

# RECIPROCAL ADVANCEMENT—

Building Linkages Between Domestic Violence & Sexual Assault

A UNIFYING FIELDS PROJECT



**CALCASA**  
CALIFORNIA COALITION  
AGAINST SEXUAL ASSAULT

# ACKNOWLEDGEMENTS

*The mission of the California Coalition Against Sexual Assault (CALCASA) is to provide leadership, vision and resources to rape crisis centers, individuals, and other entities committed to ending sexual violence.*

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# EXECUTIVE SUMMARY



As the California Coalition Against Sexual Assault embarked on the Unifying Fields Project, we immediately identified a lack of literature, research and practical applications linking the fields of domestic violence and sexual assault. The outcomes of the project could no longer be prescribed; instead, a flexible approach, highlighted by stakeholder input, recalibrated the initiative. The challenges ultimately positioned CALCASA to let the process unveil a theory of change that can be used to elevate domestic violence and sexual assault together: reciprocal advancement.

Reciprocal advancement intentionally recognizes the differences between domestic violence and sexual assault, but instills a need to support and advance the issues in unison, especially during financially challenging times. To sustain the movement to end violence against women, it is necessary to raise the profile of the issues together through policy, fund development, direct services, media and prevention. Establishing meaningful partnerships and linking the leaders of both fields can bolster funding, enhance coordinated services, and overcome operational and ideological barriers that have formed over the years.

Over the course of the project, it became evident that the starkest ideological barrier to overcome is the notion that, in order to link the fields of domestic violence and sexual assault, we must merge (movements, services, and/or organizations). CALCASA's Unifying Fields Project was not intended to advocate for merger in all instances; rather, we aim to acknowledge the diversity that enriches our collective work and provide organizations with a model for institutionalizing and internalizing methods and content to strengthen and sustain coordinated efforts to end violence against women, benefiting local communities and global society.

A commitment from leadership is a cornerstone to the success of reciprocal advancement. In order to grow and support a unified approach, it is essential that intentional collaboration be championed throughout all organizational structures. As leaders, executive staff may utilize positional leadership to consider opportunities and methods to increase the power and impact of both issues. CALCASA's theory of change, reciprocal advancement, operates under the notion that increased resources and funding will follow a commitment from leadership to identify and seize opportunities to link domestic violence and sexual assault.

CALCASA's Unifying Fields Project, "Reciprocal Advancement: Building Linkages Between Domestic Violence and Sexual Assault" provides a foundation to explore and develop resources and relationships to advance the efforts of both issues. The enclosed guidelines and framework offer strategies to move a unified field forward given the realities of leadership challenges, unstable funding, and ever-changing political winds. Reciprocal advancement is a mechanism to increase organizational efficiency and sustainability, while illuminating the benefits of proactive messaging and action.

# INTRODUCTION



In 2013, the California Coalition Against Sexual Assault (CALCASA) entered into an unprecedented effort to link the fields of sexual assault (SA) and domestic violence (DV) in order to advance the causes of both movements. Under the larger umbrella of violence against women, clear correlations and common risk and protective factors exist between SA and DV; however, in addition to treatment modalities, the two fields have their distinctions and differences, the most significant of which include public perceptions and funding. Funding issues routinely expose non-profits to levels of vulnerability; recent policy issues (including cuts to the federal Rape Prevention Education funding) philosophically and materially threaten DV/SA prevention and intervention services at local and statewide levels. With CALCASA constituents consisting of stand-alone rape crisis centers (RCCs), dual (sexual and domestic violence) program agencies (DPAs) and national DV/SA entities, the Unifying Fields Project: Building Linkages Between Domestic Violence and Sexual Violence (UFP) has revealed a theory of change to withstand those threats while simultaneously promoting sustainability among its constituents: reciprocal advancement. **Reciprocal advancement is defined as a method of intentionally linking the fields of sexual assault and domestic violence, internally and externally, to leverage funding, bolster client services, and coordinate advocacy efforts to increase the visibility and sustainability of both fields.** In belief and in practice, each movement against violence buoys the other, elevating awareness of and attention to both via reciprocal advancement.

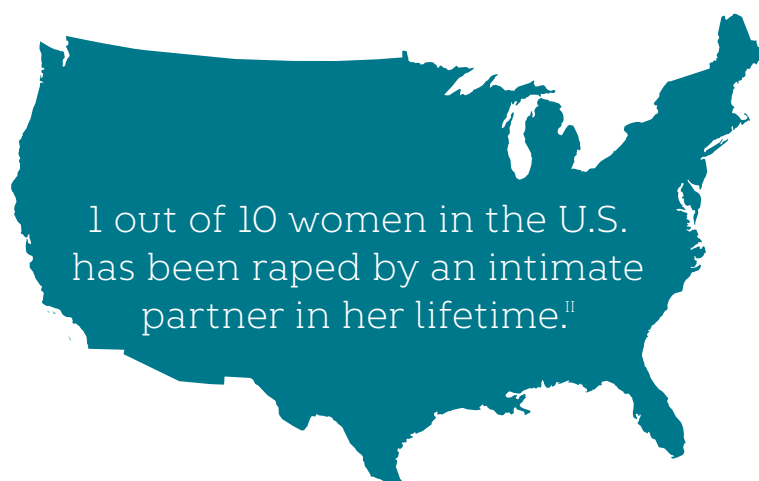
The rationale and justification for sustainability via a unified field became increasingly more apparent as CALCASA's UFP methodically moved through the process of reviewing scant literature on the topic, to conducting key interviews with local and national executive directors of dual organizations, a 2-day think tank, and facilitated discussions with 2013 National Sexual Assault Conference participants. At no point did anyone think that having the two fields function in a "unified" fashion was a bad idea. Nevertheless, doing so was easier said than done, as it would require the field to overcome certain challenges that have consistently impeded unification, and allow each field to function in a "linked-yet-distinct" manner when necessary. Given the benefits and challenges of aligning the two fields, reciprocal advancement became the most viable method for accommodating the two complementary practices.

With historically similar origins emerging during the civil rights, counterculture, and second wave feminist movements, the fields of sexual assault and domestic violence operate from the assumption that there are clear benefits associated with the two disciplines working more closely.

CALCASA's UFP's reciprocal advancement, as a "theory of change" for both fields, recommends strategies that:

- Integrate intervention and prevention strategies for SA and DV;
- Create new opportunities for investment and to identify intersections and linkages between SA and DV intended to advance both causes and generate new ones;
- Support local, state, and national leadership in intentional conversations and collaborations aimed at breaking down barriers and strengthening communication between the two disciplines.

Above all, the proposed strategy of reciprocal advancement for the greater sustainability of both SA and DV work requires a leadership shift in how dual and stand alone agencies currently conduct business. Without strong leadership championing reciprocal advancement, none of the other strategies will thrive. Leadership will ensure that successful advocacy of both issues occurs at every level of policy development, fundraising, and activism. Service cohesion among SA and DV agencies will increase capacity to deliver holistic and comprehensive programming to their respective communities. Opportunities to leverage one issue, in support of the other, are at the forefront of planning and implementation. CALCASA's UFP advances the resources and efforts committed by the Blue Shield Against Violence Initiative by expanding the domestic violence base, of which CALCASA is a part via its dual sexual and domestic violence members. Finally, UFP strategies will be added to CALCASA's menu of training and technical assistance resources. As supported by Blue Shield's own literature, *Intersections and Power of Partnerships*, a more unified base in the movement to end violence against women ultimately leads to healthier and safer communities.





# MAKING THE CASE FOR RECIPROCAL ADVANCEMENT

**ORIGIN STORY:** Documentary filmmaker Mary Dore's film *She's Beautiful When She's Angry* (2014)<sup>1</sup> chronicles the rise of second wave feminism in the United States. Largely focused on the period of organizing between 1966-1971, the film addresses the complexity and fractured characteristics of feminism. With forays into how race, class, and lesbian rights complicated efforts to coalesce, the film also addresses threats to 'womanness' such as reproductive health, equal pay/employment, sexual harassment, sexual assault and domestic violence. This film, along with countless other works, underscores the co-emerging presence and continued relationship of SA, DV, and feminism. Laws addressing "wife-beating" and "unlawful carnal knowledge" extend back into antiquity and variously address the issues from the perspective of female-as-chattel, or property, to be owned and controlled by men (eg, fathers, would-be-husbands, etc).

In mid-19th century America, notable distinctions in how the two issues are characterized and politicized begin to emerge – while what is now referred to as domestic violence is situated within discourses of the 'family,'<sup>2</sup> reformation of rape laws in the post-Civil War/Reconstruction era reflected efforts to increase the rights of women, an inherently political gesture.<sup>3</sup> Despite different characteristics, policy responses, and historical trajectories, domestic violence and sexual assault along with human sex trafficking, honor killings, acid attacks, female infanticide, and other crimes overwhelmingly perpetrated against women by men<sup>4</sup> are rooted in the same soil of misogyny. While frequently and

continuously problematic in its politics of race/class/sexuality, it is nevertheless important to note how second wave feminism (a) generated a platform to uniformly confront and challenge sexual and domestic violence as "violence against women"; (b) was, in very large part, the impulse from which contemporary sexual and domestic violence fields emerged; and (c) fostered lasting influences on this work which has included the need to unite and struggle through differences.

In addition to the acceptance of the links between SA and DV as truism in the field, the World Health Organization, the Centers for Disease Control, and various researchers have documented empirical evidence that the issues share several risk and protective factors. The risks factors that contribute to a person's likelihood to perpetrate SA or DV are complex, and they come from all levels of society, from individuals and personal relationships to communities and society as a whole (see Table 1). Individual factors related to low socioeconomic status, poor behavioral control and conflict resolution skills, belief in and adherence to harmful gender norms, and a history of witnessing or experiencing violence personally, in the family and in the community, all increase a person's risk for perpetrating sexual and domestic violence. Poor family relationships and association with delinquent peers also increase risk, as do community and society factors like high rates and tolerance of violence, community poverty, and norms supporting harmful gender roles and the use of violence.<sup>III,IV,V</sup> Clearly, there is an abundance of factors that contribute to both domestic and sexual violence and the two fields should work together to change these risk factors when they can.

**Table 1. Shared Risk Factors for Perpetrating Sexual and Domestic Violence<sup>III,IV,V</sup>**

INDIVIDUAL LEVEL	low education, child sexual abuse victimization, antisocial personality, harmful use of alcohol, acceptance of violence, having multiple partners/infidelity, lack of non-violent social problem-solving skills, poor behavioral control/impulsiveness, history of violent victimization, poverty, adherence to traditional/harmful gender norms, having witnessed family violence
RELATIONSHIP LEVEL	poor parent-child relationships, family conflict, associating with delinquent peers, gang involvement
COMMUNITY LEVEL	weak community sanctions, community/neighborhood poverty
SOCIETY LEVEL	social norms supportive of violence/aggression, traditional/harmful gender norms, weak policies to respond to violence, high unemployment rates

## Footnotes:

<sup>1</sup> <http://www.shesbeautifulwhenshesangry.com/>

<sup>2</sup> American Humane Association animal abuse efforts lead to interventions into child abuse, and eventually, wife abuse. Much family abuse was attributed to alcohol abuse rather than sexism.

<sup>3</sup> Statutory (age of consent) and marital rape, sexual assault of unmarried women, and rape of black and Native women in various ways underscore the desire for greater female personhood, specifically by controlling access to their own bodies, invariably leading to reductions in men's power over women's sex and sexuality.

<sup>4</sup> Female participation in such actions is typically based in 'traditions' that reinforce male patriarchal order.



Over the course of conducting CALCASA's UFP and given the historical context of the movement to end violence against women, the rationale and justification for sustainability via a unified field became increasingly more substantiated. The proposed strategy of reciprocal advancement for the greater sustainability of both SA and DV work requires a shift in how agencies conduct business. The degree in shift will vary from organization to organization, but some recent trends can be identified:

- In the last few years, SA and DV have weathered significant cuts in intervention and prevention funding (Violence Against Women Act, Centers for Disease Control and Prevention, etc.). Stand-alone rape crisis centers and domestic violence shelter agencies are perceived to be vulnerable to shifts in funding and community norms. Alternately, the ways in which SA and DV have historically functioned will need to change in order to remain relevant.
- Over the last two decades, policy, research, and shifts in funding priorities have expanded or redirected the work of SA and DV (outcomes based, evidence based, best practices, underserved populations, prevention focus, etc). While these shifts often reflect contemporaneous political winds, they nevertheless seek to increase impact, encourage greater efficiency, and optimize limited resources.
- The research for CALCASA's UFP revealed generational rifts between founding mothers and future leaders, many of whom are millennials. This disconnect in some ways echos the experiences of women of color who felt unwelcome, marginalized and/or invisible at mainstream organizations during second wave feminism who subsequently established separate SA and DV efforts<sup>vi,vii</sup>
- Millennial activists (ostensibly those who will carry forth the work begun four decades ago) approach SA and DV in ways that reflect a tech-centric, "post-feminist", globalized world. Frequently this perspective makes no real discernible distinctions between SA and DV ideologies and praxis.

Rather than playing catch up, proactive strategies such as reciprocal advancement would ensure that the fields of SA and DV *set the trends*. Becoming more proactive among

## National Impact from Rape Prevention Education Funding Formula Changes

The following states lost between \$100,000 and \$1,000,000 due to federal funding formula changes:

1. California
2. Texas
3. New York
4. Florida
5. Illinois
6. Pennsylvania
7. Ohio
8. Michigan
9. North Carolina
10. New Jersey

communities, funders, researchers, policymakers, media, and others ensures a degree of viability and relevance for those who demand that women, children, and men have a right to live life free from rape and battering. Stated otherwise, why would it be acceptable for any single or dual agency to advocate for anti-rape strategies but not anti-domestic violence strategies and vice versa? CALCASA's UFP revealed that, among many communities, and consistent with the millennials, SA and DV are largely assumed to be one and the same. Clearly, there are distinctions, and communities collapse the issues into one based on lived experiences, which can be interpreted as a generalized acceptance of a "violence against women" approach advanced by those radical feminists decades ago.

It is essential that SA/DV advocates continually assess and evaluate certain dynamics (public image, connections, representation, etc.) between themselves and communities at large, as the reciprocal advancement approach would require organizations to work more openly and in less isolated ways. CALCASA's UFP suggests that the SA and DV fields initiate conversations and drive innovation whenever possible. As partners in the struggle to end violence against women, SA and DV can ensure that by working reciprocally, we are always attentive to a holistic approach to individual and collective well-being.

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AN OBVIOUS QUESTION: If SA and DV are so closely and obviously linked, why does there appear to be separation and division? Given the real or perceived separation between the fields of SA and DV, it is essential to return to how the two movements have been historically situated and how that has influenced socio-cultural attitudes, funding, and policymaking over time. Because of the history and socio-political climate, two effects of these influences have emerged: the continued blaming of victims for their own victimization (which is essentially a deflection from root causes and perpetrators), and structural and ideological limitations to coalescence. Instead of attempting to “solve” these dilemmas, CALCASA sees tremendous value and opportunities ahead to foster the principle and practice of reciprocal advancement – all that is needed is the political will and leadership. In other words, no one and nothing has decreed that sexual assault and domestic violence cannot work together for the greater good of both, so what’s stopping us?

**The short answer is that there are many places where SA and DV can converge. And now, CALCASA’s UFP reveals a strategic approach for organizations to intentionally sustain these efforts through internalization and institutionalization via five areas of coordination: policy, fund development, direct services, media and prevention.**



## POLICY

In 2011 and 2012, CALCASA partnered with The California Partnership to End Domestic Violence (The Partnership) in joint legislative action days. Participants included representatives from geographically diverse programs from around the state, in addition to staff from both the DV and SA coalitions. One of the main goals of joint legislative action days was to unify efforts to educate legislators and advance each group’s policy agenda. Nationally, the National Network to End Domestic Violence (NNEDV) and the National Alliance to End Sexual Violence (NAESV) have also coordinated efforts in joint legislative action days to ascend upon Congress to advocate for both issues.

This rich history of collaboration, mutual support, and commitment demonstrates unification across the issues: standing together increases the power and impact of both efforts. CALCASA’s UFP project would add a model of organizational sustainability via a strategy of reciprocal advancement. Advancement of policy mechanisms regarding one issue necessarily creates space for inclusion of the other by strengthening and expanding an organization’s capacity to effect change.





## FUND DEVELOPMENT

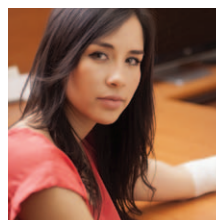
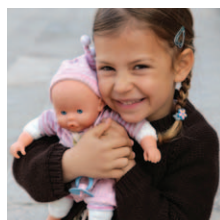
Throughout the process of the UFP, advocates highlighted the funding disparity between domestic violence and sexual assault that can separate and complicate the notion of a unified field. Whether this funding disparity is real or perceived, it has been identified as the proverbial elephant in the room and a potential barrier to overcome, as strategies are developed to link the issues. CALCASA's approach in identifying areas where domestic violence and sexual assault can be coordinated includes partnering and leveraging funding opportunities to elevate the topics simultaneously.

In 2014, Assemblymember Jimmy Gomez authored and Governor Brown signed AB 2321, a piece of legislation that authorizes the California Department of Motor Vehicles to develop a specialty license plate to raise awareness for domestic violence and sexual assault. The funds generated will be allocated to the Domestic Violence and Sexual

Assault Prevention Fund, benefitting CALCASA and The Partnership. Each coalition can utilize these funds to provide financial and technical assistance to domestic violence and sexual assault centers for the implementation of family violence prevention programs.

It is necessary to think creatively and strategically in order to sustain the operations and impact of both types of agencies that serve local communities and prioritize the needs of survivors. The funding mechanism activated by the passage of AB 2321 is just one example of fundraising that can be instituted to raise the profile of both issues and establish mutually beneficial partnerships. Organizations can consider joint grant applications, legislative action, and programmatic enhancements to create an environment that is collaborative, instead of competitive.

*Over the lifetime of the average American woman, she may experience sexual abuse as a child, a date rape while attending college, and find herself in an abusive battering relationship as an adult.<sup>viii</sup>*



## DIRECT SERVICES

One of the overall assumptions of CALCASA's UFP project is that working the issues of SA and DV together makes for better service provision. In doing so, CALCASA also promotes greater sustainability to not only its member agencies, but to the larger movement to end violence against women. Those elements that wedge the two fields – public attitudes and funding – are and will continue to be perennial struggles for both fields separately and/or together, so it makes sense to dispatch illusory effects of classic divide-and-conquer tactics in favor of strategies that support both efforts, recognizing that in doing so, we extend our reach and impact.

Obviously, precedence exists where SA and DV have been conjoined in both formal and informal ways. One way is in the daily practice of direct services. For example, over the lifetime of the average American woman, she may experience sexual abuse as a child, a date rape while attending college, and find herself in an abusive battering relationship as an adult.<sup>viii</sup> As a practice, typical SA/DV dual organizations address the commonalities between the SA and DV survivors (physical trauma, powerlessness, Post Traumatic Stress Disorder [PTSD], etc). Frequently, service providers will also need to address any sexual problems that may have resulted from earlier sexual violence, while at the same time tackling the issue of self-blame, as many battered women feel complicit in their abuse. Agencies with organizational and administrative commitment to both SA and DV ensure that volunteers, staff, and collaborative partners are knowledgeable and skilled in recognizing the similarities and differences, and when to transition between what is common between them and what requires issue specificity. Based on information gathered during CALCASA's UFP, many working in SA and DV disclosed challenges of being a dual SA/DV agency but unable to adequately serve the sexual assault needs of their communities largely due to lack of commitment to the internalization of both issues.

## MEDIA

Community organizing and public awareness activities such as grassroots education and media campaigns, including NO MORE, can be effective in mobilizing masses in support of laws, policies, and other remedies that increase awareness and reduce tolerance for DV and SA collectively. In light of multiple instances of domestic violence and child abuse, advocates from both DV and SA worked as a unified voice to educate and influence the National Football League (NFL) to address both issues, resulting in a donation for both DV and SA. This action by the NFL provides an excellent example of the utilization of reciprocal advancement: leveraging one issue to elevate the other. NO MORE commercials, featuring prominent professional football players, have aired during football games to increase public awareness and demonstrate the understanding and commitment of broadening the dialogue to include domestic violence and sexual assault. Having such a publicly visible sponsor link the two issues under the umbrella of “violence against women” has the potential to curate a national conversation about DV and SA as a unified issue and offers the promise of creating true cultural shifts.



## PREVENTION

The prevention efforts of domestic violence and sexual assault, although predominantly funded and implemented separately, often share goals and content. Both DV and SA prevention programs commonly include providing educational workshops to students in middle and high schools to increase awareness about DV and SA, and to reduce risk factors and build protective factors related to perpetration. Where risk and protective factors overlap between the two issues, so do prevention lessons. For example, a common strategy in DV and SA prevention is to promote healthy relationships and encourage respect for partners through increased gender equity, conflict resolution skills, and setting and respecting boundaries. Programs with these goals often attempt to complicate and challenge traditional gender ideals, especially those that perpetuate violence and men’s dominance and power over women, which are risk factors for both DV and SA. Intentional coordination of these efforts and lessons cannot only increase consistency in messaging, but can also result in more efficient use of resources.

Moreover, the Centers for Disease Control (CDC), which funds prevention in both fields, has a major influence on the direction of prevention work. The CDC’s Rape Prevention and Education (RPE) and Domestic Violence Prevention Enhancements and Leadership Through Alliances, Focusing on Outcomes for Communities United with States (DELTA FOCUS) programs largely shape the prevention landscape for DV and SA across the country. Both RPE and DELTA FOCUS are requiring prevention efforts to begin to shift their focus from predominantly addressing individual and relationship-level risk and protective factors, like knowledge, attitudes, and relationship skills, to community- and society-level work. These programs strongly encourage agencies to prioritize changing community norms and organizational and public policy. Many practitioners in both fields are just beginning to do this kind of broader systems change and are building their understanding of how to be effective. Both fields could benefit greatly from sharing ideas and lessons learned about community and societal change.



Top-down approaches such as policy change work to ensure long-term change and institutionalization of practices and norms insist upon sustained linkages between SA and DV. However, ground level service providers must exhibit leadership within their organizations, collaborations, coordinating councils, etc., to ensure comprehensive approaches to SA and DV are sustained and communities have continued resources for both issues, regardless of how victimization may reveal itself. In the aforementioned instances, the two issues have unified through specific, task- and time-limited endeavors. These efforts have been collaborative, intersectional, and successful in accomplishing goals. **This recent shift to collaboration, mutual support, and commitment demonstrates unification across the issues: standing together increases the power and impact of both efforts. CALCASA's UFP suggests that reciprocal advancement would create organizational sustainability and foster systematic change to ensure that it is integrated strategically and consistently.**

# NO MORE

TOGETHER WE CAN END DOMESTIC VIOLENCE & SEXUAL ASSAULT

**LINKED-YET-DISTINCT:** CALCASA's desire to initiate a statewide and national conversation on unifying the fields required an examination of barriers and challenges in moving forward. What emerged early on was a need to clarify the concept of a "unified field". Interviewees and Think Tank leadership from the sexual assault and domestic violence fields made clear early on that the term "unified" was problematic. While no one expressly stated what was faulty about the term, many alternatives were recommended: partnership, collaboration, integrated, inter-related, linking, unified front, unity, united, and allied among them. Reaction and discussion to the term prompted a Think Tank participant to ask colleagues in the room, "Is there a fear about linking the fields?" Based on data revealed during CALCASA's UFP, the short answer to this query is yes. Many took "unified" to mean "merger," (a term introduced by participants, not CALCASA) which generated a productive conversation.

The need to define or clarify what was meant by "unified" also allowed participants to talk openly and honestly about tensions between the two fields, specifically the notion that DV overshadows SA in both the outside world as well as within stand alone and dual organizations. Alternately, when discussing DV and SA with communities, funders, policymakers, and others, there is a frequent conflating of the two issues, glossing over their distinctions. Unfortunately, in an effort to highlight distinctions, advocates create further distance between the two issues when combatting the "it's all the same" mindset by underscoring their differences. Finally, and perhaps most poignantly, discussants shared that working in the SA and DV fields fostered a strong sense of purpose and identity for advocates. Many laboring in these respective fields are survivors or loved ones of survivors and therefore are personally driven by the cause. Thus, the perception of allowing another issue to hold an equally significant position in the work can feel as if their own primary or original focus (and thus their own sense of purpose) has become marginalized. As a result, turf issues materialize, with an "us-versus-them" or "my-issue-versus-your-issue" air emerges between the two fields.

What became clear was a need to formulate ways of discussing SA and DV as two strategies yet one movement. But how CALCASA's UFP will be different from all others is that SA and DV must be effectively yoked together in such a way that each is somehow changed, transformed, as a result of their contingent relationship. Thus, those funded to work in a single issue/agency capacity are compelled to address the other in their prevention, policy, fundraising, direct service, and media efforts in an institutionalized and internalized manner. **For the two fields to overcome barriers and work in any sort of unified capacity there will need to be trust and mutual respect for each field's distinctiveness, expertise and value; no one can situate one field as superior or inferior to the other.** Eventually, a "unified field" came to mean a linked-yet-distinct characteristic: the strengthening of relationships between DV and SA for the purpose of advancing either efforts, or, reciprocal advancement.

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*Linked-yet-distinct*

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# PROJECT SUMMARY

CALCASA's Unifying Fields Project: Building Linkages Between Domestic Violence and Sexual Assault (UFP) gathered the most current information related to relationship-building between the fields of sexual assault and domestic violence primarily from the practitioner's perspective. Data were collected from local, statewide, and national entities involved in dual program work. A synthesis and analysis of data (interviews, literature review, workshops, survey) yielded recommendations and best practices for dual sexual assault and domestic violence agencies, as well as strategies for the continued conceptualization of mechanisms to elevate both issues in unison.

## CALCASA's UFP methodology included:

1. Review of existing literature as it related to *unified* domestic and sexual violence efforts;
2. Key informant interviews (statewide and nationally);
3. Think-tank process comprised of Blue Shield Strong Field Project dual-service organizations;
4. Workshops at the 2013 National Sexual Assault Conference and a statewide workshop of dual program agencies.

Data gathered from each component was shared with participants each step of the way for their confirmation of the evidence. This both affirmed our efforts and allowed each project component to be carried forward. We achieved our goals incorporating flexibility, adaptability, and open-mindedness to allow the project to be directed, to some degree, by the field. In so doing, CALCASA is able to ensure that the UFP outcomes reflect the concerns and contributions of its member constituents and their attendant communities. As supported by Blue Shield's own literature, *Intersections and Power of Partnerships*<sup>1</sup>, a more unified base in the movement to end violence against women ultimately leads to healthier and safer communities.

## Review of the Literature & Key Interviews:

*Empirical and anecdotal literature* that discusses a concomitant relationship between SA and DV is scant. Articles are largely field generated and directed at constituents and colleagues.

In general, the field-generated content is supportive of allyship between the two fields at the service provision and prevention levels. It is no surprise that there were few instances that investigated activism, policy work, and/or fundraising. In general the data were supportive of a more unified field; however, there were differing results related to whether sexual assault services were negatively affected when offered as part of a dual or multi-service organizations (vs. stand alone RCCs). While not far apart in their conclusions, the fact that there is perceived lack of parity is indicative of the larger issue of DV overshadowing SA. Overwhelmingly, the literature reviewed for CALCASA's UFP underscores much of what the leadership consulted for this project have articulated: the marginalization of sexual assault within the larger movement to end violence against women. As was echoed herein, the disparity continues to be attributed to funding and public attitudes.

CALCASA's UFP offers reciprocal advancement as a strategy for addressing not only disparity between the two fields, but as a sustainability strategy. As previously mentioned, shifts in funding priorities and community norms, generational attitudes, and a transitioning leadership base compel the SA/DV fields to think and operate differently in order to remain viable: these assertions are variously supported in the literature and corroborated by CALCASA's UFP participants. Further, as evidence of these shifts, anecdotal data reveals that some project participants are privy to a belief that services rendered by stand alone SA/DV organizations can be provided by multiservice organizations (ostensibly by mental health professionals).

With funders and policymakers looking for ways to maximize grant-making and efficacy, a continual trend of 'professionalizing' the field, and increased scrutiny over the efficacy of shelter services, it is not inconceivable that locating the totality of trauma recovery within one or two staff, and an outsourcing of sheltering could become standard operating procedure. The fields know that the value of dedicated SA/DV programming exceeds that of mere counseling and sheltering. Reciprocal advancement would ensure, from a unified position, that dedicated SA/DV services are not diminished, and that they remain valued community members and contributors toward the end of violence against women, regardless of whether categorized as stand alone or dual.

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*A more unified movement to end violence against women  
ultimately leads to healthier and safer communities.*

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## Key Interviews:

*Key interviews* were intended to function as a pulse-check of coalition constituents, and to express CALCASA's desire to exhibit leadership in relationship building between the two fields. Furthermore, the interviews sought to identify benefits, challenges, and barriers to a unified field, as well as catalysts for unifying the issues. Interviewees were selected from dual agency grantees of the Blue Shield of California Foundation (BSCF) Strong Field Project and other BSCF initiatives.

Seven directors (executive, associate) from around the state of California were engaged in individual conversations lasting sixty minutes or longer. Interviewees were engaging, happy to participate, and conversed easily. In addition to discussing organizational profile, interviewees were asked to comment on the following:

- Benefits to a unified field;
- Challenges to accomplishing unified fields;
- Drawbacks to operating as unified fields;
- Impetus to unify fields.

Overall, interviewees were eager to contribute to the success of CALCASA's UFP and diligent in voicing their concerns. Interviewees confirmed that there is a perception that DV overshadows SA in both the outside world as well as organizations. Additionally, they disagreed as to whether individuals and communities made significant or relevant distinctions between DV and SA. Despite public perceptions, interviewees felt that it was in the best interest of communities and survivors to be able to address both in intervention and prevention efforts. Finally, there was a sense among interviewees that agencies are oriented more toward social services than toward social justice.

## Think Tank:

*The Think Tank* consisted of a convening of interviewees for a two-day, focus group discussion as an opportunity to confirm content summaries from the telephone interviews and make additions as participants saw fit. Participants were selected from organizations that were beneficiaries of Blue Shield's Strong Field or other BSCF funded projects and were diverse geographically, culturally, and organizationally (dual or multi-service agencies). The think tank was also an opportunity to bring The Partnership into a productive conversation regarding working together for the mutual benefit of each coalition and its respective membership.

This two-day discussion looked back at some of the historical reasons for the divergent trajectories, how to expand the

benefits and rationale for a unified field, while overcoming and addressing the barriers and drawbacks. This helped guide the discussion to better define the concept of and criteria for a unified field:

- Maintain the distinctiveness of each; respect the histories, differences, expertise, and accomplishments of each.
- Build a collective history and identity together; seize opportunities to deepen partnerships.
- Play to the commonalities/similarities between the two issues, particularly values, philosophies, and principles.
- Intentionally ally against bias or challenges to either field.
- Operate in the best interest of the public to bolster trust and move a unified field forward, understanding that constituencies may not be ready for this kind of organizing.
- Look to this creative space as an ideal for activism, social justice, and innovation.

## National Sexual Assault Conference 2013 (NSAC):

*National Sexual Assault Conference 2013 (NSAC) workshops* intended to report project-to-date findings to national and statewide colleagues and expand on the conversation of a unified field with a focus on commonalities and intersections between SA and DV. In advance of the National Sexual Assault Conference held in Los Angeles, August 27-29, 2013, a small sampling of executive directors from statewide dual coalitions were consulted regarding the CALCASA UFP for the purpose of gaining a national perspective. Overall, the EDs corroborated much of the data collected from the interviews and the think tank, most notably the tension between the two movements, speculatively resulting from: funding disparity, competition for resources, socio-cultural and programmatic marginalization experienced by SA in comparison to DV, and ideological differences (feminist, family preservationist, and in some instances, tribal).

Out of this discussion, four thematic categories emerge as areas of focus for best practices toward a unified field: disciplines, leadership, movement(s), and praxis. These themes were presented to participants during two workshops at the 2013 NSAC both for affirmation and for refinement as best practices. The workshops were well attended and, gauging from the responses, relationship building between the SA and DV movements is a topic participants were eager to discuss. Beyond the scope of this project, it was clear that advocates around the nation felt the tensions between the two fields and more critical conversations of this nature should be encouraged.



## Development of Training Framework:

A two-day workshop was originally envisioned as a training for dual agencies. However, as the project progressed, it became clear that there was a need for additional content development before a training could be implemented. A two-day gathering became an opportunity to develop a training framework for future use. The two-day workshop, with 33 attendees from dual agencies, was both a chance to reaffirm all data to date, as well as a testing ground for the theory of change, reciprocal advancement. It was imperative to provide them, as established dual agencies, with content that met their ongoing needs.

The two-day workshop of California-based dual agencies was designed to answer the following questions:

- “How do we create a mutually beneficial and well-defined relationship between SA and DV to affect changes more likely to be achieved together than alone?”
- “How will we know when we have achieved said relationship?”
- “How do we ensure that this relationship will continue on into the future?”

With these questions at the fore, content gathered from workshop participants has been organized into what are now four training modules – disciplines, movement(s), praxis, and leadership.

# 4

## FOUR TRAINING MODULES – The four best practices for a unified field:

- Disciplines
- Leadership
- Movement(s)
- Praxis

## Training Framework

*The Training Framework* was derived from a synthesis of the literature review, key interviews, think tank, NSAC 2013 workshops, and the two-day workshop, contextualized by the goals of CALCASA’s UFP. From this synthesis, four structuring themes emerged as modules for dissemination of reciprocal advancement as a theory of change toward a more unified

field: disciplines, leadership, movement(s), and praxis. As a sustainability strategy, the anticipated long term impact is an improved quality of life for individuals and broader society.

### MODULE I: DISCIPLINES

*Disciplines* for our purposes consist of *what* we know, *how* we know, *what* are our truths, and *how* we represent and embody knowledge and truths (i.e., “walk our talk”); then, not only perpetuate, but claim this body of knowledge as our own for the fields. SA and DV would be as both linked yet distinct.

Training goal: to increase participants’ capacity and ability to internalize and institutionalize the linked yet distinct written and oral traditions and experiences of SA and DV both internally (within their organizations) and externally (community stakeholders). The topics covered in this module include: commonalities, distinctions and histories; expertise; modalities; and research.

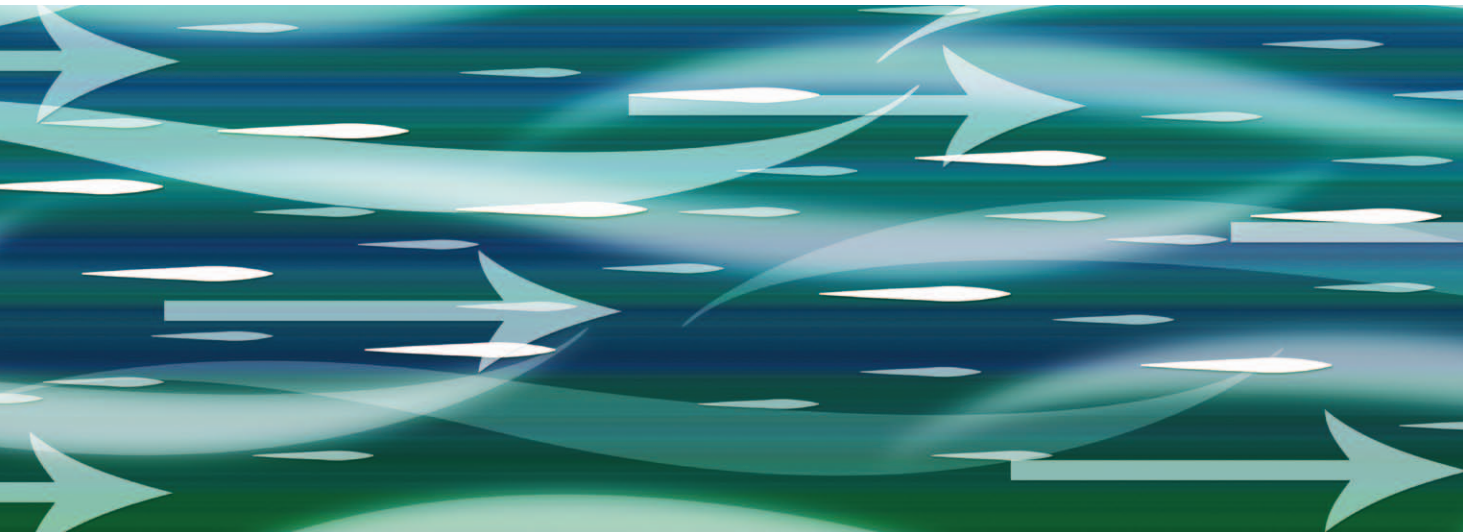
Example prompts: How can bodies of knowledge related to SA/DV be analyzed through reciprocal advancement? How does reciprocal advancement reveal opportunities as well as gaps in our bodies of knowledge of SA/DV? How can each of the five areas of coordination (policy, fund development, direct service, media, and prevention) reflect or promote reciprocal advancement in our lay and academic literature, as well as oral traditions? How can we utilize our body of knowledge to forecast and set trends for SA/DV?

### MODULE II: LEADERSHIP

*Leadership* for our purposes is distilled down to three key points: “who” leads (i.e. representational, positional, team), “what” carries the leadership (i.e. vision, values), and “how” leadership functions (i.e. style, skill).

Training goal: to increase participants’ capacity and ability to 1) to empower existing leaders to further reciprocal advancement organizationally and administratively, and 2) to identify and instill these values in emerging and positional leadership. The topics covered in this module include: who are our leaders for SA and DV, how is leadership modeled, and what guides leadership.

Example prompts: How can leadership related to SA/DV be analyzed through reciprocal advancement? How does reciprocal advancement reveal opportunities as well as gaps in SA/DV leadership? How can each of the five areas of coordination (policy, fund development, direct service, media, and prevention) reflect or promote reciprocal advancement in leadership training and opportunities?



### MODULE III: MOVEMENT(S)

*Movement* for our purposes means activism that organizes constituents into a force that advances the causes of social justice and equity as a strategy for social change.

Training goal: to build necessary skills for a unified social justice SA and DV agenda, develop key skills for organizing and mobilizing, and identify strategies for including social justice into programmatic outcomes. The topics covered in this module include: historical and contemporary action planning, activism, advocacy, mobilization, and coalition building for social change, equity and justice.

Example prompts: How can reciprocal advancement create new paths for SA/DV activism? How does reciprocal advancement reveal opportunities as well as gaps in SA/DV advocacy? How can SA/DV integration into the five areas of coordination (policy, fund development, direct service, media, and prevention) inspire social change?

### MODULE IV: PRAXIS

*Praxis* is characterized as the service to survivors and presence in communities. It is how a unified SA/DV field becomes integral to communities.

Training goal: to increase the capacity of SA and DV organizations to adopt a principle of reciprocal advancement and ensure a level of internalization, institutionalization, and intentionality as strategies for agency sustainability. The topics covered in this module include: organizations (structure, administration, operations, missions), ethos, and public discourse.

Example prompts: How can *what* the field does and how it does it, be supported and sustained through reciprocal advancement? How does reciprocal advancement reveal opportunities as well as gaps in SA/DV performance and practices? How can each of the five areas of coordination (policy, fund development, direct service, media, and prevention) reflect or promote reciprocal advancement to reveal best practices in services to survivors and communities?

*The Training Framework* seeks to provide a blueprint for the two issues to come together in a way that addresses the elements, which have created tensions and divisions and to facilitate building a stronger future together that is respectful of accomplishments, expertise, and distinctiveness, with an overarching goal of creating a safer society.

# RECOMMENDATIONS

Recommendations from CALCASA's UFP suggest next steps for implementation of reciprocal advancement as a theory of change. The list is not exhaustive; it presents tangible and doable logical steps in a continuous journey.

- **ASSESSMENTS** – Across all project activities for CALCASA's UFP was the persistent concern (and a resigned sense of helplessness at being able to do anything about it) as to how DV overwhelms the SA components of dual agencies, and their ability to be truly dual (in name and practice). Next steps for dual agencies and coalitions would include an internal assessment of policies and practices, which speak to the nature of the dual agency, as well as a clarification of the dual's defining characteristics. For 'stand-alone' agencies in both prevention and intervention opportunities for integration, linking, and cohesion both programmatically and operationally could be assessed and acted upon.
- **RESEARCH** – As mentioned herein, there is little empirical data that examines the benefits of a reciprocal advancement approach to the movement to end violence against women. Changed community norms, self-reports from survivors, and cost savings from reduced administrative redundancy are all potential measures for further research. While anecdotal situations confirm that strengthening the relationship between the SA and DV fields is a good idea, data is what frequently drives policy change and funding initiatives. A good place to start would be the evaluation of the CALCASA's UFP Training Framework once implemented.
- **FUNDING** – Not elaborated herein, has been the tangle of categorical funding that unintentionally reinforces separation of the fields. Much of this funding is governmental, and situated according to departments (criminal justice, health, education, etc.) and statutes. Rather than tackle that, a reciprocal advancement funding effort would look to both generate new funding streams and compel the field to create new programmatic and policy opportunities in both prevention and intervention.
- **POLICY /MEDIA** – An essential component to changing community norms regarding SA and DV has been and continues to be advocacy, policy and working with media. Coalitions, organizations and agencies can advocate for and inform policy mechanisms to elevate domestic violence and sexual assault together to create broader awareness with policy makers. Legislative action should be intentional and specific. Policy can be used to complement media activities, branding, and public awareness campaigns to expand the dialogue to be more inclusive of the history, differences, and opportunities of a more united movement to end violence against women.

# CONCLUSION

The intent of CALCASA's UFP project was to initiate a conversation that would foster a more unified field between domestic violence and sexual assault. An increase in media attention has created the opportunity to dissect both issues and identify opportunities to link domestic violence and sexual assault through policy, fund development, direct services, public awareness, and prevention. A unified field would be intentional in its internalization and institutionalization of reciprocal advancement.

Overall, responses from participants were encouraging and indicated that CALCASA's UFP was on to something important – the sustainability of the movement to end violence against women requires intentional collaboration. It is important to recognize those voices which were not consulted at this stage of the project: stand alone and affinity-based organizations, collaborative and institutional partners, as well as the other issues and populations that touch the fields of domestic violence and sexual assault (working with children, elders, men; systems response, coordinated community responses, etc.). Further exploration of reciprocal advancement would need to seek out strategic partnerships for broader community work, concentrating on the intersections, looking to where they can be linked-yet-distinct, and how they can strive for transformation.

This document examines the state of the field and expresses intent from CALCASA to curate a national dialogue, elevating the topics in unison and developing strategies for the future implementation of reciprocal advancement. The guidelines not only articulate a way to move a unified field forward, but also reinforce the concept of reciprocal advancement as a means to an end for sustaining organizations and programs, as well as community norms change.



*Our movement is inextricably linked to other struggles for social justice.  
Our success depends on the success of all movements for justice and dignity.  
Only by developing cross-movement partnerships can we become  
a powerful force in the broader fight for social justice and  
only then can we build the critical mass within our  
own movement needed to achieve our goal.*

Move to End Violence

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