



# **National Association of Women Judges**

## **Strategic Plan**

### **2019 – 2024**

**OUR MISSION:** Promote the judicial role of protecting the rights of individuals under the rule of law through strong, committed, diverse judicial leadership, fairness and equality in the courts, and equal access to justice.

**OUR VISION:** The Leading Voice of Women in the Judiciary

## EXECUTIVE SUMMARY

Since 1979, the National Association of Women Judges (NAWJ) has been the leading voice for women in the judiciary. In 1991, NAWJ created the International Association of Women Judges (“IAWJ”) which has grown to over 6000 members in over 100 countries. The representation of women jurists and inclusion of all levels of the judiciary is what sets NAWJ apart from other associations in this field. Staying relevant, growing outreach and membership, and providing quality educational programming is the heart of the 2019-2024 strategic plan. This plan is intended to be a road map defining a clear destination of where we want to be in 2024 while encouraging flexibility and creativity throughout the journey.

The NAWJ Sustainability Committee in collaboration with the Strategic Planning Committee, began working on this plan in June 2017 during the Sustainability Summit at the midyear conference in Beverly Hills. They met again at the NAWJ Midyear Leadership Retreat focusing on sustainability issues and strategic planning in April 2018 and most recently during the 2019 Leadership Retreat. Outside consultants were engaged to guide the committees through multiple sessions to create specific, measurable objectives based on the results of a leadership survey. The survey included questions about the objectives of the organization, strengths and weaknesses within the organization, and donor engagement. In response to the survey results, and furthered by strategic planning sessions, five pillars of action were developed.

The five pillars of the Strategic Plan relate to both internal and external initiatives, enhancing the member experience, improving organizational operations and assuring the sustainability of our finances. Understanding the importance of a strong internal foundation to support the goals and objects of the external initiatives, the Sustainability Committee has already completed thorough objective review of operations with outside consultants. The report with recommendations is completed and implementation can begin to support the five pillars, Education, Membership, Organization Excellence, Marketing and Communications, and Financial Sustainability.

This plan is intended to drive positive change within NAWJ and to offer a clear focus on our five pillars of action. It requires us to rethink how we organize our time and talent, and where to invest. The plan strengthens our commitment to members, donors, and partner organizations as the essential driver of innovation and positive changes in the judiciary community.

## PILLARS

### I. **EDUCATION: Develop and deliver quality, relevant, programming**

*GOAL:* Be the leading provider of in-person and online programming for NAWJ members, current and rising leaders in the judiciary and justice system, and individuals seeking judicial careers.

*Objective 1:* Review all current programs for relevancy and the market for gaps in programming.

*Objective 2:* Increased local leadership

*Objective 3:* Database for Districts

*Objective 4:* Accessible Education

*Objective 5:* Increased grant funded programs

### II. **MEMBERSHIP: Grow membership and related income**

*GOAL:* Increase the number of new members and the retention rate for current members. Create new ways to increase membership revenue through the Annual Conference, Midyear Meeting, gifts and sponsorships.

*Objective 1:* Membership Growth

*Objective 2:* Membership Retention

*Objective 3:* Growth and retention emphasizing relevance to women

### III. **ORGANIZATIONAL EXCELLENCE: Align leadership efforts and staff support with strategic plan**

*GOAL:* Well oriented member leaders. staffing structure for optimal effectiveness, excellence in operational efficiency.

*Objective 1:* Maximize member potential

*Objective 2:* Maximize leadership potential and succession planning

*Objective 3:* Maximize staff potential

*Objective 3:* Maximize operations for financial sustainability and growth.

**IV. MARKETING AND COMMUNICATION: Increase recognition of NAWJ Internally and externally**

*GOAL:* A consistent and well recognized internal (NAWJ) and external communication program that anticipates audiences' needs for information and promotes the NAWJ brand.

*Objective 1:* Maximize usage of the NAWJ website

*Objective 2:* Update external component of website

*Objective 3:* Improve internal member communication

*Objective 4:* Maximize technology for better communication, continuity, and streamlining

*Objective 5:* Improve external communications

**V. FINANCIAL SUSTAINABILITY: Ensure the long-term sustainability of NAWJ**

*GOAL:* Ensure the financial health and long-term sustainability of the organization and its mission through robust fundraising and focused fiscal management.

*Objective 1:* Evaluate sponsorships and the effectiveness of the Landmark Sponsors

*Objective 2:* Create strong messaging

*Objective 3:* Increase revenue and attendance at NAWJ events each year

*Objective 4:* Increase revenue and attendance at events

**NAWJ**

**Comprehensive Strategic Plan**

## **CORE VALUES**

- Fair, Equal, and Accessible Justice for All
- Judicial Competence and Independence
- Excellence, Effectiveness, Equality Judicial Diversity & Diversity Awareness
- Judicial Leadership through service
- Leadership on Gender Bias & Other Fairness Issues
- Professional & Personal Development

## **MISSION**

Promote the judicial role of protecting the rights of individuals under the rule of law through strong, committed, diverse judicial leadership, fairness and equality in the courts, and equal access to justice.

## **GUIDING PRINCIPLES**

- Ensure that equal justice and access to the courts is a vital cornerstone of American democracy
- Vigilance in identifying and advocating on behalf of fair and equal justice
- Promote gender-fair decision-making
- An inclusive, diverse membership demonstrates leadership and commitment to the true meaning of "justice for all"
- Reach out to jurists at all levels of state and federal courts
- Encourage increasing numbers of women on the bench
- High quality is an expectation throughout the organization
- Provide quality collaborative education and interaction activities for professional and personal development
- Prepare, support and encourage women judges in leadership

# **NAWJ Strategic Directions – Our Five Pillars of Action**

- I. EDUCATION:** DEVELOP AND DELIVER QUALITY, RELEVANT PROGRAMMING
  
- II. MEMBERSHIP:** GROW MEMBERSHIP AND RELATED INCOME
  
- III. ORGANIZATIONAL EXCELLENCE:** ALIGN LEADERSHIP EFFORTS AND STAFF SUPPORT WITH THE STRATEGIC PLAN
  
- IV. MARKETING AND COMMUNICATIONS:** INCREASE RECOGNITION OF NAWJ INTERNALLY AS WELL AS EXTERNALLY
  
- V. FINANCIAL SUSTAINABILITY:** ENSURE THE LONGTERM SUSTAINABILITY OF NAWJ

## **I. EDUCATION: DEVELOP AND DELIVER QUALITY, RELEVANT PROGRAMMING**

**GOAL:** Be the leading provider of in-person and online programming for NAWJ members, current and rising leaders in the justice system, and individuals seeking judiciary careers.

### **Objective 1: Review all current programs for relevancy and the market for gaps in programming.**

Actions:

- Education Committee review current programs to keep, update, or sunset.
- Scan membership and networks for gaps in programming for CLE's and state judicial CEU's such as Bias.
- Develop groups of SME's by topic, to provide updated and new content.
- Package programs in a consistent format that can be used repeatedly customized by local facilitators as needed.
- Ensure majority of programs qualify for continuing education.

### **Objective 2: Increase local leadership**

Actions:

- Amend the bylaws to create Deputy District Director to be appointed by District Director
- Set clear requirements for Deputy District Director to offer at least 1 program annually.
- Provide templates for programs electronically.
- Make the District Meeting a priority at the NAWJ Annual Conference and Midyear Meeting.
  - . Develop a common agenda.
  - . VP of Districts facilitate the meeting.
  - . Encourage individual activities for Districts at the conference.
  - . Map a timeline for events so programs do not coincide with nearby local and national NAWJ events.

### **Objective 3: Database for Districts**

Actions: NAWJ national office to provide:

- Listservs by State and District.
- Email templates for marketing and communicating events.

### **Objective 4: Accessible Education**

Actions:

- Record programs at the Annual Conference and Midyear Meeting to make available free for members and fee based for non-members. 1 hour = 1 CLE
- Create a Speakers Bureau to feature NAWJ members.
- Seek grants from current and new sources for programs and outreach.

### **Objective 5: Increase grant funded programs**

#### Actions:

- Seek additional opportunities with current funders.
- Partner with outside organizations on grant applications.
- Research untapped funding sources such as the Department of Justice.

## **II. MEMBERSHIP: GROW MEMBERSHIP AND RELATED INCOME**

**GOALS:** Increase the number of new members and the retention rate for current members. Create new ways to increase membership revenue through the Annual Conference, Midyear Meeting, gifts and sponsorships.

### **Objective 1: Membership Growth**

#### Actions:

- Research demographics of existing member and non-member judges.
- Provide Life Members tools to recruit and sponsor new members.
- Host outreach receptions at a local level.
- Send a congratulatory/ invitation letter to each newly appointed judge from NAWJ President and/or District Director.
- Continual outreach to the judicial and related communities.
- Offer conference rate that includes membership.
- Create an email message with links to pertinent pages on the website that can be customized to address the needs of the potential member.
- Engage in strategic partnerships with other member associations for recruitment.

### **Objective 2: Membership Retention**

#### Actions:

- Implement a membership program that includes a timeline for points of contact, measures engagement and renewal process.
- Develop a mentorship program for new members.
- Recognize volunteers by name in publications, on the website, and banner or revolving slides during the Annual Conference and regional meetings.
- Continue automating renewals.
- Consolidate committees and setup a call for volunteers' program.
- Current and past leaders host a reception at the Annual Conference for first time attendees.
- Life Members sponsor new judges with \$100 stipend and reduced conference rate.
- Acknowledge active members with Presidential recognition.

### **Objective 3: Growth and retention emphasizing relevance to women**

Actions:

- Emphasis and promote NAWJ as a community
- Share stories on website and in Counterbalance.
- Emphasize how this is a safe environment to share and learn.
- Emphasize NAWJ's support for women in the judiciary.
- Develop messaging to highlight the benefit of IAWJ.
- Evaluate and highlight the unique, cross-over opportunities with Federal, State, Local, and military all Military levels of the judiciary.
- Provide service opportunities to the judiciary an attorneys that support the NAWJ mission.

### **III. ORGANIZATIONAL EXCELLENCE: ALIGN LEADERSHIP, STAFF, AND OPERATIONS WITH THE STRATEGIC PLAN**

**GOAL:** Well oriented NAWJ leaders. staffing structure for optimal effectiveness, excellence in operational efficiency.

#### **Objective 1: Maximize member potential.**

Actions:

- Celebration of the history, relevance, and urgency of our sustainability.
- Tell the story of the summit work
- Share the strategic plan at local, national, and international meetings and events highlighting our past, present and future initiatives.

#### **Objective 2: Maximize leadership potential.**

Actions:

- Orientation to include best practices in the roles, duties, responsibilities of board members, staff, and committees.
- Transition planning for incoming leadership.
- Leadership succession planning for executive board and district directors.
- Evaluate committees and define goals relative to the mission and strategic plan.

#### **Objective 2: Maximize staff potential.**

Actions:

- Clearly defined positions and responsibilities.
- Provide professional development opportunities.
- Outsource roles or projects as needed.
- Maximize use of volunteers from colleges and law schools.

**Objective 3: Maximize operations for financial sustainability and growth.**

Actions:

- Hire or source operations management to provide oversight in finance, IT, governance, and membership.
- Move computers to a cloud-based system for collaborative use with controls.
- Update and develop policies and procedures.
- Develop consistent monthly reporting documents.

**IV. MARKETING AND COMMUNICATIONS: INCREASE RECOGNITION OF NAWJ**

**GOAL:** A consistent and well recognized internal (NAWJ members) and external communication program that anticipates audiences' needs for information and promotes the NAWJ brand.

**Objective 1: Maximize usage of the NAWJ website**

Actions:

- Reorganize access to content and standardize the fonts.
- Educate members on NAWJ website navigation at the NAWJ table during the Annual Conference and Midyear Meeting.
- Host a site tour of the website via webinar for NAWJ members.
- Create a format for consistent reporting by Districts.
- Promote relationship with IAWJ.
- Track web analytics

**Objective 2: Update external component of website.**

Actions:

- Consistently update content.
- Increase the number of NAWJ stories through videos and photos of events and member interviews.
- Highlight the diversity of NAWJ including all aspects of the Judiciary.
- Create a format for VPs to provide consistent reporting, specifically project pages.

**Objective 3: Improve internal member communication.**

Actions:

- Develop a monthly communication plan to include highlights from the previous month, upcoming events and social media consistent with this message
- Create a District Director group email platform.
- Explore option of a NAWJ app.
- Provide better orientation, expectations, and written materials.
- Track click-through and open rates.

**Objective 4: Maximize technology for better communication, continuity, and streamlining.**

Actions:

- Develop a member portal and a board portal.
- Develop a programs portal.
- Develop member specialties/topics dashboard.
- Develop an app.
- Develop a District portal – ensure it is user-friendly.

**Objective 5: Improve external communications.**

Actions:

- Develop a monthly communication plan to include highlights from the previous month, upcoming events and social media consistent with this message.
- Issue press releases.
- Work with a “ghost writer” to increase frequency and quality of messages.
- Collaborate with similar organizations on articles for publication.
- Consider Google keyword tools.
- Track click-through and open rates.

**V. FINANCIAL SUSTAINABILITY: ENSURE THE LONGTERM SUSTAINABILITY OF NAWJ**

**GOAL:** Ensure the financial health and long-term sustainability of the organization and its mission through robust fundraising and focused fiscal management.

**Objective 1: Increase Sponsorships**

Actions:

- Reevaluate the efficacy of the Landmark sponsors
- Ask each District Director to identify 1 – 5 law firms as potential sponsors.
- Compile list of all previous donors.
- Identify potential corporate sponsors and get contact details.
- Host event to invite donors and cultivate on-going relationships. Activate Friends Committees to assist.
- Use expertise of Executive Director.

**Objective 2: Create strong messaging.**

Actions:

- Convene focus groups with funders for feedback and input.
- Research prospects that align with our values.
- Develop and define the benefits for donors.

**Objective 3: Increase revenue and attendance at NAWJ events year on year**

Actions:

- Transition the logistical planning and future year planning of events to staff to better institutionalize the overall planning process.
- Develop a sponsor retention program.
- Seek opportunities with other professional organizations for joint events.
- Implement long range planning
- Provide historical material for Friends Chairperson
- Create a professional exhibit hall that attracts diverse vendors
- Evaluate registration rates and sponsorship tiers.
- Attract quality and high-level speakers and keynote