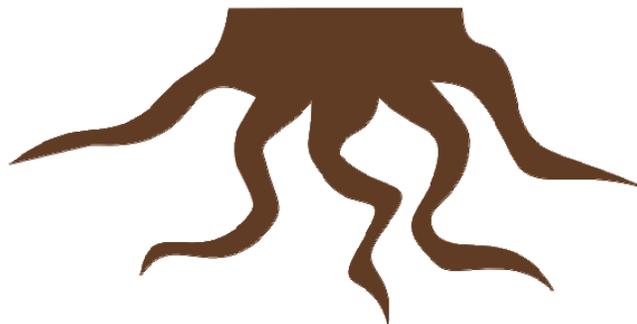
ORG'L MODEL

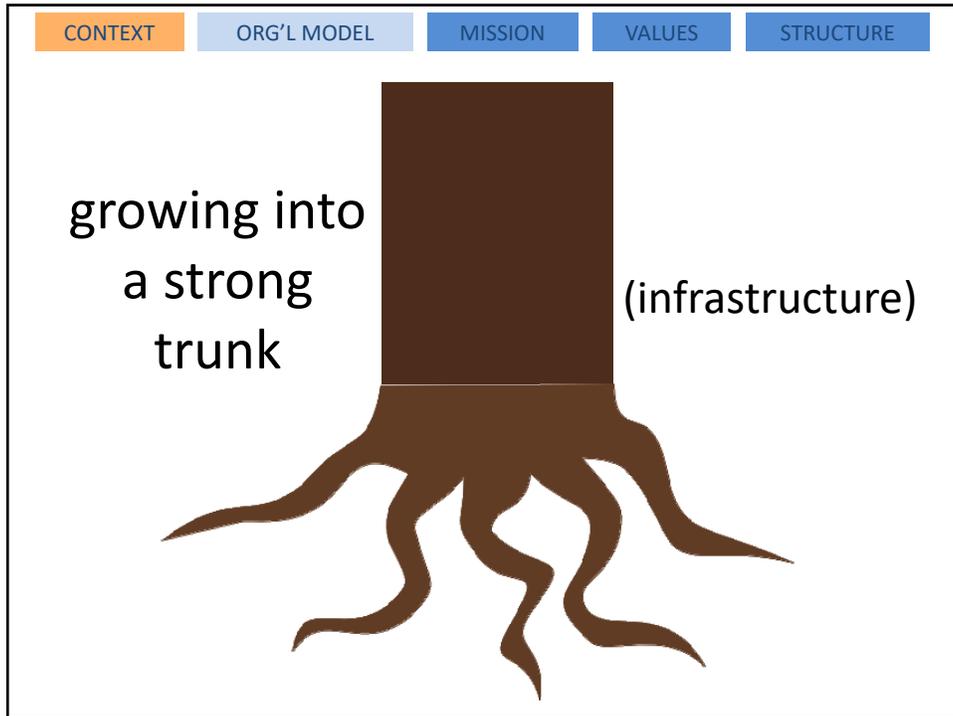
MISSION

VALUES

STRUCTURE

a tree  
starts with its roots  
(values)





CONTEXT

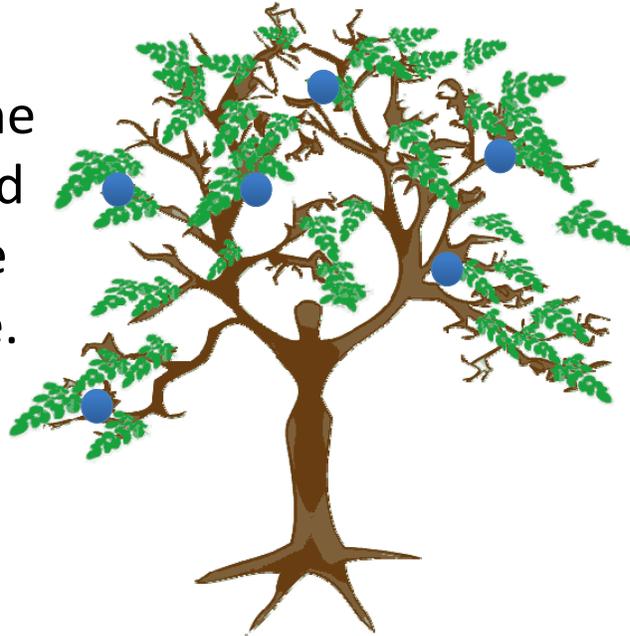
ORG'L MODEL

MISSION

VALUES

STRUCTURE

This is the  
balanced  
tree we  
imagine.



CONTEXT

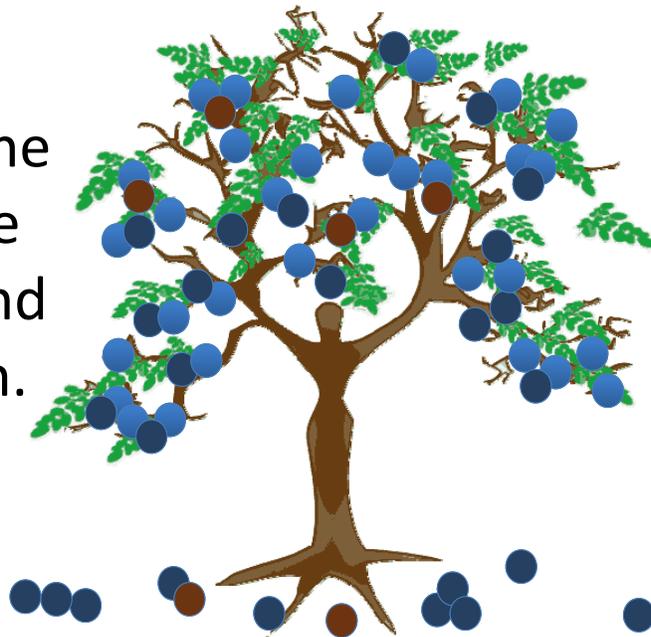
ORG'L MODEL

MISSION

VALUES

STRUCTURE

This is the  
tree we  
often end  
up with.



### 3. Mission



CONTEXT

ORG'L MODEL

MISSION

VALUES

STRUCTURE

### Your Mission

- Your heart
- Your core purpose
- In 1-2 sentences
- Guides your actions
- Focuses your growth
- Doesn't change frequently

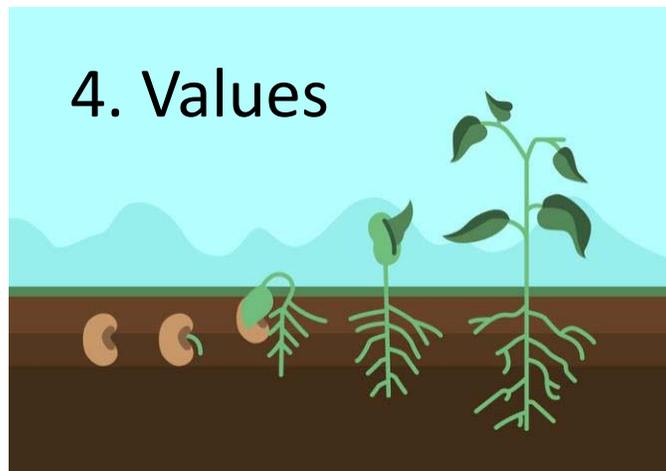


## Your Mission: Getting Clearer

- Work in your organizational team. The mission statement you sent is printed for you.
- Underline the most important words in it—that convey critical information to the world about your organization's purpose.
- Circle words that need some extra discussion later.
- Write down words that might be missing in your current mission in thought bubbles.
- If you are ready, draft some changes for later review.

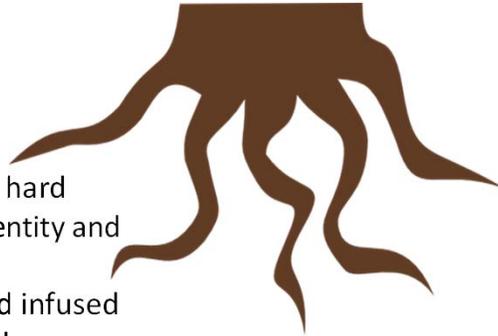


## 4. Values



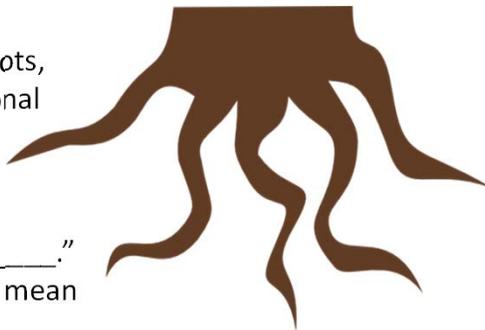
## What are core values?

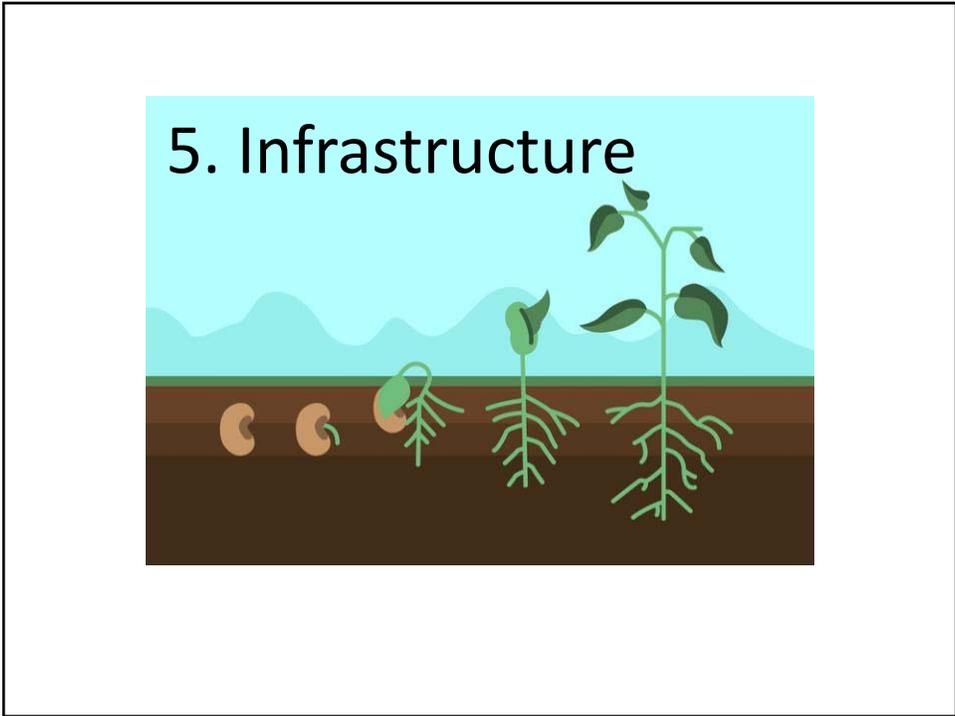
- central, not peripheral
- don't come and go
- tell the world who you are
- guide thinking & behavior
- guide action & strategy
- are NOT programs
- grounding when times get hard
- central to organizational identity and sustainability...
- when named, clarified, and infused throughout every area of the organization



## Your Organization's Core Values:

- Back to your team!
- In the area of your tree's roots, write down your organizational core values.
- Core. Not all! Core.
- Using a sentence can help. "At Safe Home, we value \_\_\_\_\_."
- Say to each other what you mean by the phrase—what your unique take is on, for example, survivor centeredness. You can write the description down later and share it.





CONTEXT    ORG'L MODEL    MISSION    VALUES    STRUCTURE

## A strong trunk gets nutrients from its roots

What's in here?

A diagram of a tree trunk and its root system. The trunk is a solid dark brown vertical rectangle. The roots are several thick, dark brown lines extending downwards and outwards from the base of the trunk. The text "What's in here?" is written in white inside the trunk.

Strong  
infrastructure  
makes  
everything  
else healthier

boards / councils    ad hoc teams    HR  
fundraising / fund    finance  
development    technology  
org'l dev't & culture  
transition management  
orientation    leadership dev't  
evaluation  
communications    collaborations



CONTEXT

ORG'L MODEL

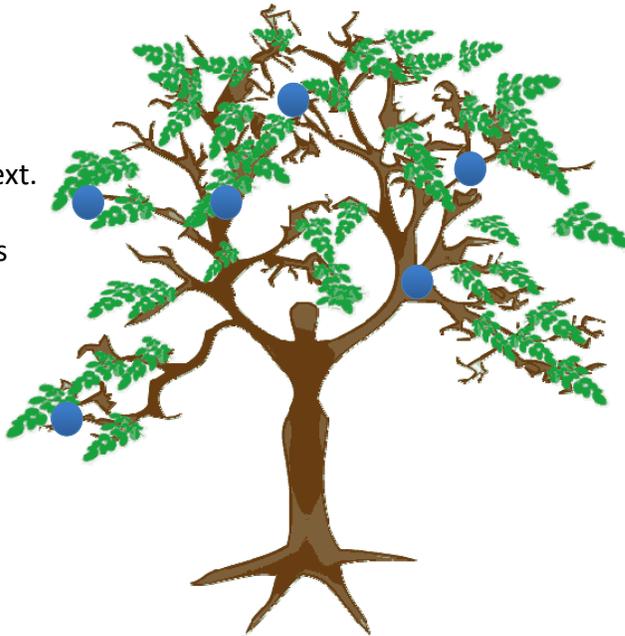
MISSION

VALUES

STRUCTURE

## Full Circle

- Larger social context.
- Survivor's contexts
- Org mission
- Org core values
- Org infrastructure
- Org programs



## What is your organizational identity? Convey it!

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- What's your unique position in your community?
- What key strengths are in your organization?
- What difference are YOU able to make for survivors in your community?
- How is what you're doing NOT duplicative?

## Review Learning Objectives

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5. Scanned how those values infuse into your organizational culture, policies, and structure.



## Asian Pacific Institute on Gender-Based Violence

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- API-GBV is a national resource center on domestic violence, sexual violence, trafficking, and other forms of gender-based violence in API communities.
- Contact: **Sarah Khan**, Project Specialist, Economic Security
  - [skhan@api-gbv.org](mailto:skhan@api-gbv.org)

