

OVC Releases Vision 21: Transforming Victim Services Final Report

By Emily Bauernfeind, Program Manager, OVC Resource Center

The Office for Victims of Crime is pleased to announce the release of the *Vision 21: Transforming Victim Services Final Report*, the first comprehensive assessment of the victim assistance field in nearly 15 years. The Vision 21



Initiative gave participants the opportunity to engage with a broad spectrum of service providers, advocates, criminal justice professionals, allied practitioners, and policymakers to address crime victim issues through a lens broader than their everyday work. The result of this collective examination, the *Vision 21: Transforming Victim Services Final Report* seeks to permanently transform the way crime victims are treated in this country. The report discusses—

- The major challenges to integrating research into the victim services field.
- The tremendous need for access to legal assistance for crime victims to address the wide range of legal issues that can arise following victimization.
- The impact of advances in technology, globalization, and changing demographics on the victim assistance field.
- The capacity for serving victims in the 21st century and some of the infrastructure issues that must be overcome to reach that capacity.

Furthermore, the *Vision 21: Transforming Victim Services Final Report* outlines recommendations for beginning the transformative change, which fall into the following four categories:

- Conducting continuous rather than episodic strategic planning in the victim assistance field to effect real change in research, policy, programming, and capacity building.
- Supporting research to build a body of evidence-based knowledge and generate, collect, and analyze quantitative and qualitative data on victimization, emerging victimization trends, services and behaviors, and victims' rights enforcement efforts.
- Ensuring the statutory, policy, and programmatic flexibility to address enduring and emerging crime victim issues.

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MESSAGE FROM THE DIRECTOR

Two years ago, OVC launched the Vision 21 strategic initiative, the first comprehensive examination of the victim assistance field in 15 years. I am tremendously pleased to announce the release of the *Vision 21: Transforming Victim Services Final Report*,



and I would like to thank all of you who generously shared your wisdom and experience so that Vision 21 would provide an accurate reflection of "life in the trenches" for victims and service providers alike. Thanks to you, the report conveys a greater understanding of the issues confronting the field today.

This issue's focus on collaboration and sustainability reflects recurring concerns in the Vision 21 report, including the lack of research to guide policy and planning. A critical aspect of this dilemma—bridging the communications gap between researchers and practitioners—is addressed in a concise article about the benefits of effective partnerships between these professional disciplines. There is also guidance on developing a strong, supportive board of directors, descriptions of new tools for building service capacity, and an impressive account of how a children's advocacy center embraced a can-do attitude in the face of lost funding and not only survived, but eventually expanded its services.

As the Vision 21 report emphasizes, the field is continually asked to serve more crime victims with fewer resources. Our "Victims' Voices" feature reminds us of the difference our commitment makes, which is priceless. In this issue, the son of a mass violence victim shares his family's experience, demonstrating that for each victim, there are many survivors who are deeply grateful that we are there for them.

—Joye Frost, Principal Deputy Director
Office for Victims of Crime

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- Building and institutionalizing capacity through an infusion of technology, training, and innovation to ensure that the field is equipped to meet the demands of the 21st century.

The *Vision 21: Transforming Victim Services Final Report* is a document created by the field for the field. Acquaint yourself with this report to see what was examined, what the report revealed, and why it is timely information.



View the report now and share it with your colleagues.

Web-Based Innovations Help Victims of Identity Theft

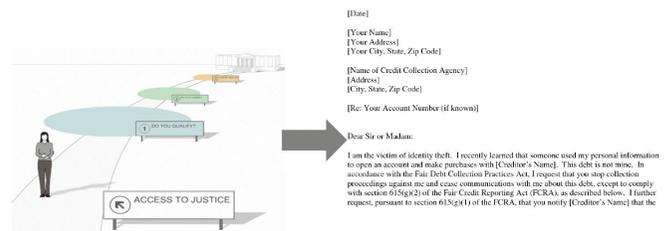
By Merry O'Brien, Lorenzo Evans, and Russell Butler
National Identity Theft Victims Assistance Network

Identity theft crimes create millions more victims than there are legal resources available to assist them. Given that the majority of victims report feelings of moderate to severe distress¹ from identity theft, the shortage of legal assistance can worsen an already difficult situation as victims attempt to recover. In fact, recovery is a long and arduous process; victims spend an average of \$1,870² in out-of-pocket costs working to resolve the victimization; and millions experience serious personal hardships, such as having their utilities cut off, being arrested, finding erroneous claims on their health records, having child support payments garnished from their wages for children they never had, or being harassed by collection agencies.³

A national collaborative project, supported by the Office for Victims of Crime, is working to fill the void in legal assistance for identity theft victims using innovative, Web-based technology. The National Identity Theft Victims Assistance Network (NITVAN), a network of coalitions around the country, along with partners at Kansas Legal Services and Pro Bono Net, created and launched online Access to Justice (A2J) assistance packages for victims of identity theft.

A2J is a user-friendly online tool that asks questions of victims in plain language and subsequently assembles that information into letters to help the victim resolve his or her identity theft issues. The victim prints and mails the appropriate letter to a creditor, debt collector, or a credit reporting bureau to inform them of the identity theft and assert their rights as victims of this crime. The letters mirror those created by the Federal Trade Commission. In addition to the A2J letter creation tool, the assistance package includes information about other options available to victims to help them recover from the crime, as well as links to helpful resources.

Each multidisciplinary regional or statewide coalition within NITVAN is dedicated to improving the community's response to victims of



The A2J Author software features an avatar who asks questions and uses those questions to automatically create the forms the user needs.

identity theft. The coalition's goal is to create, enhance, and deliver identity theft victim assistance training and outreach to improve the ability of its members to provide direct assistance and other services to identity theft victims. As part of this goal, the coalitions are working to help their statewide LawHelp.org Web sites post the A2J assistance packages online for victims of identity theft in their state.

Idaho, Kansas, Maryland, and Texas are among the first states to introduce the A2J assistance package live on their LawHelp.org Web sites, with Minnesota, South Carolina, and Washington State following suit. As additional states come online, details will be posted at Facebook.com/IdentityTheftNetwork. To use the materials available now, go to—

- Idaho: idaholegalaid.org/IdentityTheftPortal/Dealing_With_ID_Theft
- Kansas: www.kansaslegalservices.org/node/1523
- Maryland: www.peoples-law.org/node/3338
- Texas: texaslawhelp.org/resource/identity-theft-interactive-interviews
- Minnesota: www.lawhelpmn.org/resource/writing-identity-theft-letters-do-it-yourself?ref=qcanW
- South Carolina: www.lawhelp.org/documents/clusters/SC/567/English/idtheftforms.shtml
- Washington State: www.washingtonlawhelp.org/resource/identity-theft-self-help-form-letters?ref=l68xR

¹Langton, L. & Planty, M. (2010). *Victims of Identity Theft*, 2008. Bureau of Justice Statistics Special Report based on the 2008 Identity Theft Supplement to the National Crime Victimization Survey. Washington, DC: U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics. Retrieved from <http://bjs.ojp.usdoj.gov/content/pub/pdf/vit08.pdf>.

²Ibid.

³Synovate (2007). *Federal Trade Commission—2006 Identity Theft Survey Report*. McLean, VA: Synovate. Retrieved from http://www.calu.edu/prospective/undergraduate-admissions/financial-aid/_files/SynovateFinalReportIDTheft2006.pdf.

To find out more, visit NITVAN online at identitytheftnetwork.org or send an e-mail to Project Director Merry O'Brien at merry@mdcrimevictims.org.

Victims' Voices

Tragedy in Oak Creek, A Co-Victim's Story

By Amardeep Kaleka



Mr. Satwant Singh Kaleka and his grandsons (l-r) Sahibji and Jai Kaleka.

Photo by Amardeep Kaleka.

On August 5, 2012, a lone gunman and self-described white supremacist shot six people and wounded four others at the Sikh Temple of Wisconsin in Oak Creek, before fatally shooting himself. Amardeep Kaleka is the son of the cofounder of the temple, Satwant Singh Kaleka, who was shot and killed during the attack. Amardeep, his brother, and their mother traveled to India to return his father's ashes to the holy river in Kiratpur in Northern Punjab, where members of his family and his faith have visited for hundreds of years. While in India, the Golden Temple—the Vatican for Sikhs—honored his father and the five others for defending the temple against hate and violence. On the plane ride back to the United States, Amardeep wrote the following:

A Co-Victim's Experience

To put it simply—our lives will never be the same. On August 5, 2012, my father, alongside five other beautiful souls, was brutally gunned down by a white supremacist at the Sikh Temple of Oak Creek, Wisconsin. My brother, Pardeep, and I never imagined that something like this could happen in a house of worship on a Sunday morning—let alone **our** house of worship. My father, Satwant Singh Kaleka, and his immediate friends and family, founded the temple so that Sikh immigrants had an open and compassionate place to pray and form community in the rural Midwest. He helped lay tile and drywall in the large complex. He helped paint every wall. He cleaned toilets and served as the temple's president for 17 years.

It was no surprise to me when I heard his voice on the earliest of 911 calls. He was asking for help, while ushering people to safety in the cafeteria. Swimming against the crowd amidst the panicked screams, toward the gun shots, he found a safe place to duck and gave information to the 911 operator. Minutes later, his second call was far more grave. While on the phone, after collecting some of the priests in a back room adjacent to an exit, he allowed another priest to enter the door, Bhai Sahib Parkash Singh. He offered words in his native Punjabi to calm him down. As he began to give the operator more information, the gunman entered the room and opened fire. The phone went silent after the loud shots.

We lived the weeks to follow in hyper-slow motion. Every moment felt like a day and every day a month. My mother, Satpal Kaleka, who was also in the temple during the massacre, was in shock for so many weeks after that she required medical treatment. During this time, while the grief and chaos were still fresh, the Department of Justice gave us shelter from the storm. James Santelle, U.S. Attorney for the Eastern District of Wisconsin, was vitally important and became a fixture at the temple. He learned our customs and gained an affinity for Northern Indian food. Because the massacre not only affected Americans, but Indian Nationals and non-resident Indians, offices within the Department of Justice worked together to help bring family members

to the United States. This was instrumental in helping families move forward in their healing processes.

Healing Through Action

Given the deep impact of this violent act, I became acquainted with many other survivors from acts of mass violence in Aurora, Colorado, Virginia Tech, and Columbine High School in Littleton, Colorado, through the work of Mayors Against Illegal Guns. Our family lived in the inner city for quite a bit, and my brother and I taught there after college. We understood the pervasiveness of violence and crime in America. In the months that followed, we began to speak at local and national events to advocate for just and peaceful solutions for the future. Then the tragedy at Sandy Hook Elementary School in Connecticut happened.

This violent massacre was clearly devastating to the country and the effort of peace building. Right then we knew there was much more needed in terms of solutions for a peaceful society. There is only so much the government can do. The change must be at the core of our culture, led by the people for the people.

My brother and I engaged in a conversation about gun violence alongside New York City's Mayor Michael Bloomberg, and 400 other Mayors Against Illegal Guns. We also began planning a documentary film that will gather other survivors and follow them as they research the causes of violent behavior in civilized society.

Paying It Forward

In the weeks and months of intense grieving following the August 5, 2012, incident, my family was helped many hundreds of times by well-wishers, the Department of Justice, the media, and those close to us. We would not have survived without this help and it is time we pay it back with our time and service.

The Victims' Voices column is a recurring feature of OVC News & Program Updates. Let us know if you or someone you know would like to share a story with the field about the journey from crime victimization. Our hope is that hearing directly from victims themselves will educate and inspire others. Victims' Voices contributors may choose to remain anonymous. Contact William Petty at William.Petty@usdoj.gov for more information.

A Practitioner's Guide to Research Partnerships

By Debra Whitcomb and Shelly Jackson

[R]esearch is the road, not the roadblock, to victim-centered practice and policy. . . . One of the principal challenges in advancing research to improve crime victim services is the lack of communication and collaboration among researchers and practitioners.

—Vision 21

A frequent topic of discussion in professional circles is the need for researchers and practitioners to work together more closely when designing and conducting studies. It seems those conversations focus primarily on helping researchers appreciate the value of building relationships and trust with the people in the communities of practice or policy they plan to study; but it is just as important for practitioners to appreciate the value of partnering with researchers.

There are several compelling reasons for practitioners to welcome opportunities to collaborate on research:

- Research can validate practitioners' personal experiences and observations.
- Research findings are more persuasive than anecdotal information to major donors and funders.
- Research findings can help program managers and staff build their knowledge and skills.
- Collaboration with researchers offers practitioners a stronger voice in ensuring that study findings will be relevant to their agencies and their clients.¹

It's no longer just about how research needs to inform practice, but it is just as much about how practice needs to inform research.

—Dr. Vivian Tseng,
W.T. Grant Foundation, speaking at the
NIJ Research Conference, June 18, 2012

Despite these potential benefits, victim service providers have legitimate concerns

about allowing researchers to access their clients and records. The following concerns are often noted, yet all can be addressed to the mutual satisfaction of both researchers and practitioners.

Concern: *I need to protect my clients from being re-victimized by insensitive questioning.*

Response: Federally funded studies typically must pass muster with an Institutional Review Board (IRB) to protect human subjects from potentially invasive or dangerous procedures. IRBs are governed by Title 45 of the Code of Federal Regulations, Part 46: Protection of Human Subjects and regulated by the Office for Human Research Protections within the U.S. Department of Health and Human Services (HHS). Most IRBs are housed within academic institutions or medical facilities.

Concern: *I need to protect the confidentiality of my agency's records.*

Response: Principal investigators funded by the National Institute of Justice (NIJ) and research institutes within HHS are required to submit privacy or confidentiality certificates that conform to the regulations found in Title 28 of the Code of Federal Regulations, Part 22: Confidentiality of Identifiable Research and Statistical Information. These documents are intended to specify the type of data that will be collected, where it will be stored, and who has access to it in order to protect individuals from unapproved uses of data that can identify them.

Concern: *I need to protect my staff and my agency from burdensome interruptions or assignments that detract from our primary purpose of serving victims.*

Response: Research need not be intrusive. One of the greatest benefits of collaborating with researchers is the ability to exert greater control over how the research is conducted. Some commentators have suggested that victim-serving agencies establish their own committees to review research proposals and monitor the progress of ongoing studies. These authors recommend developing agency-specific research policies and application procedures to ensure that their interests are addressed from the start.²

Concern: *I need to protect my agency from potentially damaging results or incorrect interpretations.*

Response: As a partner in the study, you can help the researcher understand and appreciate your position and that of the victims you serve and ensure that your concerns are heard. This also may be accomplished by convening a review committee.

Concern: *Research is a waste of time. It either confirms what I already know from experience or addresses issues that are not relevant to my practice.*

Response: This is precisely why practitioners need to take a more active role in the research process—to assert their needs and help set priorities for the field. Research may confirm what you already know, but this confirmation by an external source lends credence to our knowledge and may be more convincing to funding agencies and policymakers.

In her presentation for the NIJ Research Conference in June 2012, Dr. Tami Sullivan of Yale University offered her "top ten" list for successful researcher-practitioner collaboration. These tips, adapted for a practitioner's perspective, are as follows:

1. Communicate—early and often. Where appropriate, involve key frontline staff as well as managers at all levels.
2. Allow the researchers to observe or participate in the routine activities of your organization before launching their study.

¹Tami Sullivan (2012). Researcher-practitioner partnerships: Highlights, lowlights, and state-level support. Presentation at the National Institute of Justice Research Conference, Arlington, VA, June 18, 2012.

²M. Meghan Davidson and Nancy Bowen (2011). Academia meets community agency: How to foster positive collaboration in domestic violence and sexual assault work. *Journal of Family Violence*, Vol. 26, pp. 309–318.

3. Learn how the research will be conducted. Is there a plan to interview clients, staff, and/or volunteers? Will the interviews be taped, using either audio or video? What information does the researcher hope to gather from agency records, and in what format? If the plans seem unduly intrusive to staff or clients, suggest alternatives that are more suitable.
4. Offer input to the project, e.g., share routine quarterly or monthly reports of agency activity with the researchers or provide space in your facility for conducting interviews.
5. Negotiate compensation for staff members who participate in the research, for example, by helping to recruit potential participants or administering questionnaires. Assisting with research can be a skill-building opportunity for agency staff, but compensation for their time—including any needed training—also is appropriate.
6. Discuss potential findings in advance. Ensure that you have an opportunity to review findings and assist in interpreting them before reports are written. Be aware, however, that researchers are not required to accept your views and may submit their reports without incorporating your input.
7. Plan for translating findings to practice. Consider how study findings—whether good or bad—might be used productively to improve your agency's services or procedures.
8. Identify additional stakeholders who should be involved in the project (or at least aware of it), such as board members, allied criminal justice agencies, or other service providers. Study findings may be useful to them as well.
9. Don't give up. If you are truly committed to advancing your agency's knowledge about victim services but don't "click" with a particular researcher, keep trying—just as you might counsel a client to keep looking for a compatible mental health provider.
10. Above all, invest time in building a relationship of trust with the researchers. Try to get to know one another as people beyond the labels of "agency director" and "principal investigator."

Nurturing relationships, building trust, and adopting certain precautionary measures can mitigate many of the challenges inherent in hosting research at a victim services agency and lay the foundation for a mutually rewarding partnership. It is a great opportunity to help shape a research agenda that is truly relevant to the needs of victims and the providers who serve them.

Do you have a success story about partnering on a research project? Let us share your story with your colleagues—write to [Debra Whitcomb](#).

Leveraging Existing Resources To Expand SANE–SART Training

Because of challenges presented by the Department of Justice conference and event planning process, the Office for Victims of Crime (OVC) did not support a **Seventh National Sexual Assault Response Team (SART) Training Conference** in May 2013. Fortunately, the organizers of the conference, the SANE–SART Resource Service, have a number of new and ongoing projects that address the goals of the SART Conference. These goals include fostering opportunities to bring SARTs together and improving the care provided to sexual assault victims by improving the SART system's response to all victims of sexual assault.

The SANE–SART Resource Service, an OVC grantee, is a program of the Minneapolis Medical Research Foundation, a public, nonprofit agency founded in 1977 by

Dr. Linda Ledray. Dr. Ledray founded and directed one of the first sexual assault nurse examiner (SANE) programs. The SANE program she developed served as a model SANE program. The SANE–SART Resource Service helps communities across the country develop SANE–SART programs. It was instrumental in planning and executing the National SART Training Conferences, and provides an online SANE–SART Education Program, 40-hour onsite SANE training with a clinical component, and 2- and 3-day SART trainings.

In lieu of a conference, the SANE–SART Resource Service is developing a Sexual Assault Nurse Examiner (SANE)-SART online forensic training program for medical professionals, victim advocates, forensic practitioners, professionals in the legal and criminal justice systems, and others involved

in treating victims of sexual assault. SARTs have to work together, yet they rarely have the opportunity to train together. This program provides that opportunity. The participants work as a team to solve a sexual assault crime from the initial victim interview through the trial. All training will be provided at no charge to the participants.

During challenging economic times, it is crucial to leverage existing resources and projects. Through funding from the National Institute of Justice (NIJ), the SANE–SART Resource Service developed a *SANE–SART Online + Clinical* educational program that provides online adult and adolescent didactic and onsite SANE clinical training for almost 100 registered nurses wanting to qualify as SANE–As. The training, funded by OVC, augments the existing program

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funded by NIJ by adding these additional elements:

- While the existing online training focuses on tribal and rural SANE–SART development, with the exception of the SANE track, it contains a limited number of lessons in each professional track (legal, advocate, and law enforcement). The new training increases the number of online lessons for the victim advocate, legal, and law enforcement tracks to a level comparable to those in the existing 4-hour SANE track. Each new track contains more track-specific content related to resources, culture, and other key factors appropriate to rural and tribal SART members.
- After completing an online component of the training, the learner participates in a related webinar to augment the information

provided online and to allow them to ask additional questions of a subject matter expert. The eight webinars held at the end of each 8-week training program are live and include a chat opportunity for the participants. The webinars will also be recorded and stored online for others to review at a later time.

- Following successful completion of the online training and related webinars, SARTs are eligible to participate in an interactive scenario (IAS). There will be an IAS in seven different regions. Three SARTs of four members each will be selected for each IAS. SARTs located in or near the IAS location will have priority. Following the format used successfully at multiple National SART Training Conferences, SART members will learn how law

enforcement and advocates deal with a reluctant witness and make tough decisions about what evidence is admissible. They will follow the crime from the initial report through medical and crime scene evidence collection to the trial.

- Finally, a SART informational video is in development for use by those interested in creating a SART and looking to persuade other potential members, or management, on the value of a SART. Additionally, the video can be used by rural and tribal SARTs to make their respective communities aware of the SART and its ability to increase conviction rates, thus potentially increasing the willingness by victims to prosecute.

Please visit www.ovc.gov and www.sane-sart.com, where more information about these new training opportunities will be posted soon.

Visit the OVC Web Site To Get Updates on the AI/AN SANE–SART Initiative

The Office for Victims of Crime (OVC) established the American Indian and Alaska Native (AI/AN) Sexual

Assault Nurse Examiner–Sexual Assault Response Team (SANE–SART) Initiative in 2010 to address the comprehensive needs

of tribal victims of sexual violence, with the ultimate goal of institutionalizing sustainable and evidence-based practices that meet the needs of tribal communities.

Through this initiative, OVC funded three demonstration sites, which included a training and technical assistance provider and two federal coordinating positions, with one at the Federal Bureau of Investigation and one at the Indian Health Service. It also established a Federal Advisory Committee: National Coordination Committee on the AI/AN SANE–SART Initiative, which comprises diverse professionals to ensure that the initiative meets its goal of developing effective, culturally relevant services and programs to serve as models for other AI/AN communities nationwide.

OVC updates the Web site frequently with announcements from the committee, newly developed documents and resources, and news from the demonstration sites. [Visit the OVC Web site to learn more about the demonstration sites, the committee, and the initiative.](#)



Members of the Federal Advisory Committee: National Coordination Committee on the AI/AN SANE–SART Initiative and the initiative's designated federal official join with National SANE–SART coordinators at the first committee meeting on December 4–5, 2012.

Pictured (l to r): Shannon May, FBI; Kathleen Gless, OVC; Karen Joyce McMahon, FBI; Donna Keeler, National Council of Urban Indian Health; Beverly Fletcher, Office on Violence Against Women; Juana Majel-Dixon, National Congress of American Indians; Geri Wisner-Foley, Native American Children's Alliance; Hallie Bongar-White, Southwest Center for Law and Policy; Kim Day, International Association of Forensic Nurses; Linda Logan, National Indian Children's Welfare Association; Sarah Deer, William Mitchell College of Law; Rose Weahkee, IHS; The Honorable Peggy Bird, National American Indian Court Judges Association; Jason O'Neal, Bureau of Indian Affairs; Shirley Moses, Alaska Native Women's Coalition; and Beverly Cotton, IHS.

Successful Board Development: Selecting, Maintaining, Tasking, and Nurturing Board Members

By Herman Millholland, Vice President, End Violence Against Women International, Former VOCA/State Grants Administrator

As a member of a nonprofit board of directors and former state grants administrator, I have had plenty of exposure to the world of nonprofit management and, more importantly, to the role that a successful board of directors can play in an organization. I hope this exploration of the importance of board development will provide a more complete appreciation for the process of selecting, maintaining, tasking, and nurturing board members to achieve organizational success.

There are some fundamental principles to understanding nonprofit management, and it is important to look back and gain some historical perspective on how they were formed. Since the 1960s, nonprofit organizations or nongovernmental organizations have been at the leading edge of providing needed services for crime victims and their families. Organizations often start out in someone's kitchen, with advocates discussing the depth and breadth of issues specific to their discipline. This is also how many grassroots victim-serving organizations and the era of the victims' rights movement began, by focusing on the vision and mission of providing essential services.

As these organizations formed and progressed, articles of incorporation, bylaws, and boards of directors were created, starting the path toward establishing 501(c)(3) nonprofit status. This distinction permits organizations to provide services, raise funds, and seek grants. With nonprofit status in hand, an organization can begin its journey to providing crucial intervention and direct services, but too often the organization overlooks one small but very important detail—understanding that the organization is also a business.

More than 1.5 million nonprofit organizations are in service today, and their operational needs are generally the same. Running them can be rewarding and fulfilling, but it can also be a difficult job to do well. Even with the best of intentions, nonprofit leaders soon discover that a meaningful mission alone is not enough to ensure the organization's success. Success begins with having clear policies and procedures, no matter the size of the organization. Too often, nonprofit board members simply do not have a clear understanding of their roles or what is expected of them. This may make them reluctant to develop the policies that an organization needs to function efficiently, believing that doing so will take too much time, effort, and knowledge. The reality is that the lack of responsible policies and board governance can end up costing an organization much more in the long run in terms of stakeholders and resources. Without a strong board of directors who are knowledgeable about the business of the organization and effective board development, success will be elusive.

In contrast, with effective leadership and an engaged board of directors the organization will be on a path to achieving its mission and goals. Developing a board of directors takes skill and leadership,

and there are effective resources available to guide organizations through this task. The process begins with selecting board members who have a shared vision and values that will help frame the organization's mission and overall goals. Just as important as it is to select the board of directors for the organization, it is equally as important to select a chief executive officer (CEO) or executive director (ED) who is prepared to advance the vision and mission of the organization. The board of directors, with support from the CEO/ED, will ultimately be responsible for developing strategic goals that will provide direction to move the vision and mission of the organization forward.

The success of an organization is clearly defined by the role that its board of directors and CEO/ED share on a day-to-day basis. Here are important tasks that you will need to complete to manage a successful nonprofit organization, and for that organization to have an effective board of directors:

- Select a CEO/ED who is qualified and prepared to advance the organization's mission, with the board of directors and CEO/ED serving complementary roles that allow them to function as partners in a relationship of trust.
- Adopt a clear mission that will supplement the organization's vision and values, and develop the strategies needed to accomplish the mission.
- Elect a president or chair of the board of directors who is able to manage and maintain the integrity of the structure and process, and leave the management of the organization to the CEO or ED.
- Create a manual for the board of directors that includes policies and procedures.
- Define the criteria for recruiting new board members (it is important that each member brings his or her unique value to the organization).
- Provide orientation and training for board members, evaluate their performance or contributions to the organization annually, and be sure to reward and recognize their service as a way to retain good board members.
- Form committees (development, fundraising, marketing, outreach) that are tasked with board-related work that is essential to the business of the organization.

Resources for Board Development

BoardSource

<https://www.boardsource.org/eweb/>

The Chronicle of Philanthropy

<http://philanthropy.com/section/Home/172>

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- Hold meetings regularly and keep a record of what was discussed to foster good communication, which is the hallmark of success.
- Develop a 3–5 year strategic plan that includes attainable, measurable, and sustainable goals.
- Ensure that accountability is a top priority by focusing on the legal, financial, liability, conflict of interest, and internal controls needed for audits and other business-related purposes.
- Establish an assessment and evaluation process to measure progress toward organizational performance goals. You can do this through an annual report that provides transparency, an essential factor when working with stakeholders.

Managing a nonprofit organization should be a rewarding and fulfilling experience, which can be accomplished with the right mix of leadership, partnership, and collaboration. One of the key strategic goals in this effort is to ensure that you have a strong, sustainable leadership

team to achieve organizational success—this will happen by selecting, maintaining, tasking, and nurturing your board members.

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Foothills Child Advocacy Center Survives Tough Financial Times

By Jennifer Kline, Foothills Child Advocacy Center

Foothills Child Advocacy Center (Foothills) in Charlottesville, Virginia, is 1 of 17 child advocacy centers (CACs) in the state, and 1 of more than 800 CACs in the country that use a multidisciplinary team approach to investigate child maltreatment cases. CACs seek to reduce trauma to child victims of crime by conducting one forensic interview and medical evaluation with the child victim, rather than several, and then coordinating mental health services for the child and family.

The Commonwealth of Virginia designates approximately \$1 million to be awarded to CACs across the state through a competitive grant process every 2 years. These funds were distributed in equal increments to accredited, associate, and developing CACs until 2009, when Virginia restructured the way it distributes the money. Accredited CACs competed for 67 percent of the funds, and associate and developing centers competed for the remaining 33 percent. As the number of associate and developing CACs in the state was much greater than the number of accredited CACs, a larger number of CACs were competing for a much smaller amount of money. As an associate center at the time, Foothills' state funding was significantly reduced.

To make up for the loss of state funding, Foothills sought new sources of support. In 2009, when the City of Charlottesville announced it would not fund any new programs due to hard economic times, a city councilor went to bat for Foothills. She made sure the City Council understood the importance of Foothills to the children and families in the community who were impacted by crime. For the first time, the City of Charlottesville gave funding to Foothills.

Foothills also took steps to reduce expenses. After Foothills' director left in 2009, the board did not fill the position, instead hiring a part-time administrative coordinator. The program coordinator, administrative coordinator, and board of directors worked hard to pick up the slack. In addition, Foothills relocated to share space with Children, Youth, and Family Services (CYFS), one of the agencies on the multidisciplinary team that provides mental health counseling to many of Foothills' clients. CYFS was in the process of renovating a building and, with input from Foothills' staff, they custom built the space with a soundproof forensic interview room. Foothills shared the waiting room, conference and training space, kitchen, bathrooms, and office equipment with CYFS. For 3 years, this was a money-saving partnership for Foothills.

In 2010 and 2011, Foothills underwent an intensive accreditation process that took the full cooperation of the multidisciplinary team and board of directors. By meeting national accreditation standards, Foothills was recognized as having achieved a level of multidisciplinary collaboration and coordinated service delivery that significantly improves the experience and well-being of children who are subject to child abuse intervention. Accreditation not only provided value and credibility, it also made Foothills eligible for more state funding.

Between 2009 and 2012, Foothills saw its clients increase by 61 percent in Charlottesville and Albemarle County. There were also more requests from law enforcement in surrounding rural counties to conduct forensic interviews of children. To accommodate these requests, Foothills applied for and received a local grant that enabled

CONTINUED ON PG. 9

it to conduct forensic interviews for six rural counties.

In 2012, Foothills decided it was time to expand to meet the needs of its clients. For the first time, it received funding from Albemarle County. Foothills also received a grant to fund a full-time case manager to conduct assessments, to do ongoing work with families, and to supervise three student interns. The United Way funded a part-time nurse practitioner position so that forensic medical

evaluations could take place at Foothills instead of the emergency room. For the first time in 3 years, Foothills was financially stable enough to begin the process of hiring a part-time director. Due to the growth and expected increase in staff, Foothills needed a larger space. In October 2012, Foothills moved into a building with six offices, a medical exam room, a waiting room, and a forensic interview room.

Foothills has come a long way. With minimal staff and through tough economic times, Foothills did not just survive, it actually thrived and increased its services. As a result of smart fiscal management, Foothills now sees more clients and offers more services to reduce the trauma that child victims and their families experience following victimization, and ultimately helps them continue on the road to healing.

OVC Releases New Video Series: *Through Our Eyes: Children, Violence, and Trauma*

Too many children are exposed to crime, abuse, and violence—many in their own homes, schools, and communities. These experiences can lead to serious, long-term problems. Early identification, intervention, and treatment are critical. Efforts to assist, protect, and support these children cannot succeed without victim advocates, local law enforcement, prosecutors, judges, other justice system personnel, faith- and community-based leaders, medical and school personnel, and—above all—parents. Everyone plays a role in identifying, protecting, and treating children who are exposed to violence. To address this issue, the Office for Victims of Crime released a new video series, *Through Our Eyes: Children, Violence, and Trauma*, to compel all of us to join our neighbors and the growing ranks of professionals who are making it their life's work to help traumatized children heal and thrive.

[Watch *Through Our Eyes* and read about available resources.](#)

The screenshot shows the website for the Office for Victims of Crime. At the top, it says "OFFICE OF JUSTICE PROGRAMS" and "OFFICE FOR VICTIMS OF CRIME". The main heading is "Through Our Eyes: Children, Violence, and Trauma Videos and Resources". Below this, there is an "Overview" section with text about children exposed to crime and violence. To the right, there is a "Watch on YouTube" section with a video player and a "View Resource Guide" button. Further right, there are thumbnails for "Introduction", "Treatments That Work", "The Child Advocacy Center Model", and "Community-Based Approaches". At the bottom, there are navigation links for "OVC Home", "OVC TRAC", "FAQs", "Contact Us", "Site Map", "Archives", "Link to Us", "DJP Home", "CrimSolutions.gov", "SMS", "Grants.gov", "Privacy Policy", "Language Access", "Legal Policies and Disclaimers", "FOIA", "USA.gov", and "Recovery.gov".

Online Resources

[OVC HELP for Victim Service Providers Web Forum](#)

The Office for Victims of Crime (OVC) developed this resource as an online tool for victim service providers and allied professionals to share ideas, suggestions, and recommendations concerning promising practices, best practices, and victim issues. Guest hosts lead online discussions on various topics, including

the collaboration-themed forums listed below. Each includes a link to the transcript.

[Collaborative Educational Models Benefiting Victims and Providers](#)

[Implementing the Anti-Human Trafficking Task Force Model](#)

[Enhancing Law Enforcement Response to Crime Victims](#)

Publications

[Multidisciplinary Response to Crime Victims With Disabilities](#)

The *Multidisciplinary Response to Crime Victims With Disabilities* is a companion set of two replication guides. The state-level guide describes the Building Partnerships for the Protection of Persons with Disabilities Initiative, which uses a prosecution-based multidisciplinary team approach to address abuse

Building Bridges Through the Arts

By Laura Zárate, Founding Executive Director, Arte Sana, and OVC TTAC Consultant

Arte Sana (Art Heals) is a Texas-based, national, Latina-led, nonprofit organization that was founded in 2001 with a commitment to ending sexual violence and other forms of gender-based aggression and engaging marginalized communities as agents of change. In December, Arte Sana met with a Syrian delegation through the International Visitor Leadership Program (IVLP) at the U.S. Department of State. The meeting series, *Conflict Resolution, Reconciliation, and Tolerance Through the Arts: A Project for Syria*, aimed to highlight the cultural, ethnic, religious, and racial diversity that is characteristic of the United States and offer participants the opportunity to experience and examine social issues through the arts.



The heart art represents victim advocacy and human rights without borders. Created by Laura Zárate.

The international guests included a music composer for Syrian drama, a freelance photographer and documentary film director, a playwright, two sculptors, a children's book illustrator, an actress, and the founder of the first independent collective space in Syria for visual, multimedia, and contemporary arts. According to the project description from the U.S. Department of State's Program Office, the following were among the topics examined during this IVLP tour:

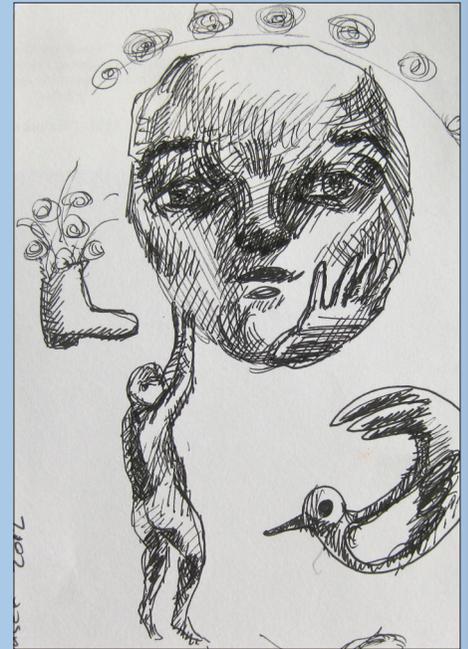
- The importance of the arts as a platform for engagement and a vehicle for promot-

ing tolerance and multicultural understanding within American communities.

- Arts education and artistic expression by community arts organizations (public and private) that inspire social change and celebrate the richness inherent in a multicultural society.

The gathering that took place in Austin, Texas, was planned by GlobalAustin, and Arte Sana was among the groups invited to showcase its program specifically because of its use of the arts and culture in victims' rights awareness and violence prevention work. As its first official event, the Corazón Lastimado: Healing the Wounded Heart survivor art exhibit offers visual testimony to the impact of sexual violence by providing survivors and those who work with them wooden hearts to use as vehicles of expression and healing. Among the topics covered were how Arte Sana uses art and song to promote healing; how traditional cultural vehicles of remembrance, such as the Day of the Dead altars, can be used to both honor victims of crime and raise awareness; and how efforts can be maximized through cyber-collaborations.

In October 2012, Arte Sana passed its 11,000th training/presentation milestone. As a national leader in training on sexual assault issues, Arte Sana has reached 3,442 people in the United States, Mexico, and Puerto Rico through its presentations offered in Spanish. Adding to this outreach, the Existe Ayuda (Help Exists) Toolkit—which Arte Sana developed through a grant from the Office for Victims of Crime (OVC) and in collaboration with 641 victim advocates and promotoras (community health workers) from 25 states—was made available on the OVC Web site at www.ovc.gov/pubs/existeayuda.



Art created by Syrian sculptor Yamen Yousef during a presentation by Laura Zárate.

More than 130 heart art images and messages from survivors are available for viewing on Arte Sana's Web site at www.arte-sana.com/virtual_gallery/exhibits/corazon_exhibit03/gallery_exhibit_corazon_lastimado02_intro.htm. For more information, contact Laura Zárate at arte-sanando@yahoo.com.



The skull image includes a bilingual message and the colors for both domestic and sexual violence awareness, as well as a pre-Columbian image that represents movement. Created by Laura Zárate for Arte Sana.

New Fellows Enhance OVC's Efforts in Trafficking and Financial Fraud

The Victim Assistance Professional Development Fellowship Program at the Office for Victims of Crime (OVC) allows fellows to glean an insider's perspective on government decisionmaking and contribute significantly to OVC's mission and vision. It also supports the fellows' professional development in their own area of expertise. In November 2012, three new fellows joined the OVC Fellowship Program: Shelly Jackson, Jean Bruggeman, and Lindsay Waldrop.

OVC Fellow Profile: Financial Fraud and Abuse

In addition to addressing the core elements in its title, the Financial Fraud and Abuse Fellowship focuses on elder financial exploitation and the relationship between financial victimization and other types of victimization. It is estimated that older Americans lose more than \$2.9 billion annually to financial crimes. Those crimes are even more complex when they affect older Americans who are also experiencing other forms of abuse, such as physical abuse and neglect—referred to as hybrid financial exploitation. The Financial Fraud and Abuse Fellow, Shelly Jackson, seeks to understand and assess the needs of these victims to better assist victim service organizations.

Prior to her fellowship, Dr. Jackson was affiliated with the University of Virginia where she taught courses in family violence throughout the lifespan. During the past 15 years, in a career that began in the field of child maltreatment, she conducted research involving victims of family violence that evolved into studying intimate partner violence, and since 2003, elder maltreatment. She conducted a federally funded comprehensive study of financial exploitation, physical abuse, neglect, and hybrid financial exploitation of older Americans in Virginia. Interviews with elderly victims in the state convinced Dr. Jackson that more must be done to respond to these victims. It is her goal to learn about the specific needs of older victims and to develop responses to enhance the victim assistance they receive. Dr. Jackson received her doctorate in developmental psychology from the University of Vermont, was a postdoctoral fellow with the University of Nebraska's Psychology and Law Program, and an Executive Branch policy fellow with the Society for Research in Child Development.

OVC Fellow Profile: Human Trafficking

Since the passage of the Trafficking Victims Protection Act (TVPA) of 2000, OVC has promoted timely and high-quality services for trafficking victims by supporting coordinated multidisciplinary responses, and enhancing interagency and intergovernmental collaboration to combat human trafficking.

Two new fellows, Jean Bruggeman and Lindsay Waldrop, are working with OVC to address the field's need for resources that support



Last November, OVC welcomed new fellows (l to r): Lindsay Waldrop, Shelly Jackson, and Jean Bruggeman.

the expansion and effectiveness of services for all victims of human trafficking within the United States. During their fellowships, they are providing technical expertise to support OVC's anti-human trafficking efforts, specifically working to develop or enhance training, technical assistance, public awareness, and capacity-building resources for service professionals, law enforcement, and allied professionals whose work is with or related to trafficking victims.

Jean Bruggeman is an attorney with more than 12 years of nonprofit victim service expertise in nonprofit management, language access, immigration, human trafficking, and domestic violence. She began her career by representing immigrant survivors of domestic violence and human trafficking, and then developed comprehensive legal and social services programs at two organizations. She has provided training and technical assistance nationwide and authored several training resources. She also developed the Community Legal Interpreter Bank, an interpreter service, to ensure access to legal services for Deaf and Limited English Proficient residents of Washington, D.C., and served as the Interim Executive Director of Ayuda, a nonprofit organization in Washington, D.C. She is a graduate of the Georgetown University Law Center and Bryn Mawr College.

Lindsay Waldrop comes to OVC from ICF International, where she worked in close collaboration with OVC on a contract for the OVC Training and Technical Assistance Center (OVC TTAC). As the senior human trafficking specialist at OVC TTAC, Ms. Waldrop provided ongoing training and technical assistance on behalf of OVC to its anti-human trafficking grantees, the OVC/BJA Anti-Human Trafficking Task Forces, and the anti-trafficking field in general. Prior to her work at OVC TTAC, Ms. Waldrop worked for the International Association of Chiefs of Police on its Police Response to Violence Against Women Project, where she created training and tools for local law enforcement leadership on responses to all crimes against women, including domestic violence, sexual assault, intimate partner violence, stalking, and human trafficking. She received her master of arts degree in International Peace and Conflict Resolution from American University and her bachelor's degree in Peace Studies from Antioch College.

committed against persons with disabilities. The community-level guide describes an adaptable seven-step model that covers collaboration, needs assessment, strategic planning, outreach, education and training, evaluation, and sustainability.

[SART Toolkit: Resources for Sexual Assault Response Teams](#)

The *SART Toolkit: Resources for Sexual Assault Response Teams* (SART) is a compilation of resources for communities wanting to develop SARTs—coordinated teams of people who serve victims of sexual assault—and for communities wanting to improve their SART responses. The toolkit reviews the basics, lays out the steps involved in putting together a SART, describes how to retain the focus on victims, highlights SART programs throughout the country, and includes sample resources to use when developing and evaluating a team.

[Anti-Human Trafficking Task Force Strategy and Operations e-Guide](#)

The *Anti-Human Trafficking Task Force Strategy and Operations e-Guide* supports the important work of multidisciplinary anti-human trafficking task forces around the country and provides direction and promising practices on the creation, structure, and enhancement of task forces. It also includes links to many tools, trainings, and resources for victim service providers, law enforcement agencies, and prosecutors.

[Click here](#) for additional OVC and OVC-sponsored publications on collaboration and sustainability.

[Instructor-Led Training](#)

The [Office for Victims of Crime offers training by request](#) for program leaders who want

to organize a specific training for their own region. Through OVC's Training and Technical Assistance Center, instructor-led training can be provided to your local area on an array of topics relevant to the field of victim services including the topics described below.

[Supporting Children Living with Grief and Trauma: A Multidisciplinary Approach](#)

This 2-day interactive training is for victim advocates and other professionals who want to develop the knowledge and skills they need to provide appropriate services for children who experience trauma and grief as a result of violence. Look for this training on OVC's list of instructor-led trainings.

[Grant Writing and Other Funding Strategies for Victim Service Providers](#)

This 2-day training provides the necessary information and skills to identify grant opportunities, write successful proposals, and navigate the federal funding process and basics of grant management.

[Supporting Crime Victims With Disabilities](#)

Collaboration between professionals in the victim services and disabilities fields means better services and stronger support for crime victims who have disabilities. This 3-day training is for victim service providers, advocates for people with disabilities, self-advocates, and allied professionals. Using case studies and small group discussions, participants will examine the prevalence of crime against people with disabilities, perceptions of the criminal justice system, tenets of the disabilities movement, and the impact of disabilities on daily life. Through collaborative activities participants will identify ways the various agencies, organizations, and systems can work together to better serve crime victims with disabilities.



To receive *OVC News & Program Updates*, register via the National Criminal Justice Reference Service and select "Victims" as a topic of interest. Once you have registered, you will also receive important information from OVC and other OJP agencies related to—

- new funding opportunities,
- recently released publications,
- upcoming trainings and conferences,
- program initiatives, and
- much more!

[Strengthening Military-Civilian Community Partnerships to Respond to Sexual Assault](#)

This interactive 2-day training is designed to help community-based sexual assault advocates partner with local military installations to respond effectively to the needs of sexual assault victims in the military. Participants learn about military systems, protocols, and culture so they may improve service provision to sexual assault victims in the military and develop an appreciation for that unique perspective.

ABOUT THE OFFICE FOR VICTIMS OF CRIME

The Office for Victims of Crime is one of six components within the Office of Justice Programs, U.S. Department of Justice.

Led by Principal Deputy Director Joye E. Frost, OVC is committed to enhancing the Nation's capacity to assist crime victims and to providing leadership in changing attitudes, policies, and practices to promote justice and healing for all victims of crime.

Established in 1988 through an amendment to the Victims of Crime Act of 1984, OVC is charged by Congress with administering the Crime Victims Fund. Through OVC, the Fund supports a broad array of programs and services that focus on helping victims in the immediate aftermath of crime and continuing to support them as they rebuild their lives. Millions of dollars are invested annually in victim compensation and assistance in every U.S. state and territory, as well as for training, technical assistance, and other capacity-building programs designed to enhance service providers' ability to support victims of crime in communities across the Nation.

For more information, visit www.ovc.gov.

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