

Overcoming Potential Barriers

Beyond people's individual resistance to anti-violence work, other barriers come up in working collaboratively with men and boys. Some issues come from individual experiences while others are deeply rooted in the violence our society fosters. It is important we look at these issues so we can make a deliberate attempt to work through them. Here are things that have come up for people:

Women have been leading the work. Women may feel reluctant to allow men to assume responsibility for ending violence against women because women have done the work for so long they are afraid to let it go. It may also be difficult for women to see men's role in ending violence against women and delegate tasks accordingly. On the other hand, some men may find it difficult to accept women's leadership because this is an unfamiliar experience. When men and women work together, they can talk about ways to honor the expertise, experiences and unique perspectives men and women bring to violence against women prevention efforts.

Building trust. Gender-based discrepancies in pay, recognition men get for doing anti-violence work and personal experiences of violence and sexism in our communities, all create barriers to trusting the intentions and actions of men interested in anti-violence efforts. It is helpful to take time to build relationships between women and girls and men and boys so any conflicts or mistrust can be addressed directly. Creating accountability and equitable opportunities for advancement, credit and compensation applicable to all anti-violence workers regardless of gender can help overcome barriers.

Creating equality. Women may fear men's socialization, as people who take control and dominate situations, will have a negative impact on the work. They may fear, given the opportunity to lead projects independently of women, men will no longer be accountable to women.

Men and women working together to end violence against women have the opportunity to practice equality. We can be mindful of who is making decisions, controlling conversations, and speaking for the group. We can strive to make sure everyone's voice is heard and no one is set up to be the "hero" or the person who is single-handedly responsible for ending violence. Some groups find it helpful to establish processes that ensure the full participation of all collaborators.

Undoing the effects of sexism

Unlearning sexism is a relevant piece of engaging men and boys in prevention. In any U. S. city the Man Box activity (see Level One) yields the same results in the expectations of what defines a “real man.” Men and boys frequently identify the same pressures to conform to negative stereotypes of masculinity. These stereotypes can be the ones that reinforce the existence of domestic violence. This is very difficult for many men to digest because they do not want to think of themselves as having anything in common with perpetrators. However, acknowledging that all men and boys receive similar messages that support violence is an important first step to developing an understanding of how we contribute to the violence around us and identifying ways to prevent it.

Emiliano Diaz de Leon a violence prevention activist and advocate states,

“I think one of the things for us as men is to acknowledge that somehow we are not different from those men... I’m in no way perfect. I acknowledge that I’m going to make mistakes and that I’ve made mistakes and that I’m going to say things that are still very much rooted in hierarchy and patriarchy and sexism and homophobia. I know that there are things that I might say or do and I want to be held accountable for those things.”

The issues previously mentioned will greatly impact our collaboration with service providers in concrete ways. The challenge for service providers and anti-violence workers is to work through these issues and create a truly collaborative effort that fosters lasting change.

Sharing leadership



Service providers are a unique population with which to work because they are experts in their field. Some providers have the possibility of moving forward independently of us. In the domestic and sexual violence field, there is frequently talk about “working ourselves out of a job,” and we can come close to realizing that vision in our work with service providers.

Sharing leadership with providers will allow us to create pockets of expertise in our community that can be self-sustaining, requiring our limited support and effort. Sharing leadership allows providers to feel personally invested in their work as they decide how best to support it.

Listed below are examples of shared leadership when working with providers:

- Have providers build their own agenda. What projects would *they* like to discuss about engaging boys and men?
- Co-leading meetings.
- What are their goals? What do they envision boy's and men's role to be in ending violence against women? What are tangible ways of accomplishing that?
- What community leaders do they feel can best support their efforts?
- What does accountability look like? Providers and anti-violence workers can decide how to hold each other accountable.

It is important to recognize our own uncomfortable feelings about relying on others to do the work we value and love. What aspects of sharing leadership may be difficult for you? What can you put in place to ease some of those concerns? What can you do to stay connected with service providers and their work?

Service Providers Assuming Leadership

When people learn about intimate partner violence and their role in ending it, it can create momentum for moving forward. This is an exciting time for all involved, prevention workers and providers alike, because a lot of work and interest was invested to arrive at a place where we can talk about the possibility of collaborating on specific projects. While this momentum is important in moving forward, it is equally important not to move too quickly.

Men and boys in service provider groups involved in anti-violence work for a while may be eager to move the project forward independently, without the guidance, input or support of violence prevention workers. There are times when independence may be appropriate and effective, and other situations in which it is better to continue work collaboratively. This is a decision violence prevention workers and service provider allies can make together.

During this process, it is valuable to consider the talent men and women may add to the efforts. As individuals who have led this movement from the beginning, women have important personal and professional experiences that can inform the work in very

unique ways. Women are also the primary targets of the violence we are seeking to combat. In this way, they play a critical role in defining how men can be allies to them.

Men offer the experience of approaching the work from their own perspective as individuals socialized by a community that supports violence. In a society that privileges men, men hold social power and have access to institutions to which women do not. Men also have access to other men which creates a unique opportunity for the exponential growth of the movement.

Case Study: Tony Bellamy



Not Tonight Domestic Violence Peace Initiative, North Carolina

Tony Bellamy is a pastor, community organizer and activist from North Carolina. As a childhood survivor of domestic violence, Bellamy understands firsthand the impact domestic violence has on communities, individuals and families. Recently at the Training Institute for Mobilizing Men conference, he spoke about how he began his community work. He described how he built relationships in the church, with pastors and a bishop. This eventually filtered down to the congregation. Now, they work with the local shelter, D.A.'s office, sheriff's department and an emergency room coordinator.

It is evident through Bellamy's story that people on the ground level are already doing the work. Men and boys want to end violence and are doing the work independently from formal domestic violence centers. The question is how can we make our presence known to each other to strengthen it?

Level Three: Activities

Educating providers to take a stand against domestic violence can start with using public service announcements or short clips to get the conversation started. Here are examples of videos you can use to educate providers. You are the expert when it comes to your community needs. Identify videos that best support your work with your community providers!

Short films

Scenarios USA: Bitter Memories

“Rob is a young man who grows up watching his father abuse his mother. When jealousy brings Rob face to face with his own violent tendencies toward women, he confronts his father’s behavior so he can learn how to be ‘un hombre vero [sic].’ Bitter Memories examines masculinity by addressing responsibility, relationships and the cycle of domestic violence.”

Scenarios Bitter Memories Part 1

<http://www.youtube.com/watch?v=xSwFfsAyXN4>

Scenarios Bitter Memories Part 2

<http://www.youtube.com/watch?v=zopuybsnJME&feature=channel>

Choose Respect: Causing Pain: Real Stories of Dating Abuse and Violence

“This 30-minute video contains true stories of teens, parents, and professionals who have been in or witnessed abusive relationships. They describe their experiences and insights so that teens and parents can recognize and prevent dating abuse in their own lives or in the lives of their friends.”

<http://www.chooserespect.org/scripts/materials/videos/videos.asp>

Coaching

This video about Joe Ehrmann’s work can be used to interest individuals in positive coaching strategies:

<http://www.youtube.com/watch?v=yQRRGlaZjNs&feature=PlayList&p=621CA26F3F4463B7&index=0>

Jason Witten speaking out against domestic violence is another tool used to engage the sports world: <http://www.youtube.com/user/wtreichler#play/uploads/2/SZfT3moZrTA>

Public Service Announcements

This bilingual, multi-racial, multi-cultural PSA from the New Mexico Children Youth and Families Department asks men to break the cycle of family violence.

<http://www.youtube.com/watch?v=HGkAYzy0Dg>

Make Your Community Safer¹

Parents can get involved in changing the environment in which their kids face difficult challenges and choices. The more your community supports the healthy development of kids and positive relations with others, the easier it will be for you as a parent. So be sure to get involved in your community.

Here are tips on how to help make your community safer:

- Encourage schools and other community organizations to adopt and enforce alcohol-, drug-, and smoke-free environments.
- Join community organizations that promote policies to help kids, like restricting the marketing of tobacco or reducing community violence.
- Support businesses that promote healthy choices for kids.
- Help other kids in your community by becoming a mentor to them, or by equipping them to become a mentor to younger kids.
- Get involved with the youth group at your place of worship or local community center.

Youth leaders, social service workers, schools, community leaders, and parents can play a pivotal role in reducing teen dating violence within communities, particularly if they collaborate with other community organizations. Many communities, youth groups, schools, and parents have already launched or participated in programs designed to prevent or reduce incidents of teen dating violence, such as Choose Respect.

¹ Choose Respect. "Make Your Community Safer." Retrieved August 18, 2009, from <http://www.chooserespect.org/scripts/parents/community.asp>

Sample letter than can be sent out to get coaches involved

Dear Coach:²

Many people judge our athletic accomplishments by counting wins and losses, but to us, our legacies are much more personal. Our legacies are defined by the number of lives we are able to impact.

Winning games is important to every coach. However, it shouldn't be our only goal. A big part of the job is helping to develop solid, responsible athletes who are able to become upstanding citizens. When we, as coaches, can teach a group of individuals to care as much about each other as they do about themselves, we have truly created a winning team.

Athletics has always been at the forefront of social change. Playing sports has helped our country break down barriers of segregation and racism; it brings the world together during times of war and provide inspiration and optimism when the public needs it most. Today, you are being called upon to address a major societal problem: violence against women. Nearly one third of the women in this country will experience physical or sexual abuse in their lifetimes. One in five teenage girls admits to having experienced dating violence. Domestic and sexual violence is clearly a pervasive problem affecting your athletes, as well as people in all walks of society.

Demeaning, disrespectful and violent attitudes toward women are underlying causes of other major societal ills such as school violence, community violence and crime.

This is not to say that athletes are more prone to violence than nonathletes, but as powerful leaders in schools and society, athletes can help affect change by understanding and representing core values of respect.

Every coach is in a position that allows him to directly influence the attitudes of his athletes and to help eliminate the disrespectful perceptions of women and girls that are at the heart of this tragic problem. The purpose of this Playbook is to provide you with coaching tips, advice and useful anecdotes from great coaches and players to help you take this issue head on.

² This letter is from the "Coaching Boys Into Men Playbook" by the Family Violence Prevention Fund. The Playbook which helps coaches talk to players about teen dating violence can be accessed online and in print form by going to <http://www.coaches-corner.org/>.

By coaching boys into men, you will help lay a solid foundation for your players' lives that will be remembered far longer than any win column.

Sincerely,

Joe Torre, Manager, LA Dodgers

M.L. Carr, Former Coach and NBA World Champion, Boston Celtics

Pete Carroll, Head Coach, University of Southern California

Family Violence Prevention/Cost Calculator³

Intimate partner violence is a silent epidemic in the United States. Every year hundreds of thousands of women are physically or sexually assaulted. Domestic violence knows no class, race or geographic bounds.

The American business community is greatly affected by this issue, but due to a lack of understanding and the stigma often associated with such abuse, companies are unaware of the true cost.

Texas Health Resources (THR) created this online [Domestic Violence Cost Calculator](#) to assist companies in understanding the annual health benefit and productivity costs of intimate partner violence.

Developed using scientific and professional literature, the Domestic Violence Cost Calculator estimates the number of physical and sexual assaults expected to occur among an organization's female employees and calculates the related medical and absenteeism costs.

How to Use

To use the calculator, determine the three figures below for your company or organization:

1. The total number of employees
2. The percentage of employees that are female
3. The company's average hourly wage

The Domestic Violence Cost Calculator takes these inputs and automatically calculates the health benefit costs, lost productivity costs and total cost.

Methodology

THR developed the Domestic Violence Cost Calculator using information from literature published by the U.S. Centers for Disease Control and Prevention, the National Academy of Sciences, and researchers Murray Straus and Richard Gelles. Utilizing a victimization rate of 116 per 1,000 female employees, the calculator computes the total

³ Texas Health Resources. Family Violence Prevention/Cost Calculator. Retrieved August 19, 2009, from <http://www.texashealth.org/14128.cfm>

number of female employees expected to be assaulted and the number of times annually these women would be expected to be assaulted.

The calculator uses data from these same sources to compute the estimated costs of medical and mental health care adjusted to 2003 dollars. Productivity costs are calculated by inputting an organization's average hourly wage. The calculator uses an average of 8.09 workdays lost per year per victim, which is figured by averaging the days lost by physical assault and sexual assault victims.

Output

It is important to understand that the final estimated costs – health benefit costs and lost productivity costs – are an underestimation of actual costs. There are several reasons for this:

- The figures do not include cases where males are the victim of domestic violence. The incidence and costs associated with male victims are not well documented.
- The figures are based on only the most extreme cases – physical and sexual assault. Less extreme abuse – mental, emotional and verbal – also result in excess medical care usage and absenteeism, but incidence and cost estimates from the literature are not readily available.
- The calculations do not include costs for non-absentee lost productivity – decreased productivity on the part of the victim (and/or co-workers) who are distracted physically, mentally or emotionally due to the abuse.

TOOLS FOR EDUCATING SERVICE PROVIDERS

For Teachers/School Administration:



Healthyteendating.org
<http://www.healthyteendating.org>

The Texas Dating Violence Prevention Team created a comprehensive kit of materials to help schools and communities counteract dating violence and promote healthy dating.

How It Can Be Used: This free online resource can help school teachers, counselors, and administrators create in-class presentations and develop a National Teen Dating Violence Awareness and Prevention Week campaign.

For Coaches:

Inside-Out Coaching

<http://www.buildingmen.org/>

Based on the belief that sport is an educational activity with the potential to develop moral and ethical character and citizenship, this seminar teaches a coaching philosophy radically different from traditional coaching models.

How It Can Be Used: The seminar can educate coaches and sports administrators to be a part of a comprehensive violence prevention program in their community.



Coaching Boys Into Men

<http://www.endabuse.org/cbim/>

This Family Violence Prevention Fund program is aimed at educating coaches to engage athletes in ending violence against women.

How It Can Be Used: Download brochures and posters to provide coaches. Also, recommend coaches visit the website www.endabuse.org/cbim for basic healthy coaching information. FVPF's "playbook" for fathers, coaches, teachers, male role models, and mentors, uniquely influence the attitudes and behaviors of young boys and is an invaluable resource. The playbook can be downloaded here.

(<http://www.coaches-corner.org/index.php?page=intro&show=2>)

For Parents/Guardians/Role Models:



“Choose Respect” Campaign

<http://www.chooserespect.org/scripts/parents/parents.asp>

Choose Respect, an initiative of the Center for Disease Control and Prevention, provides messages to adolescents, parents, teachers, and caregivers that offers encouragement to treat themselves and others with respect.

How It Can Be Used: Parent-specific educational materials like a video, public service announcement, picture frame, and wallet cards can be found on the website. Places where parents gather, like PTA meetings or other school functions, are great venues for distribution of materials.



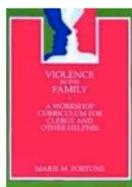
Liz Claiborne Handbooks

http://www.loveisnotabuse.com/handbooks_toughtalk.htm

How It Can Be Used: These free handbooks include a definition of relationship abuse, as well as practical guidelines and suggested questions for parents, teens, and men to use when starting a conversation with men and boys about abuse.

Resources for additional information and support are also provided.

For Faith Leaders:



Violence in the Family: A Workshop Curriculum for Clergy

How It Can Be Used: This curriculum can be used in faith based communities and purchased on various sites online like (<http://www.alibris.com/> & <http://www.amazon.com/>)



FaithTrust Institute

<http://www.faithtrustinstitute.org/>

Founded in 1977, the FaithTrust Institute is an international, multi-faith organization that works to end sexual and domestic violence. They offer training, consultation and educational materials to national and international organizations and help address the religious and cultural issues related to abuse.

How It Can Be Used: Many questions arise within a specific faith context when speaking about interpersonal violence and sexual assault. The FaithTrust Institute can be a resource for service providers and faith-based organizations because it provides guidance and practical resources to assuage those concerns. Their website includes downloadable resources as well as extensive and detailed resources for sale.

For Businesses:



Texas Health Resources: Domestic Violence Cost Calculator
<http://www.texashealth.org/14128.cfm>

After entering specific demographic information, this calculator estimates the effect physical and sexual assault have on individual businesses. It calculates the actual monetary cost and estimates how many people will experience these forms of violence. It is easy to use.

How It Can Be Used: If advocates and ally community members are going to address a business, or talk about the importance of interpersonal violence and sexual assault in the workplace, this is a helpful way of getting the conversation started. Advocates and allies can gather the information needed to complete the calculation beforehand and present the information to the larger group. If a presentation is given in a multi-media setting with people representing different businesses, participants calculate the cost of interpersonal violence and sexual assault themselves. The resulting data will be specific to their own business.

Level Four:
Fostering Coalitions and Networks

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This level of the spectrum focuses on bringing boys and men together through coalitions and networks to broaden prevention efforts.

“Coalitions are useful for accomplishing a broad range of goals that reach beyond the capacity of any individual member organization. Like a jigsaw puzzle, each piece is important, and only when put together does the picture

become clear. By working together, coalitions can conserve resources by reducing duplication and sharing expenses, foster cooperation between diverse sectors of society, and increase the credibility and often the impact of their efforts.” —Prevention Institute

Why foster coalitions and networks?

Engaging men and boys in ending domestic violence is a community wide issue.

Fostering coalitions and networks will allow community members to see different groups and individuals working on this issue. In doing so, community members begin to consider what *they* can do to end violence in their community. Engaging a broad range of groups and individuals (i.e., police officers, teachers, SANE staff, etc.) will strengthen this message.

Shift some of the responsibility. As people who specialize in this field we assume responsibility for completing every aspect of the work. This is exhausting and means our reach is limited to groups and individuals to whom we already have access. Working with coalitions and networks will shift some of that responsibility and allow us to work on different projects and broaden our reach.

Coalitions and networks can support the work we are already doing. Imagine what could happen if we had an advisory council of men and boys from diverse backgrounds? That council could help create community events and PSAs targeting men and boys. They could review curriculum we are using in our primary prevention efforts or become ambassadors who offer presentations in the community.

Members of coalitions and networks can affect change at other levels of the spectrum. For instance, if a school board member in our group, could talk to his peers about changing school policy on a district wide level. Such a strategy will support a change in our community climate from one that accepts violence against women to one that considers violence against women to be unacceptable.

Conservation of Resources. Coalitions and networks are a great place to dialogue and strategize about maximizing the use of a limited budget. Talking creatively with others whose efforts intersect with ours can help determine how we can partner on projects and share expenses.

Prevention advocates working through coalitions and networks can conserve their resources by working with a group of people that will assume additional projects they finance themselves.

Common violence prevention efforts on Level Four are:

- Partnering with student groups, student council, or counseling services to create a lasting program to engage boys.
- Aligning with local men’s civic organizations (e.g., the Young Men’s Business League, the Lions Club) or sports clubs to maximize resources.
- Working with area nonprofits engaged with young men (e.g., fatherhood campaigns, Boys and Girls Club, boys’ health organizations) on a campaign that promotes healthy relationships.
- Organizing different groups and agencies to promote policy changes. Fatherhood campaigns, AIDS services, anti-violence groups and community organizers can all work together to support policy change supportive of men’s health.
- Creating a Coordinated Community Response team that engages men and boys in anti-violence work.

A closer look at three approaches to coalitions and networks

Coalitions and networks may look differently depending on the need of the group or organization. Listed below are three examples of what has been done with coalitions and networks:

- **Advisory Councils:** Advisory councils can be used for a variety of things. Family Services of Southeast Texas’ advisory council meets throughout the year to

organize an annual Walk Against Domestic Violence (See Level Two Case Study). Advisory councils have also been used by programs to support general male engagement efforts.

- **Mobilizing Men Taskforce:** The Texas Association Against Sexual Assault (TAASA) organizes the Mobilizing Men Taskforce. The taskforce is comprised of service providers and community members living in the Austin area working with men and boys to end violence. Meeting once a month, participants receive relevant training and share the struggles or issues they have confronted or resolved.
- **Coordinated Community Response Teams:** In many cities throughout the nation, Coordinated Community Response Teams (CCRs) are proliferating. Each is creatively structured to meet community needs. Two or more organizations can partner to form a CCR that tackles a specific need. A CCR may include domestic violence shelters, law enforcement, Sexual Assault Nurse Examiners (SANE), legal advocates, judges and lawyers while others integrate community partners who are not necessarily first responders.

CCRs are great models for prevention workers to consider because they provide a structure that can be molded to fit primary prevention efforts. Anti-violence advocates are expanding into this arena to enhance and inform their primary prevention efforts targeting men and boys.



CCR Case Study: LA VIDA, Southwest Detroit Partnership to Prevent Intimate Violence Against Latina Women

Contributed by: Tammy Lemmer, Senior Program Manager
Michigan Coalition Against Domestic and Sexual Violence

LAVIDA is a project of the Community Health and Social Services Center in Southwest Detroit, Michigan. LAVIDA and CHASS serve a primarily Latino community, and provide culturally specific resources and information. One of these projects involves working with non-offending males through Spanish-speaking churches. In collaboration with the University of Michigan, they have developed a culturally appropriate primary prevention curriculum (Raices Nuevas Program) for adult men in a group setting. Men report they enjoy the groups and find it helpful to have the groups held in Spanish with a facilitator who understands their culture and the importance of preventing violence against women. This program enhances the pre-marital counseling process that includes a one session domestic violence prevention presentation offered at retreats for couples.

LAVIDA conducts art-based activities and peer-education programming for youth. Their efforts involve parents and are held in conjunction with intergenerational community events creating a comprehensive approach. The program collaborates with a local youth theatre group to write, produce and star in a dating violence play. Youth find activities engaging and report that this helps them understand prevention concepts. Focusing on individual, family, and community factors allows for maximum change within the target population and reinforces concepts taught to different population sectors.

Finally, LAVIDA has engaged men and boys through locally developed Spanish-language Public Service Announcements and domestic violence prevention materials and brochures distributed through local sports leagues.

For more information, contact Jessie Urban, the program coordinator at 313-549-3104 or JUrbn@chasscenter.org

Considerations when fostering coalitions and networks

Approaching men and boys

A great place to start a coalition is with obvious partners. Other service-based organizations likely to support anti-violence work are men-focused non-profits such as fatherhood campaigns, Boy Scouts chapters, support groups for men, college fraternities, groups working to end other forms of oppression (i.e., racism, poverty, heterosexism, etc.), Lions Clubs, or associations of male faith leaders. Other likely partners are victim services organizations, law enforcement groups, CPS workers, and other family advocates.

- What new, non-traditional networks and coalitions of men and boys can be engaged in prevention work?

It is a great idea to think outside of the box when fostering effective coalitions and networks. Are there community partners engaged who would not be normally considered in collaborative efforts? What about Boys' Clubs, high school sports teams, men's athletic organizations, Big Brothers/Big Sisters, businesses, corporations and civic organizations with male members?

- How will groups reach new coalitions and networks?

When thinking strategically about others to engage in prevention efforts, the question arises: "*who is at the table?*" However, engaging non-traditional partners necessitates the question: "*how do we get to their table?*"

Draw on the power of community allies. Investigating current community allies with an "in" to traditional and non-traditional violence prevention partners is a good outreach beginning point. These allies help groups gain entry because they have an established rapport with groups and individuals. This is a great place to begin coalition building and to gain buy-in from the group. Allies can also help mentor new men and boys and keep men and boys accountable.

Leadership

Work with coalitions and networks is different, from efforts with advisory councils and coordinated community response teams. Coalitions and networks afford the opportunity to work collaboratively with groups and individuals in diverse settings. Sharing leadership can be very positive in this context. A benefit of sharing leadership includes building self-standing groups with whom we can follow up at intermittent points. This will free up time so new projects and growth efforts can be undertaken. Sharing leadership also suggests domestic violence service providers are not solely responsible for ending violence in our community, but rather that we all play important roles in our personal and professional lives in ending violence.

In this case study, Emiliano Diaz de Leon, the founder and executive director of the Men's Resource Center of South Texas describes the importance of shared leadership in creating a sustainable organization.

Case Study: Men's Resource Center of South Texas (MRC)

Harlingen, TX



The MRC was begun primarily by members of the Harlingen community. Emiliano Diaz de Leon began organizing men by speaking about a variety of issues of concern to men in the community. They soon became interested in creating a more formal organization catering to the needs of men and boys around violence prevention.

The MRC sought to replicate the model of the Men's Resource Center of Northern New Mexico which was based on the model of the Men's Resource Center for Change in Amherst, Massachusetts (<http://www.mrcforchange.org/>).

The first step in creating the MRC was to create a volunteer steering committee that met for a year and developed the organization. After the first year, the MRC rented space to provide services to men on an individual and group basis. The MRC served the South Texas Community for five years. Emiliano reflects on the disintegration of the organization.

"I think... in retrospect I didn't do enough to make it sustainable in developing leadership and sharing responsibility for the organization. We hadn't done enough to ensure it would be sustainable, which is true for a lot of movement work. When it's around a particular individual, the individual dies or leaves, the whole thing just comes crashing down. We didn't... set ourselves up for transition. The folks at the Men's Resource Center in Amherst, Steven Botkin, my mentors all told me ...'you need to set yourself up for that.'"

I would have developed a lot of leadership from the beginning ... doing more leadership development, training, ... mentoring, and shared the responsibilities. Everybody would have a job and share responsibility for the organization.

The MRC was identified with me; it was not identified with anyone else involved with the organization. I was the persona of the organization."

– Emiliano Diaz de Leon, Men's Resource Center of South Texas, Founder and Executive Director

Accountability

At this level of the spectrum, to whom should we remain accountable? What is accountability? Accountability looks different depending on the group's unique experience and context in which they work. Here are ways accountability can look:

Accountability to Survivors Survivor's stories are powerful. They are real life accounts of the violence we seek to end. As such, coalitions and networks will often use survivor stories or the women killed list to create domestic violence awareness and support primary prevention efforts. It is important to ensure we are honoring survivors by listening to their story, asking permission to recount their story on their behalf or, asking family members for permission to tell the story of deceased victims.

Accountability to violence survivors within the context of engaging boys and men takes on a unique manifestation. In men's and boy's socialization they are taught they are the heroes in the community. They are responsible for saving the day when people are in trouble. This can be a barrier to supporting survivors because it can silence survivors and deny them their human agency. Similarly, coalitions and networks may approach this from the "hero" perspective and engage boys and men from a save the victims of violence perspective as well.

To counter these issues and ensure survivors are perceived as possessing the power to create change around issues they are most affected by, coalitions and networks may consider how survivors can contribute to and inform their work. There is a fine line between walking side by side with someone as an ally and walking in front of them. This is one situation where that distinction is blurred and difficult to identify. Coalitions and networks interested in engaging boys and men will want to be thoughtful of their approach and make certain they are not replicating an accountability system that benefits men to the detriment of survivors of violence.

Accountability to the agencies they are representing Members of coalitions and networks will be representing their agencies, organizations or schools. Because membership can shift and change, it is important to consider how coalition or network efforts can be aligned with groups represented to ensure continued collaboration after existing members depart. If the coalition is comprised of judges, city council representatives and law enforcement officials, the coalition may weigh their options in endorsing political candidates as this may jeopardize existing and future collaboration with individual members.

Accountability to Women Coalitions and networks may be comprised of men and boys seeking to engage other men and boys in ending violence against women. How can men and boys partner with women in this context? How can we inform the larger anti-

violence movement by aligned efforts? Men can be accountable to women by giving credit for the work they have done. Also, men can structure coalition efforts to include women's input on coalition decisions and actions. This will be different for each coalition and network.

Public Praise and Accountability

Many times in anti-violence settings when men speak against violence they are applauded and commended for simply being in the room. Often such praise overlooks women and women's work. Some men have reacted by asking that the audience not applaud for them and to instead applaud the women in the room who have been involved in violence prevention for decades and whose efforts made it possible for all to be present. Other men have stated that men should be expected to be involved and having a handful of men in the room is not enough. Their presence in the room, they say, should be seen as a first step of progress to come.

Accountability to each other

Remaining accountable to the group can mean everyone carries equal weight for anti-violence work. It can entail individual members hold each other accountable for ways in which they continue to perpetrate violence. Detailed below is an example of accountability from the Workers Defense Project's membership base.



The Workers Defense Project/Proyecto Defensa Laboral (WDP) is a membership-based worker's rights organization for Latinos/as based in Austin, Texas. The membership base is comprised of 75% of males and 25% females.

"Some people in our group have become very politicized about women's rights and issues they had never thought of before. Our goal is for members to be spokespeople that push the

membership and remind everyone the liberation of women is about the fair treatment of all workers." Cristina Tzintzún, Staff Member, Workers Defense Project

At WDP, when comments are made in public that support gender roles, men and women collectively assert such comments are not helpful in achieving organizational goals and vision of improving the working conditions of *all* workers. WDP also has a process in place for dealing with sexual harassment issues that arise among their staff and membership base (See Level Five Case Study: Workers Defense Project).

Taking the time

Building a coalition or network can take time and attention to detail. However, the long process is beneficial because it will create a solid foundation on which a coalition or network can grow. The initial phases of coalition and network building involves a lot of discussions centered on group objectives, goals to accomplish, creation of group guidelines, identifying a decision making process and outlining different roles within the group. This process can be difficult because the group may appear at a stand-still, talking a great deal and not taking action. Anti-violence workers can do the following to keep men and boys interested during the process:

- **Working on short term projects** Short-term projects can be used to gauge men's and boy's interest and investment in ending violence against women. This may be a good place to begin to identify traditional and non-traditional partners interested in working on these issues for a longer period of time through creating more formalized self-standing coalitions and networks. Short term projects can include joining anti-violence advocates at information booths, creating a contact list of key people to whom they are connected, and creating a community event targeting men and boys.
- **Offering trainings** Offering train the trainer workshops to your coalition or network can be worthwhile. This will allow the group to be on the same page and will provide the skills to begin to offer trainings in their communities.
- **Making meetings fun** Be creative! What fun activities can you develop to keep meetings fun? Icebreakers, Men Stand Ups (see activity section in Level One), movies and team building activities are great ways of keeping people interested and help reinvigorate people's interest.
- **Meeting local providers** Scheduling meetings and outings with other groups working on ending violence against women can help coalitions and networks stay interested as they begin to see they are not alone. It can also be a source of inspiration for people not exposed to these organizations in the past.
- **Offering next steps** Ensure members of coalitions and networks leave meetings with tasks to complete before the next meeting. After a meeting, boys and men can send emails or post flyers about an upcoming local domestic violence event. They can research models for doing male engagement work they feel will benefit the group. Be creative about the tasks you assign, but make sure you follow through with suggestions offered so that they feel their ideas are valued.

- Taking the time to build a strong coalition or network has many benefits, including a sense of shared ownership, long-term commitment and relationship building that will support future collaboration.

For more information on how to build a successful coalition, see Activities Section on this level, *Building Coalitions: An Eight Step Guide* from the Prevention Institute.

Level Four: Activities

Building Effective Coalitions⁴

Increasingly, the problems that communities need to resolve are complex, requiring comprehensive solutions. Addressing issues such as health promotion and chronic disease prevention requires the inclusion of people from diverse backgrounds and disciplines. Work in partnerships, collaborations and coalitions can be challenging but a powerful tool for mobilizing individuals to action, bringing community issues to prominence and developing policies.

The Eight Steps to Effective Coalition Building is a framework developed by Larry Cohen, et al, for engaging individuals, organizations and governmental partners invested in addressing community concerns. The complete document (available at www.preventioninstitute.org) offers concrete steps towards building effective partnerships and provides tips for making collaborations and partnerships work.

1. Discuss and analyze the group's objectives and determine coalition need(s)

A coalition is a prevention tool, so groups must be specific about what needs to be accomplished. After the needs have been determined, the group must consider if a coalition is the best approach to meet the identified needs. Groups must ask the following questions: What are we trying to accomplish? What are our community's strengths and needs? What are the pros and cons associated with the proposed collaboration? What are our objectives and what types of activities seem logical? Cohen suggests using the Spectrum of Prevention to help define a group's possible actions.

2. Recruit the right people

The group's objectives will prescribe the type of coalition developed. Some groups may choose to start small to accomplish specific tasks and then strategically expand. Depending on the needs of the coalition, either program directors or front-line staff should be encouraged to attend. In addition, invite community members, youth leaders, and politicians. The size of the group matters. It takes large groups longer to define and agree on common objectives and activities. Yet large groups

⁴ The full document, *Developing Effective Coalitions: An Eight-Step Guide*, written by Larry Cohen, Nancy Baer and Pam Satterwhite, is available at: www.preventioninstitute.org

may have access to greater resources that may be required for accomplishing certain tasks.

3. Adopt more detailed activities and objectives suiting the needs, interests, strengths, and diversity of the membership

A key to a successful coalition is the early identification of common goals and benefits of working together. The coalition must avoid competing with its members for funding. An important consideration for adopting specific coalition activities is to identify some short-term outcomes. For example, if a coalition's objective is to increase public knowledge about chronic disease as a preventable community problem, a short-term outcome could be the publication of two editorials in the local newspaper.

4. Convene coalition members

A coalition can be convened at a meeting, workshop, or conference. The lead agency should plan the first meeting using a time-specific prepared agenda, a comfortable and well-located meeting area, and adequate refreshments. It is appropriate to prepare a draft mission statement and proposal for coalition structure and membership. Anticipate that not all invited members will become coalition members.

5. Develop budgets and map agency resources and needs

Lead agencies usually provide staff time to keep the coalition up and running and to handle detail work. Though coalitions can usually run on a minimal budget, each member's time is a valuable contribution.

6. Devise the coalition's structure

Structural issues of the coalition include: how long the coalition will exist, meeting locations, meeting frequency and length, decision making processes, meeting agendas, membership rules, and participation between meetings by subcommittees or planning groups. Templates of different coalition structures should be collected prior to the meeting and presented for discussion to reduce the time needed to make management decisions.

7. Plan for ensuring the coalition's vitality

Methods for noting and addressing problems, sharing leadership, recruiting new members, providing training on identified needs, and celebrating success can help ensure a coalition's viability and success. It is very important to recognize both the individual and organizational contributions to a coalition each step of the way.

8. Evaluate programs and improve as necessary

Each coalition activity and event should include evaluations. This can be as simple as a satisfaction survey or it could be the more formal use of pre- and posttests of specific subject knowledge.

Preparation for the First Meeting⁵

1. Develop two goals for the first three months of outreach efforts and prioritize them.

1.

2.

2. For each goal, list strategies to help you accomplish that goal, a timeframe to complete each strategy, and which staff will be responsible for ensuring action.

Goal 1:

Strategies	Time Frame	Staff Responsible
1.		
2.		
3.		
4.		
5.		

⁵ Warrior, S. (2000). Building Comprehensive Solutions to Domestic Violence: Outreach to Underserved Communities. Preparation for the First Meeting. Retrieved August 19, 2009, from http://new.vawnet.org/Assoc_Files_VAWnet/BCS_UnSer.pdf

Goal 2:

Strategies	Time Frame	Staff Responsible
1.		
2.		
3.		
4.		
5.		

3. Develop a list of important points about your program that you are going to share with members of the community during the first meeting:

4. List at least two things you might say that you think would “turn off” community members:

5. List at least two things you think community members might say that would “turn you off”:

This worksheet can be a great tool to use when networks and coalitions are figuring out what communities or groups they want to engage in their outreach efforts!

Getting to Know Your Selected Community⁶

Instructions:

- Read through the entire sheet.
- You will not have time to complete the entire worksheet.
- You will need to gather more information before you can complete some of the sections. It is important to try to be as complete as possible and to be open to the possibility that there may be multiple and differing views from the community about the community.
- Try to identify how you will gather information you need.
- Make sure your program team completes Questions 2, 5, and 6 during the training. The trainers will process those questions with the entire group.

1. Select one group that will be the focus of your outreach efforts in the next year.

2. List three beliefs you have about the group.

1.

2.

3.

Where did you get that information?

⁶ Warrior, S. (2000). Building Comprehensive Solutions to Domestic Violence: Outreach to Underserved Communities. Getting to Know Your Selected Community. Retrieved August 19, 2009, from http://new.vawnet.org/Assoc_Files_VAWnet/BCS_UnSer.pdf

3. List three ideas you have about the group that you think might be misconceptions.

1.

2.

3.

How did you get those “ideas” about the group? How will you find out if they are misconceptions?

4. Describe your attitude towards the group.

Do you think it is the “correct” attitude?

5. List the five key issues in the community.

1.

2.

3.

4.

5.

6. Where do the women in the community go for help?

7. List the key demographics for the community – e.g., population size, % males vs. % females, income levels, total number of adults etc.

If you don't know, how will you get this information?

8. What do the community members see as their service needs?

9. What do you think are the community's attitudes and beliefs regarding domestic violence?

10. Describe how the community is currently dealing with domestic violence.

If you don't know, how will you get this information?

11. List the leaders of the community, including at least two leaders who are women.

12. Describe how the community views your program and the advocacy/services it provides.

13. List at least two things your program will gain from outreach to this community.

1.

2.

Process Questions 2, 5, and 6 with the entire group.

Trainer Notes to process Questions 2, 5, and 6:

- It is critical that you process Question 6. If you are running out of time, start with it.
- **Question 2:** Program teams will come up with varying answers depending upon the community the selected. List their answers on newsprint. Ask participants where they obtained the information that led to each belief. Stress the point that whenever we take the time to consider our beliefs or misconceptions we usually discover that they have arisen from very limited information or from bad experiences with individual(s) from that particular community. To do effective outreach, each advocate/program must go beyond beliefs and misconceptions.

- **Question 5:** Again, there will be a variety of answers. List them on newsprint, by community. Stress that if a program team does not have the information, they need to figure out how to get it.
- **Question 6:** Encourage participants to generate a range of answers. List these on newsprint.
- Possible answers:
 - clergy
 - public leaders
 - grassroots leaders

Stress that finding out this information is essential to developing a successful outreach effort to a community. Programs must take the time and make the effort to gather this information.

Remind participants that they can continue to complete Worksheet #4 with the rest of their program personnel. Give participants some information about sources of information about communities.

Trainer notes on sources of information about the community

- Sometimes, advocates can obtain some of the information they need from an individual from a particular community whom they already know. This type of connection is critical and will be of enormous assistance. However, it is important to remember that this person is an individual and just one person. She/He may not have all the answers, or has different experiences from others in the community. Learn as much as possible from her/ him; but advocates may have to seek information from different sources as well.
- If a program can figure out to whom the women go to for help (remember, in many cases community leaders are men), participants then know with whom they have to build linkages. Again, there are tremendous differences within communities. In some cases, women prefer not to seek help from within the community and would rather do so from “outsiders” (this is often the case in small, closed communities).

TOOLS FOR BUILDING COALITIONS AND NETWORKS

Toolkit for Working with Men and Boys

<http://toolkit.endabuse.org/Home.html>

How It Can Be Used: Refer to the “Build Partnerships” section of the toolkit for information and resources on creating community coalitions and networks.

The Community Toolbox

<http://ctb.ku.edu/en/>

The Community Tool Box is the world's largest free information resource on essential skills for building healthy communities. It offers more than 7,000 pages of practical guidance in creating change and improvement, and is a growing global resource.

How It Can Be Used: This tool can help groups craft any community engagement project, including working with men and boys. Because it is comprehensive, a quick perusal of the table of contents should lead to answers for most community engagement questions.

Outreach to Underserved Communities

http://new.vawnet.org/Assoc_Files_VAWnet/BCS_UnSer.pdf

This curriculum by Sujata Warriar supports community engagement by looking critically at the work in which individual agencies are engaged. It has several worksheets and poses important questions beneficial for groups examining the effectiveness of community engagement strategies.

How It Can Be Used: This curriculum can assist organizations in identifying underserved communities on which they want to focus and build new coalitions and an effective community outreach plan.

Level Five:
Changing Organizational Practices

Level Five: Changing Organizational Practices



This is often the most ignored—and the most essential—level to address on the Spectrum of Prevention. This level is important because it supports long-lasting change—change that can outlast most organizations by adopting policies and norms to improve health, safety and creating new models of operation!

Why change organizational practices?

To create long-lasting systemic change. If policies that govern behavior in an organization are changed, the change made is collectively beneficial and long-lasting.

To become the change we want to see in the world. Doing anti-violence work feels overwhelming. There are many things we want to change but we can only do so much. Changing internal organizational practices and modeling the change we want to see may provide other groups with a sample policy or practice that may be helpful in understanding the scope and feasibility of the change. When we expand this transformation to support other community organizations that influence men and boys, we realize our dreams for community change.

Set up policies and practices to counter sexism. Sexual harassment and domestic violence issues will develop in formal work environments and community organizations. Groups can address these issues preemptively by having policies dictate how to respond if these issues arise. This can create an accountability system that fosters social norms change.

Create healthy environments. It is good to remember that community organizations and Anti-violence organizations are not exempt from replicating systems that support sexism. Hiring practices, pay raises and promotions can be evaluated to ensure all employees are being treated fairly regardless of gender identity. By creating formal structures, it is difficult for violence and oppression to prosper in the places that we work, organize and congregate. We can ensure healthy environments that support equal access.

See the “Gender Equality Principles Assessment Tool” in the activity section of this level for internal workplace evaluations groups and organizations can conduct. Similar tools have been employed to assess an organizations’ racism, abelism, classism, heterosexism/homophobia, etc.

Common Level Five advocate prevention efforts:

- Working with school boards, personnel, students and parents to create comprehensive anti-bullying/sexual harassment policies
- School-wide comprehensive prevention effort targeting teen dating abuse and violent behavior that includes bystander and male engagement components
- Creating policies in sports associations affecting coaching strategies and delineating acceptable coaching behavior
- Changing curriculum at seminaries and Sunday schools to include healthy relationships
- Juvenile detention facility policies that include education, counseling, vocational training, alternative housing options and caseworker support for young people transitioning out of detention facilities
- Comprehensive workplace response to domestic violence and sexual harassment that includes work release time to attend meetings/hearings/counseling, escorting affected individuals to and from vehicle (if desired), prohibiting perpetrator on premises, flexible schedule, and posting domestic violence services information in all bathrooms, etc.

In this case study, Cristina Tzintún a Workers Defense Project (WDP) staff member, describes how the WDP responds to sexual harassment issues that arise in their membership-based organization. Cristina asserts since the process was put in place, sexual harassment issues have decreased significantly.



Case Study: Workers Defense Project (WDP)

At the Workers Defense Project people are taught to respond directly if they are being sexually harassed. However, if the victim is not comfortable with speaking to the offender directly, the director will meet with the victim and seek to identify what s/he would need in order to be comfortable again. The director meets with the offender, reminds him /her of gender equality principles created collectively; outlines the victim's needs and asks the offender to respect those needs. The director does not seek to punish the offender, but move them toward doing the right thing in the future. If the behavior persists, the director will meet with the offender again. If the behavior continues the person is asked to leave the organization.

Considerations when changing organizational practices

- Who takes the lead in changing organizational practices? Two sample approaches...
 - Leadership in changing organizational practices that contribute to violence against women can look many different ways. Groups may employ empowerment models allowing members or employees to create policies they will follow. This strategy helps promote buy-in and accountability in groups and organizations. The Workers Defense Project (WDP) undertook this approach when developing the Gender Equality Principles their primarily male membership base would follow (see sidebar). The straightforward principles seek to affect different aspects of

Women's Rights are Worker's Rights

The Workers Defense Project's
Gender Equality Principles:

In The Home:

- Negative gender stereotypes should not be reproduced in the home.
- We need to share household chores, be fair, and achieve equality in the home and family.
- Men and women should have the same responsibilities in child rearing.
- There should be equal treatment; we should not have competition amongst genders.
- Partners and families need to communicate and respect one another.

At the Workplace:

- We need equality at the workplace. With sufficient training, men and women have the same ability to do any type of work.
- Women and men should receive an equal and fair wage.
- Women should have the same opportunities as men to advance in the workplace, including receiving promotions and raises.
- All workers should be free of discrimination such as gender inequality and sexual harassment.
- If women are victims of abuse, discrimination, or sexual harassment they should have the power to denounce these injustices. Men have the responsibility to support them in denouncing them! We are all responsible for creating a dignified work environment.

In WDP:

Men and Women have the same right to share their opinions and have their perspective be respected.

- It is our duty to create a space where women and men feel comfortable participating. Women and men have equal opportunities within WDP.
- We will continue to develop a better understanding of gender equality through dialogue about the subject within WDP.
- We support women who have suffered abuse at the workplace in overcoming fear of speaking out, and denouncing these injustices.

worker's lives. In addition to creating systems of accountability that ensure members adhere to these principles, WDP members receive training on becoming allies to women who are victims of sexual harassment, wage inequality and other forms of gender based discrimination in the workplace. Additionally, they receive training on the women's movement, right to choose, voting rights, women of color in social movements and the anti-violence movement.

- Another approach is for anti-violence advocates to position themselves as consultants to groups interested in changing their organizational policies and working with the Border Patrol and drafting a comprehensive policy addressing domestic violence issues among their staff. A copy of the policy can be found in the "Activities Section" of this level of the spectrum.

Making the case to those in power



An organization may not realize how their work can promote men's and boys' nonviolence or how changing their policies and practices can support non-violence efforts. As consultants, anti-violence advocates can work with target group allies to identify ways to help make the case.

For instance, if you were approached by a church community ally about changing policies and practices within their

congregation to support engaging men to end violence against women, the following talking points can be used to address those in power:

- Texans are strongly connected to their faith. Texas has the highest percentage of religiously affiliated individuals in the United States (Accessed July 23, 2009 <http://en.wikipedia.org/wiki/Texas>). Working with churches to create community change is a necessary component to sustaining healthy communities.
- Men and boys comprise the vast majority of violence perpetrators. In some instances of domestic violence, men have used the Bible to justify gender norms and the violence they perpetrate. Changing policies and practices within religious communities making work with men and boys possible, opens the door to

understanding these are misinterpretations of biblical scripture. Such changes further positive relationships centered on faith and help solidify the community.

- Male religious community leaders hold moral authority and can change the way other men think about and respond to violence. They also have the power to change community structure policies and practices and support each other throughout implementation changes.
- Religious communities help create and foster social norms, adapting the interworkings of faith communities to support healthy relationships can help transform our larger social environment.
- Men's ministries and religious groups are working together on ways to support and hold each other accountable through their faith. These groups are excellent places where anti-violence workers and religious leaders can look to guide policy changes they want to see in their religious community.

It can be a point of pride and distinction for schools and organizations that, in addition to doing their jobs, they are working with boys and men to create a safer community. These efforts can be highlighted publically to keep the momentum going. Highlighting such efforts may include posting information about their work to end violence on websites, printed or electronic materials, recognition at annual conferences, nominations for community awards, articles about collaborative efforts in local newspaper, etc.

People have an interest in ending violence against women

Engaging men and boys in ending violence against women can happen in different spaces like schools, businesses, and churches. Each of these spaces provide a new and unique opportunity to work with men and boys in a meaningful way. People have a personal connection to this issue and want to be part of the solution. The groups and organizations to which men and boys belong share interests and goals with anti-violence work that can provide a basis to begin collaborative efforts.

Changing organizational policies and practices does not mean overhauling systems in place; it means adjusting them to prioritize ending violence against women.

The Workers Defense Project in Austin, Texas supports and promotes worker's rights. Because they are tackling human rights issues, ending violence against women becomes a natural extension of their work. Independently from anti-violence agencies, they have identified policies and practices that directly address women's safety and

gender equality. Similarly, when supporting other groups through policy transformation, anti-violence agencies can use the intersections between that agency and ending violence against women as a way to identify policies and practices that can be implemented.

Violence against women costs communities money.

Individuals in for-profit organizations have an interest in ending violence against women. A 2003 report estimates the annual cost of intimate partner violence against women at \$5.8 billion dollars.⁷ This includes loss of productivity from people missing work and medical costs for people with physical and emotional health issues. Organizations have a vested interest in stopping domestic violence because decrease in work productivity and absenteeism is a consequence of domestic violence.

The Texas Health Resources' Domestic Violence Cost Calculator in the tools section of this level of the spectrum is a great resource to help groups understand the monetary cost of domestic violence.

Anti-violence advocates have endless possibilities for fostering community collaborations to create lasting change through changing group policies and practices. Many collaborations happen across the state with unlikely partners. As we move to engage men and boys to end violence against women, our challenge is to remember domestic violence affects everyone at all levels of social reality including their personal and professional lives. We are tasked to engage them on all levels so they consistently receive the message that violence against women is unacceptable. Changing workplace policies and practices will lower the risk of workplace violence, maintain employee safety and work attendance and help to shift social norms in the larger society.

Organizational Policies and Practices Help Reflect Society's Gender Norms

The places we work and play help shape our larger social climate and what we consider acceptable and unacceptable behavior. Although we focus on two specific cases below, this concept is transferable to different aspects of society. Think of other places where this may apply in your community. How can you work within those places?

⁷ National Center for Injury Prevention and Control. "Costs of Intimate Partner Violence Against Women in the United States." Atlanta (GA): Centers for Disease Control and Prevention; 2003. 5 January 2009
<http://www.cdc.gov/ncipc/pub-res/ipv_cost/ipvbook-final-feb18.pdf>.

SPORTS



The sports world has become an important area where groups and individuals have engaged boys and men to end violence in their communities. The manner in which men and boys interact in the sports world has come under scrutiny as a space where gender violence is enacted and where it can be transformed. Boys and men are impacted when they call others

“sissies”, discuss their sexual prowess in the locker room or when coaches degrade teammates by saying they are “throwing like a girl.” These attitudes and behaviors affect the way that boys and men think about and treat girls and women beyond that space confinement. Sports players are important pieces of the prevention puzzle, especially in Texas. They are well-respected, valued and admired members of their communities.

Changing organizational policies and practices in the sports world and creating policies that normalize healthy relationships can change the way communities view and treat women. Some practices that have changed in sports settings are: allowing everyone on the team to play, creating systems of accountability to eradicate offensive remarks and talking to players about healthy relationships. Imagine what could happen if the entire high school football team said violence and aggressiveness toward women was not cool? This will impact the school’s climate and extend to environments young men congregate.

CAFV

The Center Against Family Violence (CAFV’s) comprehensive approach in working with the Border Patrol to end domestic violence is another model for changing organizational policies and practices. The policy change (see Activities Section on this Level) and the HeRO program (see Case Study on Level Three of the Spectrum) were a result of the collaboration between CAFV and the Border Patrol. According to James Ojeda, HeRO Program Prevention Coordinator, 95% of El Paso Border Patrol Agents are men.

The El Paso sector of the Border Patrol sought CAFV’s help after experiencing three agent-related domestic violence murder-suicides in a 24month period. Their policy outlines responses to domestic violence incidents perpetrated by Border Patrol agents. It includes training all staff on domestic violence related issues, identifying an abusive Level Five: Changing Organizational Practices

relationship and outlining appropriate responses. It is important to note this policy works at focusing on Border Patrol personnel's outside relationships and not their experience in responding to domestic violence on the job. The policy helps create social norms about violence that impact the greater community.

Changing organizational policies and practices is an important piece in creating accountable communities where violence against women is unacceptable. Determining ways to support this environment in diverse settings can advance and support the change we want to see in the world.