



art transforming trauma

**AWBW/25**  
A WINDOW BETWEEN WORLDS

## VALUES



### Safety

If trauma is understood as a break in safety, then safety must form the foundation for healing. Art creates a life-changing space for expression, release and healing.

### Transformation

Our most challenging struggles, voiced through art, can become strengths which catalyze social change and personal transformation.

### Connection

We foster the shared leadership of a broad network of individuals, agencies and sectors dedicated to using art to meet the unique needs of the communities they serve.

### Diversity

We honor the fundamental value and dignity of all individuals and pledge ourselves to creating and maintaining an environment that is inclusive of all.

### Creativity

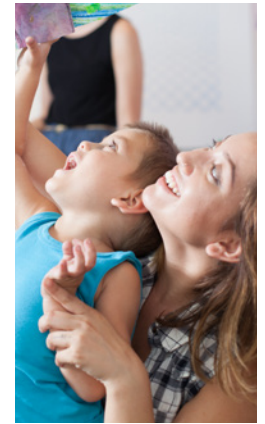
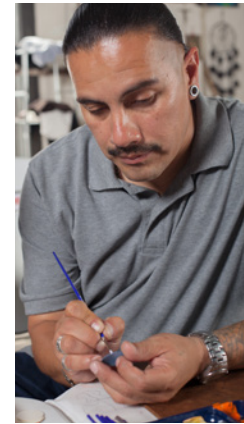
Artistic creation is a human right that belongs at the center of strategies for change by individuals, families and communities.

### Respect

We honor the inherent ability of each person to heal from trauma and believe art offers a pivotal path toward self-esteem, self-expression and self-empowerment.

### Collaboration

More hands and minds working together on issues of abuse and violence builds deeper understanding, stronger community strategies, and greater personal safety for everyone.



## MISSION

**A Window Between Worlds is dedicated to cultivating and building a network of transformative arts programs that empower individuals and communities impacted by violence and trauma.**

## VISION

**A Window Between Worlds views art as a catalyst to release trauma, build resilience and ignite social change. When individuals create art in a safe community they can be heard and respected — replacing violence and shame with safety and hope.**



*“Before I became a Leader art was something quiet I could keep to myself. Now I see art as a form of communication. To have a way to speak to these women without words has opened up so much possibility for me. I see the women’s confidence grow with each session. They speak about their real feelings and emotions. They relate to each other and form bonds. The art workshops open their minds and their hearts to the truth of their recovery. They begin to recognize they can heal. They are worth it.”*

SUMMER, ADULT WINDOWS LEADER, SALVATION ARMY HAVEN

### Leadership Trainings

Established employees of human service agencies may apply to become Windows Leaders. These applicants go through comprehensive experiential training sessions, including trauma-informed care approaches, before beginning to facilitate our curriculum. Advanced trainings addressing specific areas of focus are also available to previously trained Leaders. All trainings meet the qualifications for continuing education credits as required by the California Board of Behavioral Sciences.

### Adult and Children’s Windows Programs

Through weekly hands-on art experiences on-site at our partnering agencies, those impacted by violence and trauma are provided a safe environment in which to express themselves and tell their stories. Workshop projects center on themes designed to support the healing process, including resilience-building, healthy decision-making, handling anger, and identifying, naming and expressing emotions.

### Ongoing Support and Curriculum

AWBW Program Department personnel are consistently in contact with all active Windows Leaders by both phone and email. Leaders also receive a monthly email with updates, new workshops and spotlights of the work others are doing. Through [awbw.org](http://awbw.org) Leaders can access and search over 500 workshops in our ever-evolving curriculum. Additionally, AWWB allocates art supply allowances and community outreach funding.

### Community Art Initiatives

By using socially engaged art strategies and connecting with local like-minded artists, such as Kim Abeles and Barbara T. Smith, AWWB brings Windows art into Los Angeles communities through workshops, events and exhibitions in order to raise awareness and strengthen the anti-violence movement. We encourage our Leaders to do the same — working beyond the agency setting to educate and transform individuals, families and communities.



**A** Window Between Worlds is at the center of a network of transformative arts programs for facilitators at human service agencies working every day with those who have endured a variety of violent and traumatic experiences. Our guidance plays a prominent role in the healing process of their clients.



Trauma — events or circumstances experienced by an individual as physically or emotionally harmful<sup>1</sup> — commonly occurs in the lives of people from any culture, background, and status. Up to 70% of people will be impacted by trauma in their lifetime.<sup>2</sup> By the age of 18, up to 43% have already experienced trauma in their childhood.<sup>3</sup>

Evaluations and anecdotal stories, shared with us by our Windows Leaders, consistently illustrate the impact creating art has on people affected by violence and trauma. Additionally, researchers have shown that the creation of art reduces distress, increases self-reflection and self-awareness, alters behaviors and thinking patterns, and has positive physical effects.<sup>4</sup> A recent study verifies that specific brain regions interact during the production of visual art, leading to stronger resilience.<sup>5</sup>

By bringing those impacted by violence and trauma together in an understanding and supportive community they are more likely to recover from their traumatic experiences.<sup>6</sup> Creating art with others is a powerful catalyst that can provide this critical atmosphere for recovery.

**CHILDREN'S LEADERS REPORT:**

**93%** increase in capacity for self-expression

**93%** reported improvement in children's relationships with both parents and peers



**T**hrough AWBW's support and programs, our partners are able to more effectively open windows of safety, unblock channels of communication, and provide opportunities for participants to move toward less burdened and more productive lives.

**ADULT PARTICIPANTS SELF-REPORT:**

**95%** more easily expressed themselves

**92%** claimed more courage and the ability to take decisive steps forward in their lives

Thanks to our funders, transformative arts programs at partnering agencies are made possible where such approaches may not otherwise be affordable. In 2015, 100% of Adult Leaders found the curriculum and art supplies provided by AWBW to be important in building the capacity of their agencies.

In order to maintain our current level of quality and service delivery, while rising to meet the challenges of the need in front of us, our work within trauma-informed and cross-sector approaches must involve careful and strategic analysis and planning.



**A**s AWBW answers the call to expand our reach to more populations impacted by violence and trauma, we are proud to share that we have secured a \$250,000 challenge grant, doubling every new and increased donation up to a quarter million dollars through December 2016. We need your support now more than ever.

1: SAMHSA, (n.d.). Trauma [webpage]. Retrieved from [www.integration.samhsa.gov/clinical-practice/trauma](http://www.integration.samhsa.gov/clinical-practice/trauma)

2: Public Education Committee, ISTSS, (2000). When a friend or loved one has been traumatized [pamphlet]. 2000. Retrieved from [istss.org/public-resources](http://istss.org/public-resources)

3: Public Education Committee, ISTSS, (2000). Children and trauma [pamphlet]. Retrieved from [istss.org/public-resources](http://istss.org/public-resources)

4, 5: Bolwerk, A., Mack-Andrick J., Lang F.R., Dörfler, A., Maiböfner, C. (2014) *How art changes your brain*. doi:10.1371/journal.pone.0101035

6. Van der Kolk, B.A. (2014). *The body keeps score*. New York, NY: Viking.



## STRATEGIC REPOSITIONING

As we began to deepen our work within the trauma-informed and cross-sector models it became clear that it was time to review where we had been and where we wanted to be as an organization. We entered into a two-year Strategic Repositioning Initiative in July 2014, and are now looking to extend this SRI another two years to have more time to thoughtfully build for the future.

This SRI period enables us to systematically prepare for expansion of operations, as well as deepen our response to the roots and nuances of the trauma cycle our participants face daily.

In 2015 we began an Appreciative Inquiry with Leap and Associates, a research and evaluation group affiliated with the University of California, Los Angeles. This consultation entailed objective exploration of A Window Between Worlds' past and present capacities, while simultaneously capturing the achievements, strengths, lived values, strategic competencies, and organizational spirit.

It was determined that AWBW needs more targeted funding strategies in order to support both the internal and external growth of the organization. It was also made clear that we must continue developing programs unique and sensitive to the evolving needs of those impacted by violence and trauma, as well as develop more longitudinal and focused evaluations with our partners and their clients.

*"Joe is a 56-year old male who experienced a great deal of domestic violence and sexual abuse as a child. In this program, he has been able to tell his story for the FIRST time in his life. He is allowing all of the emotions he never felt before to come out through a medium that allows for full non-judgemental expression. To Joe this has been life changing."*

**ADULT WINDOWS LEADER,  
CENTER FOR COMMUNITY  
SOLUTIONS**

## CURRENT WORK

**A**s we look towards extending our Strategic Repositioning Initiative we are energized by what lies ahead and encouraged by what we have accomplished over the past two years.

### Core Program Enhancement

*Deepen our work with our core Adult and Children's Windows Programs while reframing our award-winning curriculum through a broader trauma lens.*

- Continue to update and revise curriculum, ensuring it is trauma-informed and culturally responsive for a variety of populations
- Facilitate additional cross-sector Leadership Trainings
- Apply data from Core Leaders survey articulating their primary needs and populations served in order to provide appropriate support
- Follow up on Appreciative Inquiry with Leap and Associates to develop best practice program evaluations

### Expanded Scope

*Strategically pilot rollouts to new sectors beyond the domestic violence field as resources are developed and expanded.*

- Build upon piloted curriculum with veterans in partnerships with Habitat for Humanity - SF/SCV and Salvation Army Haven
- Continue to deepen work with new partner Center for Engaged Education, as well as other organizations working with foster and incarcerated youth
- Host Art Transforming Trauma Conference in June 2016

### Development for Sustainability

*Analyze and plan for personnel restructuring and additions, expanded development strategies, and future site expansion.*

- Hire additional program and development personnel to improve our capabilities to provide for the needs of our partners
- Plan for succession of long-time key staff members
- Explore piloting earned income revenue streams
- Promote monthly and planned giving opportunities
- Make improvements to current facilities while looking into opportunities to move to a larger location to house employees, training space, and a community exhibition space



## FUTURE GOALS & COSTS

### CORE PROGRAM ENHANCEMENT

- Program evaluation consultation: \$50,000-130,000
- Training and support of new Leaders: \$100,000

### EXPANDED SCOPE

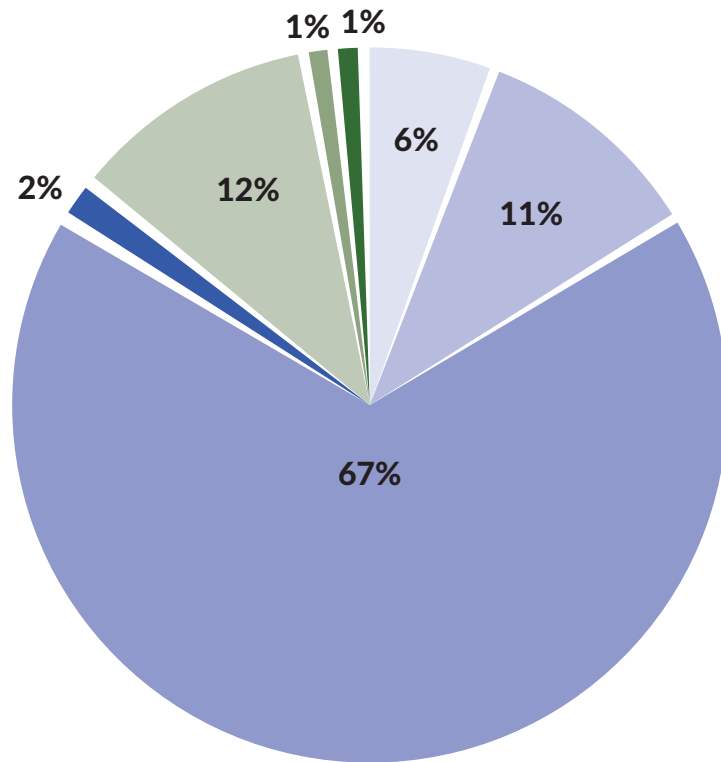
- Development of new and expanded curriculum, through collaboration with established Windows Leaders, for additional populations: \$100,000

### DEVELOPMENT FOR SUSTAINABILITY

- Personnel restructuring/expansion: \$200,000
- Transition to new site: \$500,000

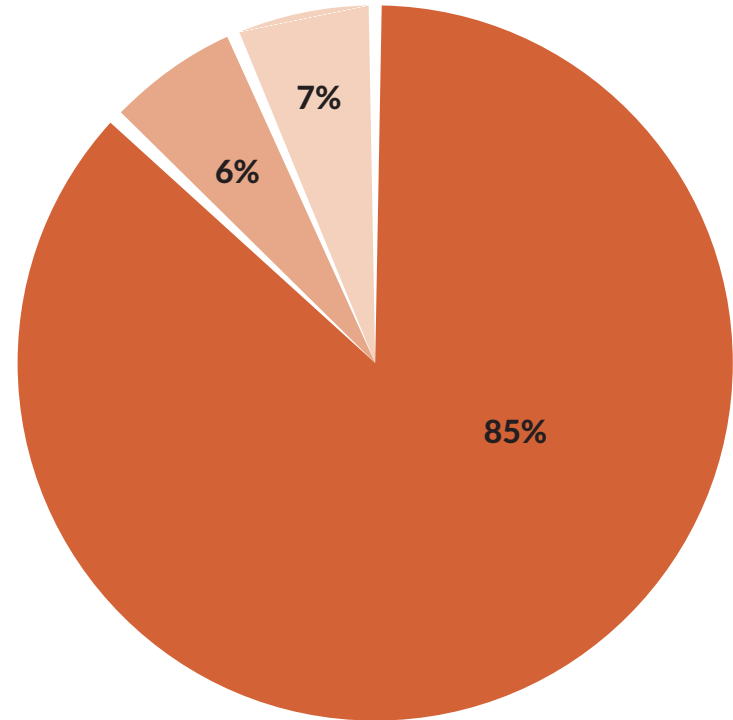
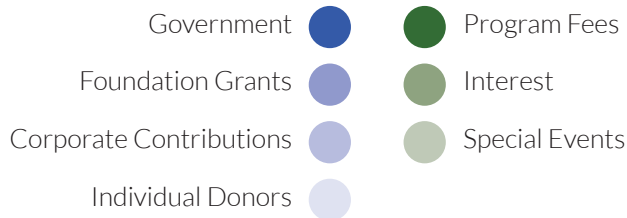
## FINANCES

These income and expense figures represent the 2014 fiscal year, January 1 – December 31. Income includes \$512,896 in funds for future use via multi-year grants. In addition, \$275,000 in Strategic Repositioning Initiative grants have yet to be spent. Figures for 2015 will be available in October, 2016

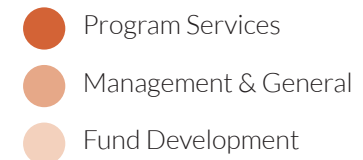


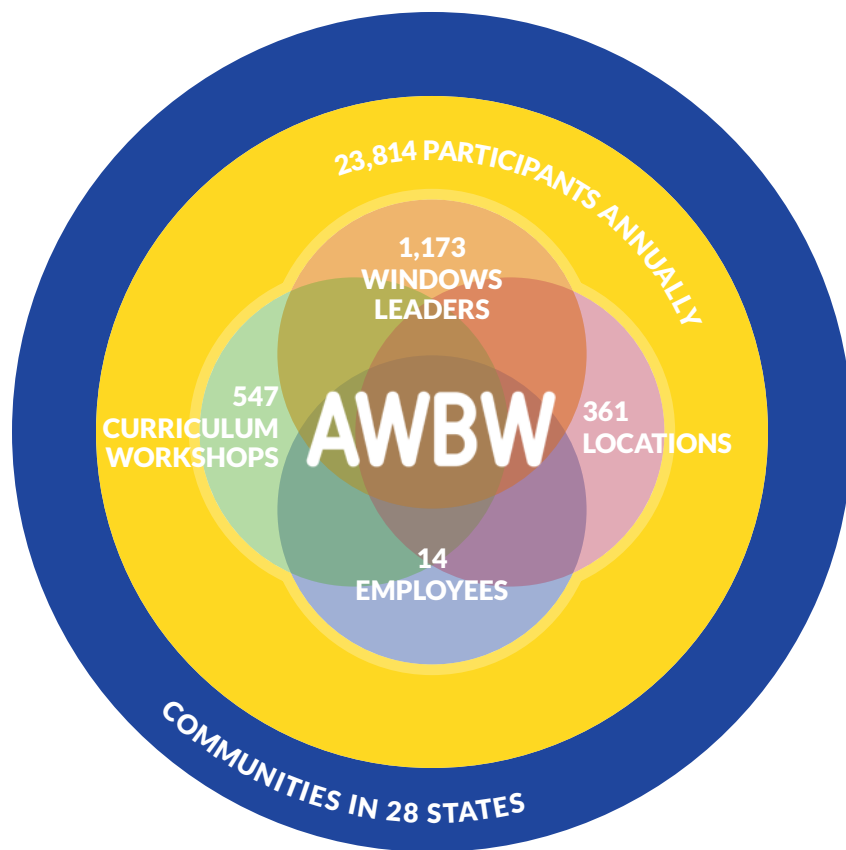
**TOTAL INCOME: \$1,796,218\***

\*Includes multi-year grants for 2014-2015 (see above).  
Chart does not include in-kind donations and volunteer services: \$682,539



**TOTAL EXPENSES: \$1,075,644**





A Window Between Worlds  
Service Model

## SERVICE DELIVERY

The central offices of A Window Between Worlds are located in Venice, California. This space currently houses offices for the Executive Director, six administrative employees and seven programming employees. Leader trainings, community workshops, events and exhibitions occur off-site in various locations throughout Los Angeles.

Programming personnel at AWBW interact directly with our partnering agencies on a regular basis by phone, email and Los Angeles area site visits. We have created a curriculum of over 500 workshops and manage the online database, with revisions and additional workshops often proposed by our Windows Leaders. We are in the process of revising our workshops to better represent trauma-informed care and cross-sector models, including translation of workshops to Spanish for those Windows Leaders working in mono-lingual environments.

AWBW and our Leaders also interact directly with the community through nationwide community art initiatives led by socially engaged artists. These initiatives, incorporated into our curriculum, include *Pearls of Wisdom: End the Violence* (Kim Abeles) and the multi-lingual *I CAN WE CAN* campaign (Neda Moridpour).

Currently, under the leadership of artist Cathy Salser, founder and Executive Director of AWBW, participants are creating personal art adhered to small glass Touchstones to carry with them daily, reminding them of their journeys of strength and resilience. In October of 2016 we will launch a community mural initiative with Los Angeles-based artist, former gang member and addiction counselor Fabian Debora.

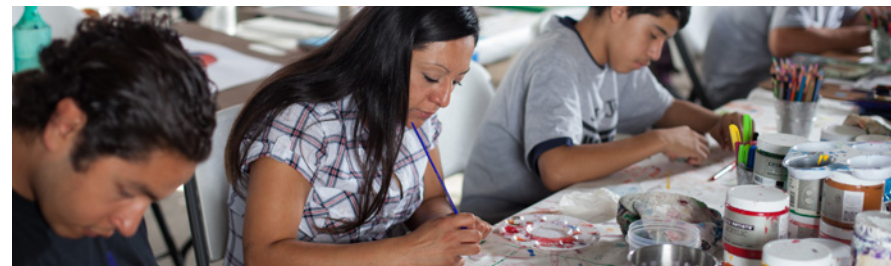
Each of these initiatives includes an interactive web component where participants can post photos of their art work, along with their inspiration and stories, to foster connection and break isolation.



## Demographics Of Partnering Agency Clients (Participants)

ADULTS

African American	Asian/Pacific Islander	Latino/Latina	Native American	White	Other
15%	7%	41%	6%	30%	2%
18-25 yrs	25-35 yrs	35-65 yrs	65+ yrs		
24%	38%	32%	6%		
	Female	Male	Other		
	89%	11%	0%		



## PARTNERING AGENCIES

Adult Windows Programs are provided at 175 agencies; Children's Windows Programming is provided to clients at 148 partnering agencies. Numerous partnering agencies provide both Windows Programs at multiple locations. In total AWBW is currently available at 361 sites, spanning 28 states. Our Programs have also been facilitated in 10 countries to date.

Upon completion of a successful application process and signed agreements with our partners, up to three agency employees can attend our training session. We have at least one liaison at each location and are in contact with Executive Directors and other administration as needed.

Partnering California agencies include Habitat for Humanity - SF/SCV, The Salvation Army Haven, Los Angeles Unified School District, YWCA Wings, The Joe Torre Safe at Home Program, Jewish Family Service, Good Shepherd, The Latina Center, CLARE Foundation, Peace Over Violence, UCLA CARE, and South Asian Network.

*"We can get together and stop violence and take all of that harm in our souls and have a happy human heart."*

11-YEAR OLD PARTICIPANT,  
I CAN WE CAN WORKSHOP,  
WOMEN'S & CHILDREN'S  
CRISIS SHELTER

## STAFFING

**A**s recommended by Leap and Associates, A Window Between Worlds has enlisted the services of a consultant with expertise in organizational development. In December, 2015 we began work with The Oertel Group, who has worked with California Community Foundation, EmpowHer, Pasadena Humane Society and Natural History Museum, among others. President Patty Oertel, former Executive Director of the Center for Nonprofit Management, is working with us directly to navigate staffing changes and strategic repositioning decisions to lay a foundation for an effective infrastructure that will continue to facilitate the organization achieving its mission and vision as it grows.

We are looking to hire at least three new employees in the coming year(s). Though we have an extensive volunteer base working in the office weekly, we are also looking to secure multiple interns as support during this expansion process.

*“Through art, I was able to put my trauma somewhere. I didn’t have to walk with it anymore. I finally felt free.”*

**KAREN GONZALEZ,  
ADULT WINDOWS  
PARTICIPANT LATER  
TRAINED AS LEADER**

### Staff Positions

- Executive Director
- Chief Operating Officer
- Director of Programs
- Director of Development\*
- Grants Manager
- Marketing & Communications Manager
- Events & Volunteer Manager
- Executive Development Assistant
- Staff Accountant\*
- Administrative Assistant
- Associate Director of Programs
- Adult Program Manager
- Children’s Program Coordinator
- Community Outreach Manager
- Windows Program Manager\*
- Arts Project Manager
- Programs Assistant (x2)

\*To be hired in 2016



## GOVERNANCE

**O**ur Board of Directors is our guiding force and has kept AWBW on solid footing since the very beginning. We have recently implemented term limits and now have several longtime board members stepping off as of year end 2016. To help keep our Board strong and diverse we are looking to recruit up to seven new members to begin serving in 2017 or before.

### BOARD OF DIRECTORS

Naceam Abyane  
Bethany Goldberg  
Amanda Lin (Treasurer)  
Kristina Mitchell  
Lin Morel (President)  
Lina Paredes (Vice-President)  
Kim Thies (Secretary)  
Peter Tunney

### COMMITTEES

Audit  
Board Affairs  
Diversity  
Executive  
Finance  
Fund Development  
Investment  
Personnel  
Planned Giving  
Social Media, Marketing & Outreach

## ADVISORY BOARD

Susan Alexander	Caryn Greenhut	Sandra Mueller
Eden Alpert	Gretchen Hays	Nellie Newman
Liz Arch	Lindsey Horvath	Paul Newman
Ben Atherton-Zeman	Yvonne Hsieh	Tim Owen
Terry Ball	Kay Hudnall	Anand Pandya
Teresa Bond	Jacque Israel	Kathy Peterson
Ninkey Dalton	Larry Layne	Amanda Quinn Olivar
Elisa DellaRipa	Lynne Leventen	Robin Rea Scarborough
Donna Deutchman	Barbara Lewinsky	Dorothea Scattaglia
Pam Douglas	Karra Lompa	Bill Resnick
Wendy Edlen	Genevieve McDowell	Toni Rogers
Michele Fitzgerald-Winick	Bobbie McMorro	Jane & Josh Simon
Patti Giggans	Cindy McQuade	TuLynn Smylie
Steven Glikbarg	Mishka Michon	Jerry Soto
Heidi Gray	Mike Mooslin	Todd Wilson



## CORPORATE AND FOUNDATION SPONSORS

The Ahmanson Foundation	koi Designer Scrubs
Amazon Smile	Lenart Art and Education Fund
American Endowment Foundation	Liddell Foundation
Apple	Los Angeles County Arts Commission
Archie D & Bertha H Walker Foundation	Lucy & Isadore B. Adelman Foundation
Asian Americans/Pacific Islanders in Philanthropy - Toyota Dim Sum	Marcus Brothers
Sushi Bunch	Marisla Foundation
Bank of America Charitable Foundation	Mary Redman Foundation
Beale Capital	Mee Apparel, LLC
Caesars Medical Uniforms Inc.	Michael Mason Foundation
California Community Foundation	Microsoft
The Capital Group Companies Charitable Foundation	Mint Polish
The Carol and James Collins Foundation	Paypal Giving Fund
Chevron Humankind	PG&E Corporation Foundation
City of Los Angeles, Department of Cultural Affairs	The Puffin Foundation
Cohn Handler & Co.	Quivers
Crail-Johnson Foundation	Ralph M. Parsons Foundation
Dwight Stuart Youth Fund	Resnick Family Foundation
Eileen Fisher, Inc.	Ryze Project
Frog Crossing Foundation	Salser Family Foundation
Fuserna Foundation	Schwab Charitable Fund
Gary Saltz Foundation	Sidney Stern Memorial Trust
Henry C. & Jane G. Otten Foundation	Sullivan Curtis Monroe Insurance Services LLC
The Herb Alpert Foundation	Ralphs Grocery Company Gift Service Department
In-N-Out Burger Foundation	The Richard F. Dwyer - Eleanor W. Dwyer Fund
Inex Customs Broker, Inc.	The Rose Hills Foundation
Ixia	Toyota Motor Sales, USA, Inc.
Jewish Community Foundation Los Angeles	UBS Employee Giving Programs
John Gogian Family Foundation	Uniforms Hawaii Corp.
Kaiser Foundation Hospitals Los Angeles Medical Center (LAMC)	Vistas for Children, Inc.
Kesa Kivel Fund of the Liberty Hill Foundation	Wells Fargo Bank, N.A.
	Widen Enterprises, Inc.
	William & Charlene Glikbarg Foundation
	WorkNGear



## OUR HISTORY

In 1991 Cathy Salser, Los Angeles-based artist and teacher, loaded her trunk full of art supplies and set out to share visual expression with survivors of domestic violence. Herself a survivor, Cathy led art workshops at shelters across the country, witnessing new opportunities for healing. She recognized that, through these workshops, windows of safety and time were opened for these women to freely tell their stories, and A Window Between Worlds was born.

Upon returning to Los Angeles, Cathy partnered with Sojourn, a local Santa Monica shelter, to pilot the first ongoing Windows Program. Based on the concrete progress art facilitated in these survivors' lives, the Women's Windows Program was soon expanded to serve 17 additional Los Angeles-based shelters.

Cathy also created portraits of the women she spent time with during her cross-country journey. In 1994 she was invited by then-Senator Joe Biden and Paul Wellstone to exhibit in the rotunda of the Russel Senate Office Building in Washington D.C. as support for the Violence Against Women Act. According to Wellstone, this exhibition, allowed for "a 'window of understanding' into the strength and hopes of battered women nationwide."

In 1996 the Los Angeles Domestic Violence Counsel asked AWBW to create a Children's Windows Program to meet the unique needs of the children living with their mothers in shelters throughout Los Angeles County. By 2004, we had expanded beyond Los Angeles, establishing programs in seven Central California shelters.

Today AWBW is at the center of a nationwide network of transformative arts programming with over 1,000 trained Windows Leaders at 361 sites in 28 states. Since many of these organizations work with a complex constellation of traumatic experiences and are already using Windows Programs beyond domestic violence recovery, AWBW has responded with a broadened mission to make our training and curriculum applicable to additional populations impacted by violence and trauma.



## LEVELS OF SUPPORT

Your support to provide art as a window of safety is greatly appreciated. Please consider the levels below when making a contribution. Monthly and planned giving options are also available.

### **Window of Inclusion: \$100,000**

*Underwrites the development of new and expanded curriculum for additional populations*

### **Window of Tomorrow: \$50,000**

*Supports the hiring of one new staff member*

### **Window of Expansion: \$25,000**

*Sponsors the convening of advanced Leaders to explore expansion to an additional population*

### **Window of Transformation: \$10,000**

*Supports the documentation of two-year art initiative*

### **Window of Leadership: \$5,000**

*Sponsors the launch and support of a weekly program for one year*

### **Window of Change: \$2,500**

*Sponsors ongoing support for a weekly program for one year*

### **Window of Healing: \$1,000**

*Sponsors the training of one new Windows Leader*

### **Window of Partnership: \$500**

*Sponsors art supplies for one weekly program for one year*





New Windows Leaders with AWBW employees at first cross-sector, combined Children's and Adult three-day training session June 3-5, 2015.

**AWBW/25**  
A WINDOW BETWEEN WORLDS

*Celebrating 25 years... and seeding the next!*

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