

# Building Board Commitment Plan

<b>PURPOSE</b>	To build a more engaged, educated and committed board through building relationships. For board members to get to know one another better – to speak more openly with each other.
<b>PRODUCT/ OUTCOMES</b>	<ol style="list-style-type: none"> <li>1. Board members will engage to build relationships</li> <li>2. Identify ways to build upon their connections</li> <li>3. Begin to build trusting relationships</li> <li>4. Understand the challenges of the section</li> <li>5. Gain a better understanding of how NCJW ____ Section relates with NCJW Inc.</li> </ol>
<b>PEOPLE</b>	All board members and staff
<b>PLACE</b>	Room with space for break-out sessions Time: 5 hours
<b>PREPARATION</b>	<p>Put a timeline of key events for the section on flipchart paper or poster board to be posted on the walls.</p> <p><b>Prework</b>  <b>Email to go out with responses to _____ by (date)</b></p> <ol style="list-style-type: none"> <li>1. What is your role on the board?</li> <li>2. What draws you to NCJW?</li> <li>3. What challenges do you face as a board member?</li> <li>4. What would you like to learn more about NCJW?</li> </ol> <p>Plan in place for lunch.</p> <p>Print out handouts:</p> <ol style="list-style-type: none"> <li>1. <a href="#">Board Member Profile Survey</a></li> <li>2. Writing SMARTIE Goals <i>or</i></li> <li>3. My SMARTIE Goals <i>or</i></li> <li>4. Template for Action Planning <i>or</i></li> <li>5. Guide for Active Planning</li> <li>6. <a href="#">Governance 101</a></li> <li>7. <a href="#">Board Norms</a></li> </ol>
<b>MATERIALS</b>	<p>Flipcharts &amp; lots of paper                      Lots of color markers and pens</p> <p>3 x 3" Post its™                      Painters tape (better for walls than masking)</p> <p>Name tents and/or name tags      Pads of paper for notes, pens</p>

# Facilitators Guide: Building Board Commitment – 5-hour meeting

Time/ Facilitator	Activity/Process	Notes
11:00 – 11:30  30 min	<p><b>Welcome – Intros</b></p> <ol style="list-style-type: none"> <li>1. President welcomes, shares her vision for the day and introduces the facilitator.</li> <li>2. Facilitator reviews Outcomes, Agenda and Ground Rules</li> <li>3. Go around the room and have each person introduce herself, her role in the section, and ask her to share the story about what brought her to NCJW.</li> </ol>	<p>If section has ED, she might want to also welcome the group.</p> <p>Encourage them to take one minute to get to the essence of their story.</p>
11:30 – 1:00  90 min	<p><b>Conversation Cafe Process</b></p> <p><b>Instructions:</b>            The Conversation Café process allows for more intimate, open conversations, by only having 4-5 people sitting around small tables discussing a focusing questions. Each table is set like a café, if possible – with a table cloth, flowers, flipchart paper for each question and several colored pens and markers.</p> <p>The first question is an ice breaker, for board members to get to know one another better. The other questions should be ones that require deeper thinking, or do not have an easy solution.</p> <p>Ask one person to be the table host. This person stays at the same table, encourages the group to take notes or draw images.</p> <p>Small groups discuss the questions. Rotate groups for more connections after 15 – 20 minutes. The table host can highlight some themes and then group can build on prior conversation and add new ideas and insights.</p>	<p>Place flipchart paper on each table and have a variety of colored pens and markers</p> <p>15 minute rotations for each question</p>

Time/ Facilitator	Activity/Process	Notes
30 min w/exercise set up	<p><b>First Question:</b> <i>What do you bring to the organization? Talent, skills, knowledge, interests, passions, connections</i></p> <p>This question could be done faster – 2 rounds of 10 minutes. Have them sit next to people they do not know as well.</p> <p>Post flipcharts without reporting out.</p> <p>If your board members have not yet completed the Board Member Profile Survey, take a few minutes after the conversation to have each board member complete theirs.</p>	Handout (optional): -NCJW Board Member Profile Survey
45 min w/debrief	<p><b>Second Question:</b></p> <p><b>Chose a question or come up with a different one:</b></p> <ul style="list-style-type: none"> <li>- <i>What challenges does the organization face?</i></li> <li>- <i>What is possible for NCJW _____ Section going forward?</i></li> <li>- <i>What is the promise that NCJW _____ Section fulfills?</i></li> <li>- <i>What makes NCJW _____ Section unique and valuable?</i></li> </ul> <p>The table hosts remain. Rotate to new groups. Write on a clean sheet of flipchart paper.</p> <p>After 15 minutes, rotate again. Same question.</p> <p>At the end of the time. Have the group identify the top 3 items and record on a post it.</p> <p>Each table reports on their top 3 items.</p> <p>Post the flip charts.</p>	As people are changing seats, collect the flip chart paper and post around the room (label each page with a #Q1)
15 min	<p><b>Gallery Walk</b></p> <p>Have them walk around and review the flipcharts. The table hosts</p>	

Time/ Facilitator	Activity/Process	Notes
	can explain anything that needs clarification.	Participants can put stars or marks next to items that are most important
1:00 – 2:00  60 min	<p><b>Lunch &amp; Learning about National &amp; ____ Section</b></p> <ol style="list-style-type: none"> <li>1. While eating, show video of National</li> <li>2. Q &amp; A with FAN or things to know about "our organization"</li> <li>3. Review wall chart on the history of ____ section. Board members and staff can put dots, or add the events that they first attended.</li> </ol>	Create a wall chart with significant dates/events of the Section
2:00 – 3:00  60 min  20 min.	<p><b>Harvest the Conversations</b></p> <p><b>Based on the conversations from the morning, have table groups discuss:</b></p> <ul style="list-style-type: none"> <li>– <i>What did we learn that we can start to do as a board?</i></li> <li>– <i>What are our strategic priorities?</i></li> <li>– <i>What goals shall we make to move things forward?</i></li> </ul> <p>The product of this conversation is a list of ideas, areas to focus on and potential goals.</p> <p>Table group report outs.</p> <ol style="list-style-type: none"> <li>1. Identify up to 3 goals or actions for the coming year.</li> <li>2. Decide who will be accountable for taking on that goal or focus area.</li> <li>3. Agree on a timeframe.</li> </ol>	Goal Setting handout
3:00 – 3:15  15 min	<p><b>High Performing Governance Practices</b></p> <p>Briefly provide an overview of current governance practices.</p> <p>Ask: <i>What are the expectations for us as board members?</i></p>	Handouts: - Governance 101

Time/ Facilitator	Activity/Process	Notes
	This can be done in small groups or full group discussion. Record on flipchart.	
3:15 – 3:45  30 min	<p><b>Our Working Agreements</b></p> <p>Facilitate a full-group discussion and record their ideas.</p> <p><i>How do we create synergy and build stronger relationships with one another?</i></p> <p><i>What agreements will we make with one another for working together?</i></p>	<p>Option: Title a flipchart: Our Working Agreements.</p> <p>Have each person come up and sign it.</p> <p>Optional Handout: -Board Norms</p>
3:45 – 4:00  15 min	<p><b>Wrap Up</b></p> <ol style="list-style-type: none"> <li>1. Determine accountabilities for Action Items</li> <li>2. Acknowledgements</li> <li>3. Closure activity</li> <li>4. Evaluation</li> </ol>	

# Writing SMARTIE Goals

**SMARTIE Goals** help define concrete results that you want to achieve and the action steps needed to achieve them. SMARTIE stands for:

<b>S</b>	Specific	Provide enough detail so that you know exactly what you intend to achieve.
<b>M</b>	Measurable	Identify appropriate metrics for your goals. Determine tangible evidence of completion to measure your success.
<b>A</b>	Aligned	Make sure that the goals are aligned with the overall vision and mission, and support the program/project purpose.
<b>R</b>	Realistic	Watch the scope of your goals and make sure they are realistic and achievable. It is often helpful to break large goals into smaller, more manageable goals so that you can measure progress.
<b>T</b>	Time defined	Ensure your goal has a target date and milestones for achievement.
<b>I</b>	Inclusive	Bring traditionally excluded individuals and/or groups into your work. Share power to participate meaningfully and make decisions these individuals/groups.
<b>E</b>	Equitable	Ensure your work is addressing systemic injustice, inequity or oppression.

## Example

Create a new, measurable, strategic plan and use it as a working document to chart our progress on a quarterly basis by June 30, 2020.

Establish a New Project Development Committee, and conduct evaluations of two current community service projects each year – by December 31, 2021.

# My SMARTIE Goals

<p>Personal Leadership</p> <ul style="list-style-type: none"> <li>• Your NCJW accomplishments</li> <li>• Personal goals</li> </ul>	
<p>Section</p> <ul style="list-style-type: none"> <li>• Membership</li> <li>• Fundraising</li> <li>• Programs</li> <li>• Advocacy</li> <li>• Other</li> </ul>	
<p>Board</p> <ul style="list-style-type: none"> <li>• Increasing board size</li> <li>• Identifying future leadership</li> <li>• Governance</li> <li>• Shifting direction</li> <li>• Other</li> </ul>	

Write one to three SMARTIE goals in each arena below:

# Template for Action Plan

Use this form to track progress towards goals.

<b>Goal # 1:</b>			
How will success be measured?			
Steps	Responsible Person	By When	Status
<b>Goal # 2</b>			
How will success be measured?			
Steps	Responsible Person	By When	Status



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**Goal # 3**

**How will success be measured?**

<b>Steps</b>	<b>Responsible Person</b>	<b>By When</b>	<b>Status</b>



4. Create a timetable outline for this goal. See next page.

Key Action Step	Start	Completion

5. What does success look like? Create benchmarks of success for the goal. What does success look like in 1 month, 3 months, 6 months, 1 year, and 3 years? Add these benchmarks to your timetable.

<b>ONE Month</b>	
<b>THREE Months</b>	

<b>SIX Months</b>	
<b>ONE Year</b>	
<b>THREE Years</b>	
<b>Overall</b>	

6. What resources are necessary to attain this goal? Are they all currently accessible? If not, what needs to happen to put those resources in place? (Return to your timetable and adjust if necessary!)

7. Start to break down each of the Key Action Steps from your timetable that will help you to achieve this goal. Outlining resources and actionable steps below for each goal.

**Goal #1**

<b>WHAT is the action?</b>
<b>WHY is this action important?</b>

<p><b>WHO</b> will lead this effort? <b>Who else</b> can you tap to help? <b>From whom</b> do you need buy in? <i>(Remember to look internal AND external)</i></p>
<p><b>WHEN</b> will this take place?</p>
<p><b>HOW?</b> Outline your first three steps. <i>(Be sure to assign who is responsible.)</i></p> <p>1)</p> <p>2)</p> <p>3)</p>

# Facilitator Resource: NCJW National History

In 1893, Hannah G. Solomon of Chicago was asked to organize the participation of Jewish women in the Chicago World's Fair. When Solomon and her recruits discovered that participation was not substantive, but would consist of pouring coffee and other hostess duties, they walked out. Solomon then took matters into her own hands, building on the courageous action and volunteer work she had been leading for years. By the end of the World's Fair, Solomon and the accompanying delegate body of women had founded the National Council of Jewish Women, changing forever the role of Jewish women and the nature of volunteerism.

In every decade since then, NCJW has prioritized the most pressing issues of the moment – from providing for the needs of immigrant women and children in the early 1900s, to more recent struggles combating sex trafficking and promoting equal pay for women, voting rights, advocating for a fair and independent judiciary, immigrant rights and protecting reproductive health, rights and justice.

NCJW has had a Washington presence since the late 1930's/early 1940's. In fact, as of September the whole organization is now headquartered in Washington. But, even before this — in fact since our inception — NCJW leaders like all of you understood what was needed in your communities. Indeed, it's so fitting to take a short walk back in time through some of the many legacies of NCJW while here in the birthplace of the organization – founded in 1893 by Hannah G. Solomon.

Volunteers served as “friendly visitors” to home-bound disabled children and families in need. NCJW sections established vocational schools and listed an impressive array of free libraries, employment bureaus, kindergartens and day nurseries, among so many projects.

At the turn of the century, the flow of immigrants increased. Girls and women arriving alone and penniless too often found prostitution, exploitation, and impoverished living conditions waiting for them. NCJW volunteers met and cared for young Jewish women arriving at Ellis Island. By 1911, NCJW's service had spread to 250 cities! By 1923, we had helped more than 65,000 immigrants in eastern port cities alone.

Our earliest advocacy efforts supported minimum wage laws and protection for women and girls in factories. Since then, NCJW has consistently worked to improve conditions for women in the workplace. In 1985, NCJW's Mothers in the Workplace research showed the dire need for a federal family leave policy. This study spurred NCJW to play a leading role in the almost decade long effort to pass the Family and Medical Leave Act. We were at President Clinton's side when he signed the bill into law in 1993.

Our work for children was indeed ground breaking. NCJW established the first penny lunch stations in public schools. In 1909, NCJW's work to regulate child labor earned a seat at the table at President Taft's historic White House Conference on Child Welfare.

Our Shattered Lives, program manual addressing domestic abuse, spurred sections around the country that found innovative ways to take action – starting hotlines, shelters, community awareness programs, and advocating for legislation like the Violence Against Women Act or VAWA – which passed and was signed into law in 1994, in which NCJW played a leading role in both writing the bill with then Senator Biden and attended the bill signing and subsequent reauthorizations.

In 1968, we launched the NCJW Research Institute for Innovation in Education (RIFIE) at Hebrew University. One of its best-known initiatives is HIPPY (Home Instruction for Pre-School Youngsters), which aims to help low-income parents become their 3 to 5 year-old's first teacher at home. This successful program spread throughout Israel and, in the 1980's, internationally. As First Lady of Arkansas, Hillary Clinton embraced HIPPY and has championed it ever since. Today, HIPPY USA is independent of NCJW and supported by many sections across the country.

Throughout the 1960s, NCJW worked hard to pass landmark civil rights legislation, leading to recognition at the highest level. In July 1963, all 47 NCJW board members received an invitation from President John F. Kennedy to a White House meeting to further civil rights; forty attended. That meeting led to the formation of the Women's Committee on Civil Rights, a group of prominent women's groups that included NCJW.

At NCJW's 1965 convention, Senator Robert F. Kennedy presented two NCJW awards named for his brother. "I know how much President Kennedy valued your service in the civil rights crisis in 1963," said Senator Kennedy. "Civil rights legislation would never have been passed if it had been left only to us in politics. It was the interest of people all over the country that accomplished it – and no organization did more than the National Council of Jewish Women."

There is much, much more to share – NCJW played a role in the passage of major pieces of civil rights legislation.

When it came to reproductive rights, NCJW joined its voice to those in the early 1900's speaking out for women's access to contraception and working with family-planning champion Margaret Sanger. In the 1920's and 30's, NCJW pioneered the establishment of birth control clinics, which were often called Mother's Health Bureaus. In the mid 1920's, the Detroit Section opened a Mother's Health Clinic – the first birth control clinic between New York and Chicago. The Brooklyn section followed suit in 1932, supplying funds and volunteers to their Maternal Health Center for more than a decade. In 1946, the Brooklyn Mother's Health Clinic linked its services with Planned Parenthood which eventually took over the clinic.

In the '90's, NCJW members across the country gathered signatures of 750 rabbis from over 40 states, successfully urging the Senate to uphold President Clinton's veto of the so-called "Partial Birth Abortion" bill. This extraordinary effort was cited on the floor of the US Senate.

Today, NCJW continues to work to advocate for reproductive health, rights, and justice for all, safeguard voting rights, ensure a fair and independent judiciary, and advance gender equality in Israel. We are 100,000 strong, with 60 sections and action teams in 28 states. Our powerful voices make progressive change.