

# WARRIORS FOR FREEDOM

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# COVER LETTER

**TO: DEREK JUMP, WARRIORS FOR FREEDOM**  
**FROM: TEAM 4**  
**SUBJECT LETTER OF TRANSMITTAL**

Dear Mr. Jump,

As agreed upon at the beginning of the Fall 2020 semester, we are hereby submitting the attached campaign book for Warriors for Freedom.

This report examines Warriors for Freedom's problems and opportunities in terms of connecting with current members and the representation of female veterans. The report details why it is important to reach these audiences and how the organization may improve upon its efforts in the future.

Our team hopes this report provides you with new and useful insights, as well as appropriate recommendations.

Sincerely,

Team 4

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# EXECUTIVE SUMMARY

The following campaign book details information regarding Warriors for Freedom and addresses the organization's key problems in terms of raising veteran awareness and being a resource for female veterans.

Secondary research was conducted to see how Warriors for Freedom is measuring up to its top competitors and how the organization is optimizing its own resources. The information gathered from this section was influential in determining recommendations that will have a positive effect on veteran awareness, acceptance and action.

The team also carried out primary research in the form of a survey with Warriors for Freedom members and one-on-one interviews with two female service members. This research further supplemented the secondary research and gave more personal insights about where the organization seeks to improve and what female veterans, specifically, are seeking.

The aforementioned findings led the team to make recommendations concerning how to engage female veterans via social media channels, how to highlight military sexual trauma (MST) as something that Warriors for Freedom cares about, and events that will be likely to increase veteran participation on all counts for the 2021 calendar year.



# MEET THE TEAM

**Katie Alfred**



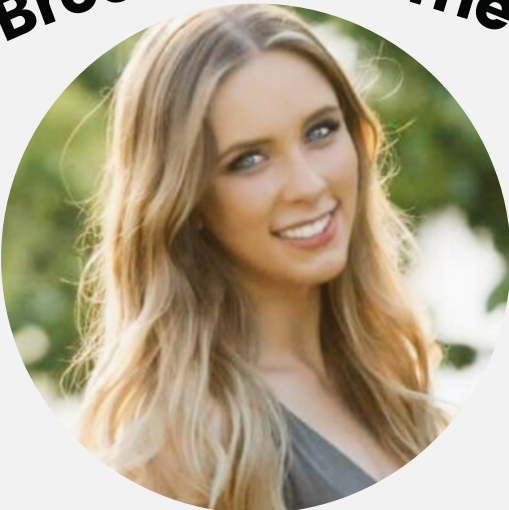
Minor: Human Relations  
Hometown: New Orleans, LA

**Nicole Brodsky**



Minor: Non-profit Management  
Hometown: Dallas, TX

**Breckan Kimmel**



Minor: Human Relations  
Hometown: Dallas, TX

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Minor: French  
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# PROBLEM STATEMENT

A significant number of veterans, specifically women, experienced sexual trauma during military service. The problem to be addressed is establishing Warriors for Freedom as an organization that cares about these issues and one that knows how to respond to them with sensitivity, timeliness and the appropriate resources.





# SITUATIONAL ANALYSIS





# SITUATIONAL ANALYSIS

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## INTERNAL FACTORS

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Female representation in veterans organizations is essential. As more female members join WFF, “Organizational leaders need to be aware of...differences [as they pertain to decision-making and agenda-setting] to increase the opportunities and meaningfulness of the opportunities for women” (Exploring Volunteer...2014). This sentiment was also echoed in both of our interviews with female veterans. WFF has only one female board member: Alissa Lautenbach, Board Director.

WFF employees lack the training and education necessary when communicating with survivors of military sexual assault, so it would be in the WFF’s interest to partner with other established organizations that already specialize in these areas. In addition, partnering with other organizations could alleviate the cost of expanding resources for women warriors, creating collaborative events inclusive to female service members, and would be mutually beneficial in promoting awareness while expanding audiences.

Warriors For Freedom has a relatively small employee base in comparison to competitor organizations, making implementation of large organizational goals more difficult. There are only four employees and their tasks include social media management, veterans communications, problem resolutions, connecting veterans with resources, on top of day-to-day work. WFF lacks an internal forum for communication as a part of their website, which unintentionally increases the workload of the organization’s few employees.



# SITUATIONAL ANALYSIS

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## EXTERNAL FACTORS

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WFF faces unique external challenges in involving and strategically communicating with female veterans in the organization. WFF is one of over 30 veterans organizations in Oklahoma and is in competition with several other veteran non-profits, many of which have a stronger female base and more consistent donations. Additionally, many Oklahoma organizations specializing in sexual assault and other gender-based violence issues are not specific to veterans, however it is likely that female veterans will seek out their services due to their success in women's outreach programs. Roughly 80% of sexual assaults went unreported in 2019 as predicted by the Department of Defense, causing military sexual assault data to be skewed due to lack of reporting, transparency, and sufficient consequences for perpetrators. In addition, social repercussions have long been an obstacle for women who experience sexual assault, contributing to the small amount of those who come forward.

Documentaries like *Invisible War*, paired with the rise of the #MeToo movement and Vanessa Guillen's tragic death at Fort Hood, have been very successful in raising awareness about MST. It is extremely important for WFF to begin engaging with MST survivors as Tinker Air Force Base in Oklahoma ranks in the top five most dangerous places for female service members.

Covid-19 is a key external factor as it pertains to campaigning for the 2021 calendar year. Veterans disproportionately face addiction, mental health issues, food and housing insecurity, unemployment, etc. and the pandemic has created a higher demand and need for veterans to be connected with essential services. An increase in veterans needing assistance and an increase in services needed creates an overwhelming workload for WFF employees, which could have unintentional negative consequences on WFF's ability to compete in the nonprofit sector.



# SWOT ANALYSIS

## STRENGTHS

WFF caters only to Oklahoma veterans, which allows more time and resources to each individual as opposed to a national organization. Scheduled events have strong turnout among male veterans and WFF's Facebook account has a five-star rating, has been liked upwards of 10,000 times, and is utilized for targeted communication with active and engaged publics. Additionally, the organization has an established website with links to services offered through partner organizations. WFF has a female board member and female employees which increases female representation on the organizational level. Survey responses, though predominantly male, showed a general satisfaction of the organization among current members and affiliates. Additionally, WFF has held several successful outdoor events with a strong turnout among male veterans.

## WEAKNESSES

WFF lacks equal female representation and representation in digital media, inclusion, and involvement across virtually all platforms and levels. WFF has a small number of employees, making large campaign goals and organizational goals difficult to implement. The current website structure shifts responsibility to the viewer to find a resource or partner organization specific to their issue. Some of the links on WFF's resources page are faulty and redirect to error messages. Of the services listed for women warriors under resources, only one explicitly states that it aids in military sexual trauma, something 1 in 4 female service members will experience (Cite). In addition, some services listed for female veterans are not women-centered or tailored specifically towards women. WFF lacks representatives that are educated and trained in sexual assault, domestic violence, and rape trauma communications or counseling. Additionally, the organization lacks consistency on Twitter and Instagram, and virtually none of the images are representative of women or encourage women's involvement.





# SWOT ANALYSIS CONT.

## OPPORTUNITIES

WFF has an opportunity to grow their user base, increase volunteer involvement and donations, and expand their target audience demographics to serve female veterans by partnering with organizations that have established services for women's issues with trained professionals. Partnering with other organizations is mutually beneficial in promoting awareness, increasing turnout and lowering costs of events. Most importantly, collaborating with organizations that specialize in domestic violence, rape, and sexual assault allows for WFF to expand their audience without sacrificing quality of care or assistance due to lack of training or education on behalf of WFF employees in extremely sensitive situations. WFF has an opportunity to alleviate issues related to organizational communication in the survey findings by incorporating a forum for consistent communication. In addition to consistency, an internal forum provides an organization with the ability to track key data related to common issues, event popularity, demographic responses to strategic communication, and issue resolutions. Warriors For Freedom also has an opportunity to begin recruiting public relations and/or advertising majors to monitor and create content for the organization. Internships promote a marketplace of ideas without a large financial burden to the organization, creating a mutually beneficial relationship with emerging professionals in the field. An internal database could also provide interns with data essential to understanding where they should be investing their time and expertise.

## THREATS

Many of WFF events involve alcohol, which is both a physical and mental health threat to male veterans, but also a large deterrent from female engagement as 64% of military sexual assaults involve drinking. (Cite). Hosting events that are centered around gathering veterans for a drink can have unintentional negative consequences on veterans and Warriors For Freedom, and could send mixed signals about what WFF stands for, especially in relationship to its mission. WFF's staff is not equipped with the specific education and training necessary when intervening or communicating with female veterans who have experienced/are currently experiencing military sexual trauma. WFF is one of several organizations across the state, causing competition in volunteer recruitment, donations, and amount of veterans served. The organization has a 3-star rating on Charity Navigator and received a failing score of 65/100. Covid-19 poses many threats to WFF's ability to host events, appeal to donors, and conduct normal organizational routines. Additionally, the pandemic has caused a surge in veterans needing to be connected with services due to financial, food and housing insecurity, as well as the effects these stresses have had on those already at-risk of suicide, alcoholism and addiction.



# PRIMARY STAKEHOLDER

## SECONDARY - DEPENDENT

The dependent secondary stakeholder is a female veteran who now volunteers with Warriors for Freedom.

Information from the Veterans Affairs shows that this would likely be a woman under the age of 45 (VA.gov). And as of 2017, about 31.3% of these veterans belong to some racial or ethnic minority (2017 Demographics).

This individual has been selected as a persona because their needs are urgent and legitimate, but they often lack the necessary power to advocate for themselves.





# PRIMARY STAKEHOLDER

## DEFINITIVE

**Name:** Jeremy Stevenson

**Age:** 40 years old (GenerationX -- the TV Generation)

**Type:** Dipper

**Title:** Retired Disabled Veteran



“IM PROUD TO HAVE  
SERVED THIS COUNTRY  
AND BE ABLE TO LIVE THE  
AMERICAN DREAM.”

### Motivations and Values:

- Traditional values that are reflective of a perceived “simpler” time
- Patriotic
- Hardworking and independent

### Pain Points:

- Job stability
- Marital stability
- General family cohesion
- Downward turns in the economy

### Behaviors:

- Familiar with technology, but not enough to be “tech savvy”
- Civically engaged
- Involved with community

### Goals:

- A rewarding career and family life
- Sending the kids to college
- Having a financially secure retirement



# SECONDARY STAKEHOLDER

## SECONDARY - DEPENDENT

The dependent secondary stakeholder is a female veteran who now volunteers with Warriors for Freedom.

Information from the Veterans Affairs shows that this would likely be a woman under the age of 45 (VA.gov). And as of 2017, about 31.3% of these veterans belong to some racial or ethnic minority (2017 Demographics).

This individual has been selected as a persona because their needs are urgent and legitimate, but they often lack the necessary power to advocate for themselves.



# SECONDARY STAKEHOLDER

## DEPENDENT

**Name:** Audre Anderson

**Age:** 38 (Older Millennial)

**Type:** Activist

**Title:** Warriors for Freedom Volunteer, Veteran



“GIVING BACK TO  
THOSE WHO  
GAVE TO ME”

### Motivations and Values:

- Achievement-oriented
- Family-Centric
- Team-Oriented
- Feedback-seeking
- Tech-savvy
- Job-hopping

### Behaviors:

- More critical of war and political decisions than male counterparts
- Less likely to be deployed than male counterparts
- Familiar with technology, frequents social media
- More comfortable posting political opinions online

### Pain Points:

- Lack of survivor-specific resources
- Perception bias due to lack of deployment
- Job inequalities
- Financial stability

### Goals:

- Seek to change the world around them in the workplace and in social and political arenas



# TERTIARY STAKEHOLDER

## SECONDARY - DEPENDENT

The dependent secondary stakeholder is a female veteran who now volunteers with Warriors for Freedom.

Information from the Veterans Affairs shows that this would likely be a woman under the age of 45 (VA.gov). And as of 2017, about 31.3% of these veterans belong to some racial or ethnic minority (2017 Demographics).

This individual has been selected as a persona because their needs are urgent and legitimate, but they often lack the necessary power to advocate for themselves.



# SECONDARY STAKEHOLDER

## DOMINANT

**Name:** Jordan Williams

**Age:** 59 (Baby Boomer)

**Type:** The Black Booker

**Title:** President of the Warrior's for Freedom Board of Directors



“AS BOARD PRESIDENT, I  
STRIVE TO HELP MAKE  
THIS ORGANIZATION  
THE BEST IT CAN BE.

”

### Motivations and Values:

- Self-disciplined
- Goal-centric
- Strong work ethic
- Team Orientated

### Behaviors:

- Desire to be in control
- Optimistic
- Tend to believe they 'know better' than younger generations
- Executive decision-making
- Most concerned with the bottom line

### Pain Points:

- Not a veteran,
- may lack close/consistent communication with veterans,
- lack tech skills,
- Others will have to adjust according to the person's (lack of) ability/availability/knowledge
- Likely to not understand the value of PR on ROI

### Goals:

- Work with executive director directly to help improve organization as a whole
- Spokesperson for the organization
- Liaison to board of directors
- Create consistent revenue and attract consistent volunteers

# ★ COMPETITIVE ANALYSIS

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## HONORING AMERICA'S WARRIORS



Honoring America's Warriors is unique in the sense that it caters specifically to families who have lost loved ones during military service. Their activities and events are created with the intent to improve mental health and to provide peer to peer engagement.

### STRENGTHS

- Thorough list of resources covering several veteran's issues
- Several ADA-inclusive programs for vets and families
- Endorsed and sponsored by several large corporate brands
- Website is easy to navigate for all users
- Large following on Facebook and Instagram

### WEAKNESSES

- Lack of female representation on website
- Programs appear to be catered towards male demographics
- Intermittent posting on social platforms

## OKLAHOMA WOMEN VETERANS



Oklahoma Women Veterans differentiates itself by focusing on female veterans in Oklahoma only. It's the organization's mission to connect female veterans in the state with the appropriate resources, which sets it apart from other organizations who are unable to focus on this one demographic.

### STRENGTHS

- Caters exclusively to female veterans
- Several chapters across OK
- Established network of female veterans spanning different age ranges
- Consistent monthly meetings (pre-pandemic)

### WEAKNESSES

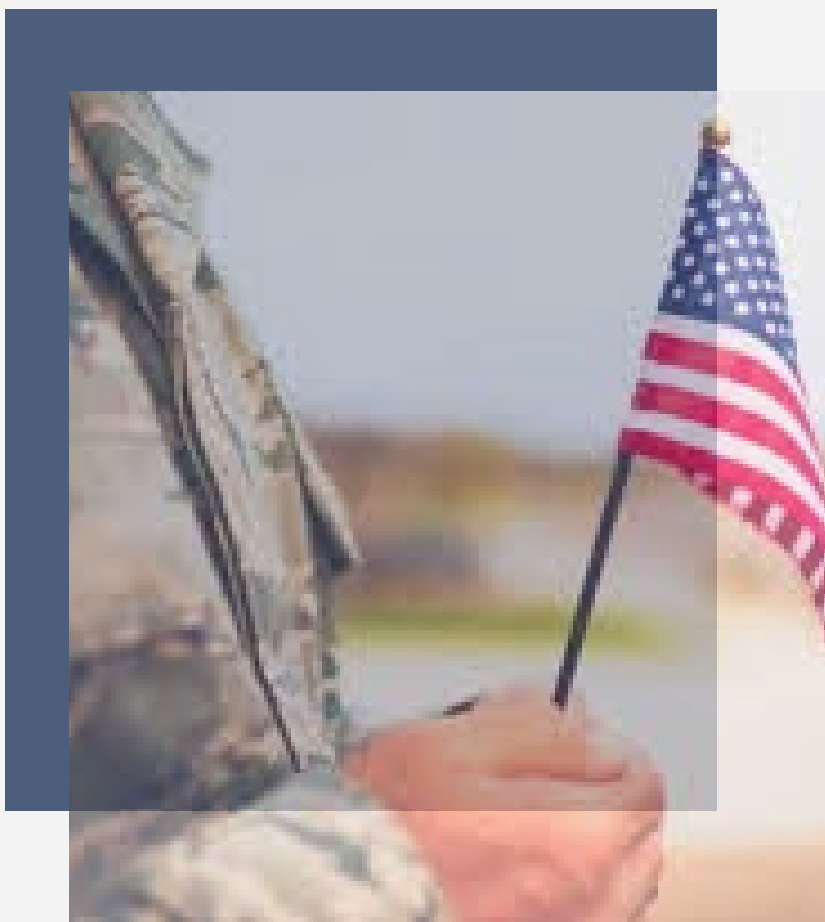
- Dated and unappealing website
- Brand identity isn't reflective of multi-generational engagement
- Missing some essential resources
- All visual content is posted exclusively on Facebook and not on the website
- Relatively small organization



# SUMMARY OF RESEARCH

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Our team carried out secondary research to understand Warriors for Freedom's standing in relation to its competitors and its relevance to female veterans. Secondary research also served as the foundation for better understanding military sexual trauma (MST) and how to craft a sensitive, yet timely campaign. Following secondary research, primary research was conducted in the form of an online survey and interviews via email. These methods filled in information that was missing from the secondary research component, such as what veterans are looking for event-wise and how to appeal to female veterans in the future.





## SECONDARY RESEARCH METHODOLOGY



In terms of secondary research, our team utilized a mixture of scholarly articles and credible news sources to further understand the complex relationship between women and the military. These articles, such as the one written by Vanden Brook (2019) for USA Today, gives insight as to why women veterans were selected as the backbone of this campaign. This proved to be beneficial in determining how prevalent sexual assault against women is in the military and how to cater more events and resources to female veterans. Lastly, secondary research provided a host of information about Warriors for Freedom's official website and social media pages, which has enabled the team to make appropriate recommendations.



According to recent national data from Veteran's Affairs, about 1 in 3 women in the military experience MST. This information was one of the greatest findings during the secondary research process and helped cement the idea that MST and similar issues should be at the forefront of what Warriors for Freedom focuses on going forward.





## PRIMARY RESEARCH METHODOLOGY

Utilizing a survey as a method of primary research was beneficial in terms of cost-effectiveness, safely gathering information from individuals in the midst of a pandemic, and being able to collect data from a variety of people (DeFranzo et al., 2020). Through the brief survey that was administered to individuals who are involved with Warriors for Freedom, the team was able to learn basic information about the best ways to contact its members, how they became involved, and which event(s) members would like to see implemented in the future. Taking this survey approach was necessary because, while information is already available regarding ways to increase veteran participation, pre-existing information was not specific to Warriors for Freedom and its members/volunteers.

Results from the survey provided general insights on what the organization is doing well and where it seeks to improve.

In addition to the survey, brief interviews were conducted via email with two female service members. These interviews served as an opportunity to learn more information about the types of events that female veterans are looking for and their experiences while serving. This qualitative data enabled our team to account for some of the gaps with the survey, in which the primary respondents were men.

### **Survey Results**

The 28 question survey was completed by 22 veterans. However, only two respondents identified themselves as women. All of the respondents are between the ages of 34 and 76, and all branches of the military are represented except the Coast Guard. Despite this rather small pool of respondents, though, valuable information was still able to be gathered.



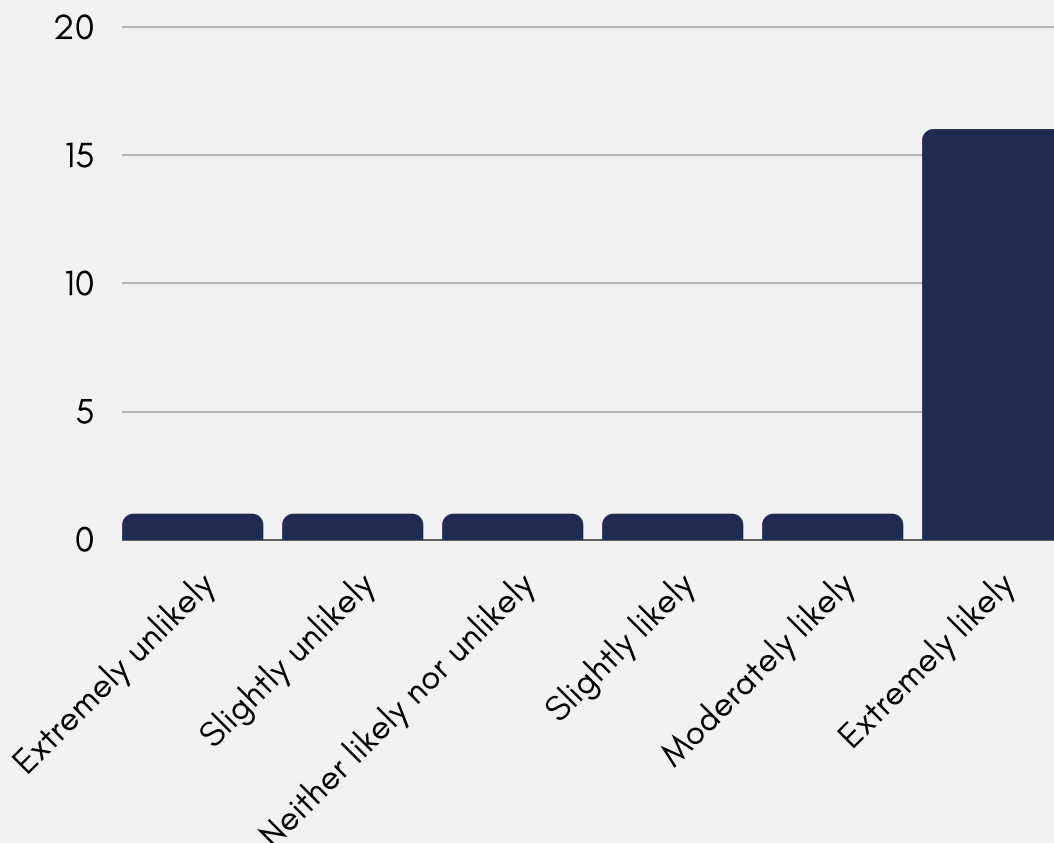


One of the trends revealed from the data is the desire for increased communication and outreach efforts. When asked what WFF could be doing better, roughly 8 of the 18 responses (44%) correlated to the need for better general communication about events, resources, and expressing personal interest in veterans. In spite of these critiques, 17 out of 22 respondents (77%) would be 'extremely likely' to recommend a WFF event to a friend or family member.

This demonstrates that the majority of individuals who took part in the survey are satisfied with the nonprofit, regardless of the aforementioned changes that need to be made involving communication.

**'HOW LIKELY ARE YOU TO RECOMMEND A WFF EVENT TO SOMEONE?'**

**n= 22**

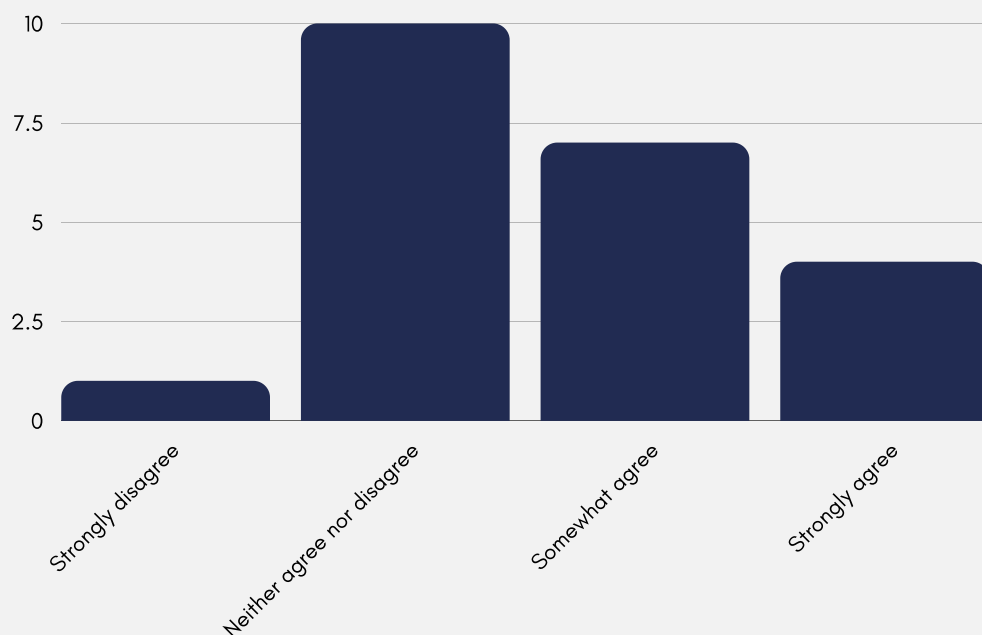




However, their experiences appear to differ greatly. One woman noted extreme dissatisfaction with events hosted by WFF while the other opted that she felt 'extremely satisfied'. This disparity could be for a number of reasons that the survey was unable to delve into. Based on survey participation, though, female veterans are not being engaged at the same rate as their male counterparts. When asked whether WFF's official website has plenty of information or not for female veterans, only 4 of the 22 respondents (18%) stated that they 'strongly agree'.

**'I FIND THE WFF WEBSITE TO HAVE PLENTY OF INFORMATION FOR FEMALE VETERANS.'**

**n= 22**



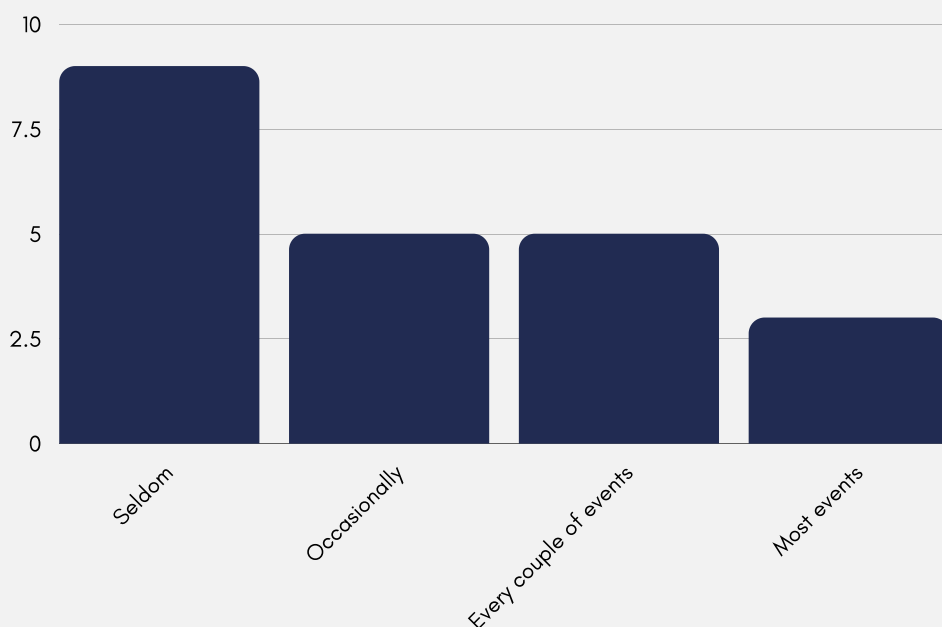
Lastly, maintaining and increasing veteran participation in WFF events is of special interest. It's worth noting, then, that 9 of the 22 respondents (41%) remarked that they seldom attend events hosted by the organization.





## 'HOW OFTEN DO YOU ATTEND EVENTS HOSTED BY WFF?'

n= 22



### Interview Results

Two female service members were interviewed. Whereas one of these women is a veteran, the other continues to serve. Both of these women served in the Air Force, and their respective ages are 23 and 30. Additionally, they were both deployed at some point and used the military as an opportunity to pursue higher education post-service. Neither of these women are involved with Warriors for Freedom. Even so, their interviews provided insight on what types of veterans events are likely to appeal to female veterans and how to increase female veteran participation.

Both women stated that it was not necessarily important to have events that are solely catered to women. However, it was mentioned that having visible female representation within the organization is significant.





When asked about some of their best experiences while serving, both women stated that they had the chance to form great friendships with other service members.

"I ENJOYED MY TIME  
DEPLOYED... I HAVE ALSO  
MADE SOME AMAZING  
FRIENDS AND RECEIVED A  
GREAT EDUCATION.  
TRAVELING THE WORLD IS  
NICE, AS WELL."

In terms of attending events for veterans, one respondent emphasized the need to know about events *before* they take place, and the other stated that she would be more likely to attend if she had a friend going, as well. This further exhibits the need for increased communication and the power of word-of-mouth. Overall, these female service members are looking for inclusive events that allow veterans to make new connections and to expand upon pre-existing ones.





# RECOMMENDATIONS



## GOAL

To showcase Warriors for Freedom as an organization that is engaging and reflective of underrepresented and vulnerable female veterans in Oklahoma.

## OBJECTIVES

**Awareness.** To have an effect on awareness, specifically to highlight Warriors for Freedom as an organization and the resources that cater specifically to military women. (60 percent of female veterans in Oklahoma in one year)

**Acceptance.** To have an effect on female veteran acceptance, specifically to offer WFF as an inclusive space meant for them, and to alter women veterans' perception/reputation of WFF as it pertains to issues they face. (30 percent of female veterans in one year)

**Action.** To have an effect on action, specifically to increase the number of women who utilize the organization and its resources. (10 percent in six months)

## STRATEGIES & TACTICS

### **Engage women veterans via social media channels.**

- Highlight specific days/months that honor or shed light on women's issues, while simultaneously empowering female veterans.

### **Expanding specialized MST, gender-based violence, and sexual assault services that disproportionately affect women to underrepresented female demographics.**

- Partner with local nonprofit(s) that specializes in helping female veterans and/or survivors of sexual trauma.



# RECOMMENDATIONS



- Oklahoma Coalition Against Domestic Violence and Sexual Assault
- Create a separate page on the official website so that current and prospective members can easily locate information regarding sexual trauma. This addresses one of the chief concerns from the survey, which is that not enough information is readily available for female veterans on the WFF website.
- Provide emergency numbers for female warriors, but also the national suicide hotline and other emergency services
- Add survivor support information for family members of those who have experienced MST concerning how to best communicate, support and intervene when necessary.
- Leading up to Sexual Assault Awareness Month (April), slowly begin creating and curating relevant material for followers on social media to learn more about these issues.

## **Maximize veteran participation.**

- Host events for the entire family, such as a one-mile walk that is also closely linked to issues that plague women veterans. Using the hashtag #WalkAMileInHerBoots, or something similar, raises awareness while also creating a space for families to mingle and enjoy themselves. The interview process, especially, displayed that veterans continue to seek connections with those who had similar experiences in the military. In-person and virtual events create an atmosphere in which new friendships can be made.





# RECOMMENDATIONS



- Create a forum on the WFF website so that current members can describe any problems or praise that they have for the organization. This forum will promote consistent organizational communication with an individual or group that has an issue or issues before they become potential crises or cause reputational harm. In addition, this forum can be utilized for organizational listening regarding what members liked, what demographics respond to what strategic communications tactics, what age groups interact with what platforms, etc.
- Upon first accessing the website, an interactive welcome banner will appear and ask the viewer how they heard about the organization (an event, social media, word-of-mouth), gender, age range, and if they are a veteran. This information will provide the organization with information regarding the success of events and what demographics attended, social media platform audiences, the success of strategic communication, what messages work best with engagement, and more.
- The information collected from the forum will provide WFF with an internal database of information to reflect on when evaluating social media strategies, campaigns, donor events and member events, and issues management. Collecting this data into an internal database for future use provides WFF with essential information should a crisis ever arise. In addition, a database of information will provide essential information for future budgets while also providing key information for future organizational endeavors.

## **Interactive Website Interface**

- Connecting veterans to services through an interactive website design reduces work for WFF employees and resolves issues of gaps in communication when immediate services are required.

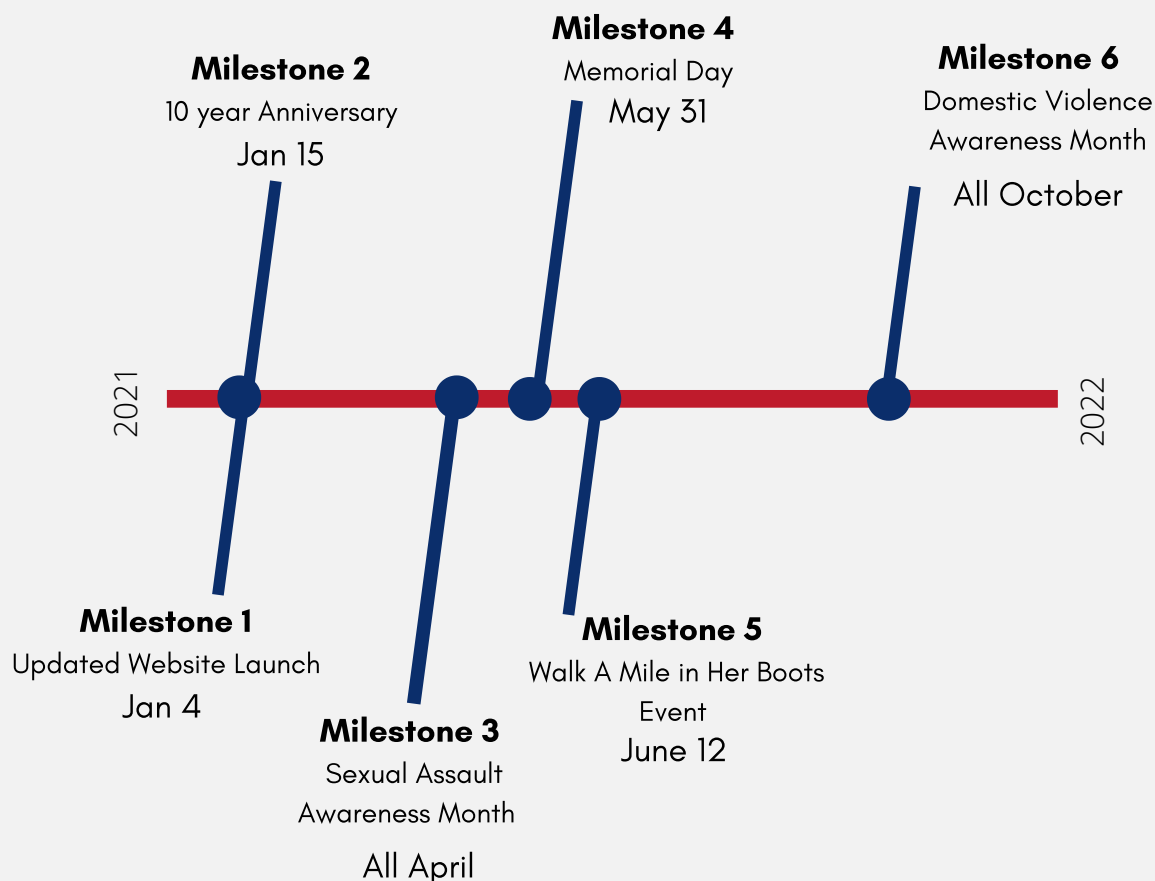


# ADDITIONAL WEBSITE RECOMMENDATIONS



- Adjust the buttons on the menu bar so that it is more consistent.
- Add veterans testimonials
- COVID-19 Page
  - How is Warriors for Freedom dealing with the pandemic to ensure they are still able to provide for the community?
- Meet Our Team Page
  - Bios should be directly under each picture so that a drop down button is not needed.
- Events Page
  - Include past events, pictures, videos from the event, and quotes from participants.
- Contact Page
  - Make it more interactive by adding a place for visitors to leave a message.
- Resources:
  - Should be reorganized into categories so that website visitors can find information more easily
- Volunteer Opportunities
- Include financials (audit, 990, etc)

# PLAN OF ACTION & MILESTONES



## Plan of Action

All three campaign budget plans begin with the updated website launch on January 4. The first major milestone of the campaign is the social media launch of the 10 Year Anniversary of WFF. The next major milestone is Sexual Assault Awareness Month, which is a month-long strategic social media push to engage female veterans, expand awareness of resources, and partner with organizations specializing in gender-based violence and trauma.

Milestone 4 is Memorial Day and will serve as a vehicle for increased volunteer involvement and donations while honoring and paying homage to those who have died for our freedom.

Milestone 5 is the Walk A Mile in Her Boots event and will be a partnership event with mutual benefits to both organizations in terms of donors, volunteers, and spreading awareness.

Milestone 6 is similar to Milestone 3 in terms of purpose and goal. Content creation for social media is the paid intern's responsibility, however plan of action specifics are subject to change with budget selection as different packages come with different incentives.

Following the completion of the campaign, qualitative and quantitative data analysis will detail campaign effectiveness.



# SOCIAL MEDIA TIMELINE

**JANUARY**

10 Year Anniversary

**FEBRUARY**

Warrior of the Month

**MARCH**

Intl. Women's Day

**APRIL**

Sexual Assault Awareness  
Month

**MAY**

Memorial Day

**JUNE**

Walk A Mile in Her Boots Event

**JULY**

Meet Our Warrior

**AUGUST**

Volunteer Event

**SEPTEMBER**

Warriors for Freedom Event

**OCTOBER**

Domestic Violence Awareness  
Month

**NOVEMBER**

Veterans Day

**DECEMBER**

Holiday Campaign





# SOCIAL MEDIA CALENDAR

[APRIL 2021: Sexual Assault Awareness Month]

KEY:

Campaign  
All Platforms

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY 1	FRIDAY 2	SATURDAY
				<b>Social Media Launch</b> SAA Flyer		
				SAA Campaign	SAA Campaign	
SUNDAY	MONDAY 5	TUESDAY 6	WEDNESDAY 7	THURSDAY 8	FRIDAY 9	SATURDAY
		Contest/Give Away		Post Prevention Resources: Infographic		
	SAA Campaign	SAA Campaign	SAA Campaign	SAA Campaign	SAA Campaign	
SUNDAY	MONDAY 12	TUESDAY 13	WEDNESDAY 14	THURSDAY 15	FRIDAY 16	SATURDAY
		Behind the Scene Photo		Social Media Webinar		
	SAA Campaign	SAA Campaign	SAA Campaign	SAA Campaign	SAA Campaign	
SUNDAY	MONDAY 19	TUESDAY 20	WEDNESDAY 21	THURSDAY 22	FRIDAY 23	SATURDAY
	Wear "Teal" + post picture, tag WFF		Discount/Promotion Apparel		Awareness Video	
	SAA Campaign	SAA Campaign	SAA Campaign	SAA Campaign	SAA Campaign	
SUNDAY	MONDAY 24	TUESDAY 25	WEDNESDAY 28	THURSDAY 29	FRIDAY 30	SATURDAY
		SSA 5k Walk "Walk a mile in her shoes"			<b>Wrap Up</b>	
	SAA Campaign	SAA Campaign	SAA Campaign	SAA Campaign	SAA Campaign	

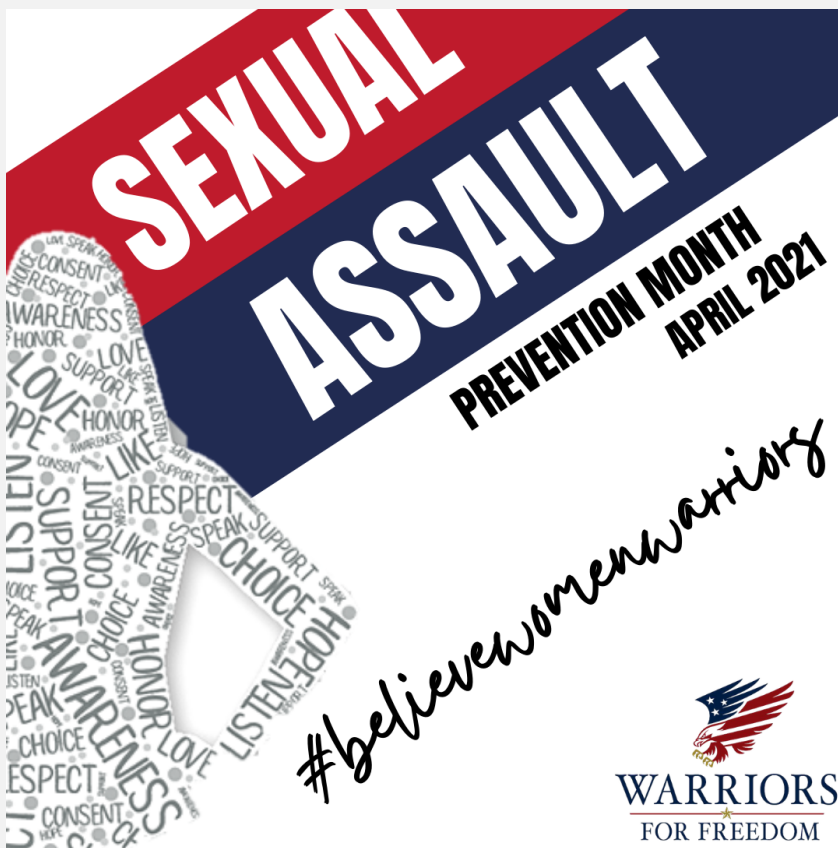




# SOCIAL MEDIA CALENDAR

[October 2021: Domestic Violence Awareness Month]						KEY:
						Campaign All Platforms
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY 1	SATURDAY
					<b>Social Media Launch</b> SAA Flyer	
				DVA Campaign	DVA Campaign	
SUNDAY	MONDAY 4	TUESDAY 5	WEDNESDAY 6	THURSDAY 7	FRIDAY 8	SATURDAY
		Contest/Give Away		Post Prevention Resources: Infographic		
	DVA Campaign	DVA Campaign	DVA Campaign	DVA Campaign	DVA Campaign	
SUNDAY	MONDAY 10	TUESDAY 11	WEDNESDAY 12	THURSDAY 13	FRIDAY 14	SATURDAY
		Behind the Scene Photo		Social Media Webinar		
	DVA Campaign	DVA Campaign	DVA Campaign	DVA Campaign	DVA Campaign	
SUNDAY	MONDAY 16	TUESDAY 17	WEDNESDAY 18	THURSDAY 19	FRIDAY 20	SATURDAY
	Wear "Purple" + post picture, tag WFF		Discount/Promotion Apparel		Awareness Video	
	DVA Campaign	DVA Campaign	DVA Campaign	DVA Campaign	DVA Campaign	
SUNDAY	MONDAY 23	TUESDAY 24	WEDNESDAY 25	THURSDAY 26	FRIDAY 27	SATURDAY
					<b>Wrap Up</b>	
	DVA Campaign	DVA Campaign	DVA Campaign	DVA Campaign	DVA Campaign	





April is Sexual Assault Awareness month (SAAM). It's time to get involved. Teal is the color of prevention and awareness. Let's all wear teal on April 2, for the day of action. #TealTuesday

# MUD RUN

**When:**

**Where:**

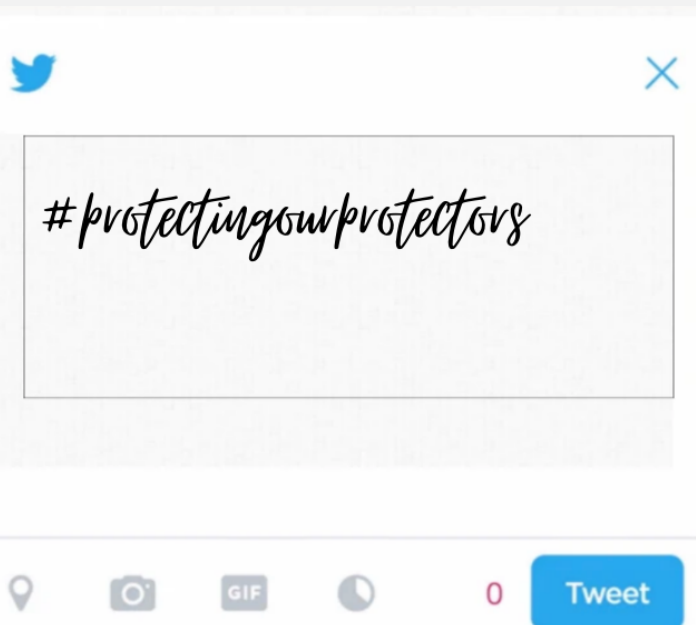
**Why:**

**Registration:**

**Heat 1: 17 & under**  
**Heat 2: 18 & up**

**2021**

**WARRIORS FOR FREEDOM**





# RECOMMENDATIONS: WEBSITE

## POP-UP

<https://form.jotform.com/203276242119147>

### Welcome to Warriors for Freedom!

*We are so happy to have you!*

#### Stay in touch!

Subscribe to the Warriors for Freedom Newsletter and receive exclusive offers on new merchandise, updates and events.

Follow us on social media for the latest news.

Continue to [Warriors for Freedom Forum page](#)

### Email Address

Subscribe

### New Member Form

Full Name \*

First Last

Birthdate: \*

ex. 01/05/1980

Age Range

- ☐ 18-28  
☐ 29-39  
☐ 40-50  
☐ 50+

What do you identify as?

- ☐ Male  
☐ Female  
☐ Other

Address

Street Address

Street Address Line 2

City

State / Province

Postal / Zip Code

Phone: \*

ex. 555-555-5555

E-mail \*

ex: myname@example.com

We will never SPAM or sell email addresses to third parties.

Occupation \*

What is the best way to contact you? \*

- ☐ Phone call ☐ Email  
☐ Text ☐ All

What branch in the armed forces did you serve?

What years did you serve in the military?

How did you hear about us? \*

Please note any feedback you would like to share with us:

Type here...

Save

Submit

FOURM

<https://form.jotform.com/203275985179166>

# BUDGET

**Paid Digital Communications Specialist: 40k-50k**

**Paid Advertising: Facebook, Instagram and**

**Google Ads: \$10,000**

**Professional Upgrade to Website: \$3,000**

**Software Tools: Canva \$13-month, Adobe**

**Creative Cloud: \$599.88/year : \$1,000**

**Create own mud run: 30-50k**

**GOLD**  
**\$120,000**

**Paid Digital Communication Intern: \$ 10/hour per semester/20hr per week (16 weeks)= \$3,200**

**Paid Advertising: \$5,000**

**Software Tools: Canva Pro \$13/ month**

**Partner with 'Tough Mudder' : \$1,000**

**Sponsor race: \$3,000**

**SILVER**  
**\$12,400**

**Paid Digital Communication Intern: \$ 10/hour per semester/20hr per week (16 weeks)= \$3,200**

**Update Website by Wix Professional: \$500**

**BRONZE**  
**\$3,700**



# EVALUATION

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In order to gauge the success of this public relations campaign, our team recommends the following:

**Send out follow-up surveys.** Following a major event or social media push, send out a survey to event participants/members to measure their satisfaction. The survey should include questions pertaining to whether members feel more educated about a certain topic or not and/or how likely they would be to participate in the same event in the future.

**Monitor social media channels.** Regularly check to see how many social media users are interacting with Warriors for Freedom content and taking part in hashtags. Compare this new information to older information in order to see whether any significant changes have occurred or not.

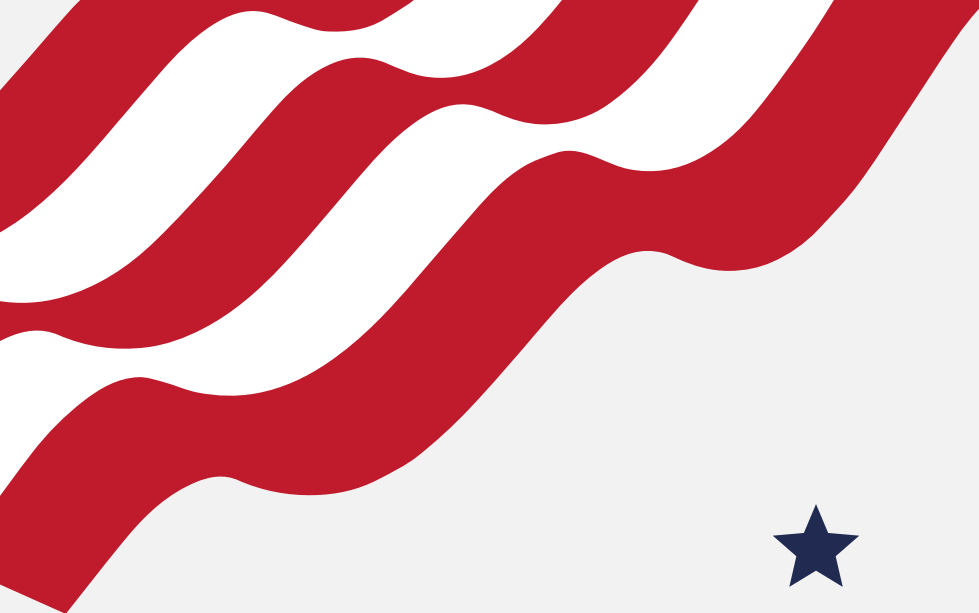
**Monitor the number of female veterans who are interacting with the organization.** Warriors for Freedom employees and volunteers should expect an increase of women veterans followers on social media, attendance at events, and participation in surveys put out by the nonprofit.

**Use data collected from the internal database to determine future budgets and campaigns.** WFF should consistently monitor information collected through the website forum and welcome banner for future problem-resolution initiatives and strategic communication campaigns.



# APPENDIX





OCTOBER 14, 2020



# WHY WOMEN WARRIORS?

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AN EVALUATION OF FEMALE  
VETERAN ENGAGEMENT IN  
WARRIORS FOR FREEDOM AND BEST  
PRACTICES FOR CONSISTENT  
INCLUSION



Katie Alfred  
Nicole Brodsky  
Breckan Kimmel  
Chanté Sexton





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# COVER LETTER

**TO: DEREK JUMP, WARRIORS FOR FREEDOM**  
**FROM: TEAM 4**  
**SUBJECT LETTER OF TRANSMITTAL**

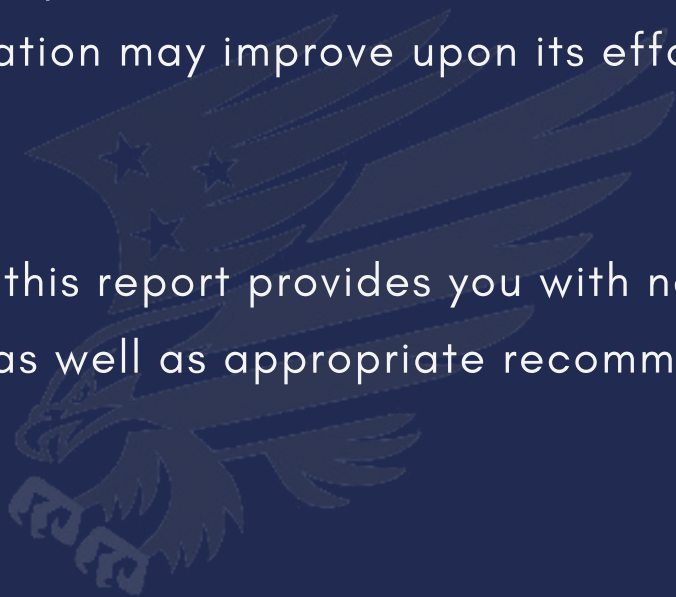
Dear Mr. Jump,

As agreed upon at the beginning of the Fall 2020 semester, we are hereby submitting the attached campaign book for Warriors for Freedom.

This report examines Warriors for Freedom's problems and opportunities in terms of connecting with current members and the representation of female veterans. The report details why it is important to reach these audiences and how the organization may improve upon its efforts in the future.

Our team hopes this report provides you with new and useful insights, as well as appropriate recommendations.

Sincerely,  
Team 4



# EXECUTIVE SUMMARY

The following report details information regarding Warriors for Freedom and its stakeholders, especially those that are less represented. Information was gathered through the planning and carrying out of secondary research and primary research in the form of a survey.

Beginning with secondary research, a situational analysis was prepared to analyze where Warriors for Freedom is excelling and falling short. Some of the noted strengths are the organization's strong base of male veterans and social media activity in terms of Facebook. However, there's a notable lack of representation and engagement from female veterans. Therein lies a significant opportunity for the organization to continue expanding its membership and serve a community that is often forgotten.

Secondary research also highlighted several internal and external factors that are either contributing to the organization's current success and/or downfall. As one of more than 20 veteran organizations located in Oklahoma, these sections take a look at how Warriors for Freedom compares to surrounding veterans organizations in Oklahoma City in terms of its official website, social media, and the events being hosted. Additionally, with the topic of the #MeToo Movement so fresh in the minds of the public, there's an intersectionality that occurs between female veterans, sexual assault and other relevant issues that needs to be addressed.

Furthermore, three personas have been included to assist Warriors for Freedom with better understanding three of its most important stakeholders and what forces drive them. These stakeholders include the following: a retired and disabled veteran, a female veteran, and the president of the Warriors for Freedom Board. This is the key to understanding the specific goals, motivations and values, pain points, and the behaviors of each audience.

In addition to secondary research, primary research was conducted to supplement the research results. Due to limited time and participation, only a survey was able to be carried out. However, responses gathered from the survey yielded these general findings: Warriors for Freedom has an immediate need for better communication, female veterans are not being actively engaged, and there is a disconnect between veteran satisfaction and veteran participation.



# PROBLEM STATEMENT

This strategic communications campaign aims to bridge the gap between Warriors For Freedom and vulnerable veterans by creating an internal channel for streamlined communication and data collection, optimizing multi-platform strategic messaging, and partnering with organizations specializing in gender-based violence issues to increase female veteran engagement and inclusivity without sacrificing quality of care.





# SITUATIONAL ANALYSIS





# SWOT ANALYSIS

## STRENGTHS

Warriors For Freedom has a strong demographic of male veterans who are actively and consistently involved with the organization. WFF caters only to Oklahoma veterans, which allows more time and resources to each individual as opposed to a national organization. Scheduled events have strong turnout among male veterans and WFF's Facebook account has a five-star rating, has been liked upwards of 10,000 times, and is utilized for targeted communication with active and engaged publics. Additionally, the organization has an established website with links to services offered through partner organizations. WFF has a female board member and female employees which increases female representation on the organizational level.

## WEAKNESSES

Though WFF has female employees and a female board member, the organization severely lacks equal female representation, inclusion, and involvement across virtually all platforms and levels. The organization's mission statement is confusing, long and lacks cohesive and simple messaging. Some of the links to partner organizations featured on the website are faulty and redirect to error pages. The current structure of the organization's website shifts the responsibility to look into partner organizations and their respective services to the viewer, effectively undermining its mission. In addition, some of the services listed for female veterans are not women-centered or tailored specifically towards women. Of the services listed for women warriors under resources, only one explicitly states that it aids in military sexual trauma, something 1 in 4 female service members will experience. Additionally, the organization lacks consistency on Twitter and Instagram, and virtually none of the images are representative of women or encourage women's involvement.



# SWOT ANALYSIS CONT.

## OPPORTUNITIES

WFF has an opportunity to grow their user base, increase volunteer involvement and donations, and expand their target audience demographics to serve all veterans, but especially female veterans who are far more vulnerable to military sexual assault. Though WFF has fewer employees than competitor organizations and lacks an official public relations position, WFF could launch unpaid internships to increase efficiency and allow official employees to focus on communication and engagement with veterans in need. In addition, WFF has multiple opportunities to strategically connect with female veterans while highlighting their contributions and connecting them with services specialized in aiding women. There are plenty of national holidays and months that serve to raise awareness for women's issues, and all of these dates should have strategic outreach initiatives planned. Some examples include: October is domestic violence awareness month, March is women's history month, and there are plenty of national holidays to highlight women's achievements and services while simultaneously raising awareness about the organization and how it can serve them.

## THREATS

Many of WFF most successful events involve alcohol, which is both a physical and mental health threat to male veterans, but a large deterrent from female engagement as 64% of military sexual assaults involve drinking. Hosting events that are centered around gathering veterans for a beer can have unintentional negative consequences on both veterans and Warriors For Freedom as many veterans face alcoholism. In addition, hosting events that cater alcohol could send mixed signals about what WFF stands for and represents, especially when examining the organization's mission statement. WFF is one of several organizations across the state, causing competition in volunteer recruitment, donations, and amount of veterans served. The organization has a 3-star rating on Charity Navigator and received a failing score of 65/100 for their liabilities to assets ratio. A key potential threat to the organization while attempting to engage women is communicating in an insensitive and unplanned manner when navigating difficult topics. Rather, using selective language that empowers and liberates women will be far more beneficial for female service members and the organization alike.



# SITUATIONAL ANALYSIS

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## INTERNAL FACTORS

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In the age of the #MeToo movement and the current shift in social discourse concerning sexual assault, especially as it pertains to the military, female representation in veterans organizations is essential. As more female members join WFF, "Organizational leaders need to be aware of...differences [as they pertain to decision-making and agenda-setting] to increase the opportunities and meaningfulness of the opportunities for women" (Exploring Volunteer...2014). This sentiment was also echoed in both of our interviews with female veterans. WFF has only one female board member: Alissa Lautenbach, Board Director.

WFF employees lack the training and education necessary when communicating with survivors of military sexual assault, so it would be in the WFF's interest to partner with other established organizations that already specialize in these areas. In addition, partnering with other organizations could alleviate the cost of expanding resources for women warriors, creating collaborative events inclusive to female service members, and would be mutually beneficial in promoting awareness while expanding audiences.

Warriors For Freedom has a relatively small employee base in comparison to competitor organizations, making implementation of large organizational goals more difficult. There are only four employees and their tasks include social media management, veterans communications, problem resolutions, connecting veterans with resources, on top of day-to-day work. WFF lacks an internal forum for communication as a part of their website, which unintentionally increases the workload of the organization's few employees.



# SITUATIONAL ANALYSIS

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## EXTERNAL FACTORS

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Warriors For Freedom (WFF) faces unique external challenges in involving and strategically communicating with female veterans in the organization. WFF is one of over 30 veterans organizations in Oklahoma and is in competition with several other veteran non-profits, many of which have a stronger female base and more consistent donations. The Oklahoma Coalition Against Domestic Violence & Sexual assault is not specific to veterans, however it is likely that female veterans will seek its services due to their success in women's outreach programs that benefit sexual assault survivors. In light of recent events pertaining to sexual harassment, assault and rape in the military, it is necessary and extremely important for WFF to navigate sensitive subject matter with caution and empathy. Roughly 90% of sexual assaults go unreported, causing sexual assault data to be skewed, especially in military assault cases due to lack of transparency in reporting and little to no consequence for perpetrators. In addition, social repercussions have long been an obstacle for women who experience sexual assault, contributing to the small amount of those who come forward.

WFF has an opportunity to offer Oklahoma's female veterans a safe, inclusive space for women to be connected to services specializing in recovery and healing. Military assault and rape have recently captured the attention of the nation and it is more important than ever for WFF to connect female veterans with services catered to their experiences as reporting on these events could bring up trauma and PTSD. Many of the organization's events involve alcohol, which could prove to be a large deterrent for female service members as "over 62% of military assaults involve alcohol" (Vanden Brook, 2019). In addition, many female service members do not seek out veteran benefits or services because they were never deployed or did not participate in active combat (cite). This distinctive cognitive dissonance could become a problem area for WFF as they push to increase female involvement.



# NARRATIVE

## PRIMARY DEFINITIVE

The primary stakeholder is a retired and disabled military veteran. According to data gathered from the official Veterans Affairs website, there are more male veterans residing in Oklahoma than female veterans (U.S. Department..., 2019). In addition, about 30% of all veterans over the age of 18 are affected by some sort of disability.

It is likely that several of Warriors for Freedom's members fit into this demographic as well. (Holder, 2016).



# PRIMARY STAKEHOLDER

## DEFINITIVE

**Name:** Jeremy Stevenson

**Age:** 40 years old (GenerationX -- the TV Generation)

**Type:** Dipper

**Title:** Retired Disabled Veteran



“IM PROUD TO HAVE  
SERVED THIS COUNTRY  
AND BE ABLE TO LIVE THE  
AMERICAN DREAM.”

### Motivations and Values:

- Traditional values that are reflective of a perceived “simpler” time
- Patriotic
- Hardworking and independent

### Pain Points:

- Job stability
- Marital stability
- General family cohesion
- Downward turns in the economy

### Behaviors:

- Familiar with technology, but not enough to be “tech savvy”
- Civically engaged
- Involved with community

### Goals:

- A rewarding career and family life
- Sending the kids to college
- Having a financially secure retirement





# NARRATIVE

## SECONDARY DEPENDENT

The dependent secondary stakeholder is a female veteran who now volunteers with Warriors for Freedom.

Information from the Veterans Affairs shows that this would likely be a woman under the age of 45 (VA.gov). And as of 2017, about 31.3% of these veterans belong to some racial or ethnic minority (2017 Demographics).

This individual has been selected as a persona because their needs are urgent and legitimate, but they often lack the necessary power to advocate for themselves.



# SECONDARY STAKEHOLDER

## DEPENDENT

**Name:** Audre Anderson

**Age:** 38 (Older Millennial)

**Type:** Activist

**Title:** Warriors for Freedom Volunteer, Veteran



“GIVING BACK TO  
THOSE WHO  
GAVE TO ME”

### Motivations and Values:

- Achievement-oriented
- Family-Centric
- Team-Oriented
- Feedback-seeking
- Tech-savvy
- Job-hopping

### Behaviors:

- More critical of war and political decisions than male counterparts
- Less likely to be deployed than male counterparts
- Familiar with technology, frequents social media
- More comfortable posting political opinions online

### Pain Points:

- Lack of survivor-specific resources
- Perception bias due to lack of deployment
- Job inequalities
- Financial stability

### Goals:

- Seek to change the world around them in the workplace and in social and political arenas



# NARRATIVE

## SECONDARY DOMINANT

The third and final stakeholder is the secondary dominant stakeholder. This stakeholder represents the President of the Warriors for Freedom Board of Directors.

Members on a nonprofit's board decide the future of an organization by determining what is important and steering the organization in that direction (Board Roles and..., 2020).

As a result, the president of any given nonprofit's Board of Directors holds power, especially.



# SECONDARY STAKEHOLDER

## DOMINANT

**Name:** Jordan Williams

**Age:** 59 (Baby Boomer)

**Type:** The Black Booker

**Title:** President of the Warrior's for Freedom Board of Directors



“AS BOARD PRESIDENT, I  
STRIVE TO HELP MAKE  
THIS ORGANIZATION  
THE BEST IT CAN BE.

”

### Motivations and Values:

- Self-disciplined
- Goal-centric
- Strong work ethic
- Team Orientated

### Behaviors:

- Desire to be in control
- Optimistic
- Tend to believe they 'know better' than younger generations
- Executive decision-making
- Most concerned with the bottom line

### Pain Points:

- Not a veteran,
- may lack close/consistent communication with veterans,
- lack tech skills,
- Others will have to adjust according to the person's (lack of) ability/availability/knowledge
- Likely to not understand the value of PR on ROI

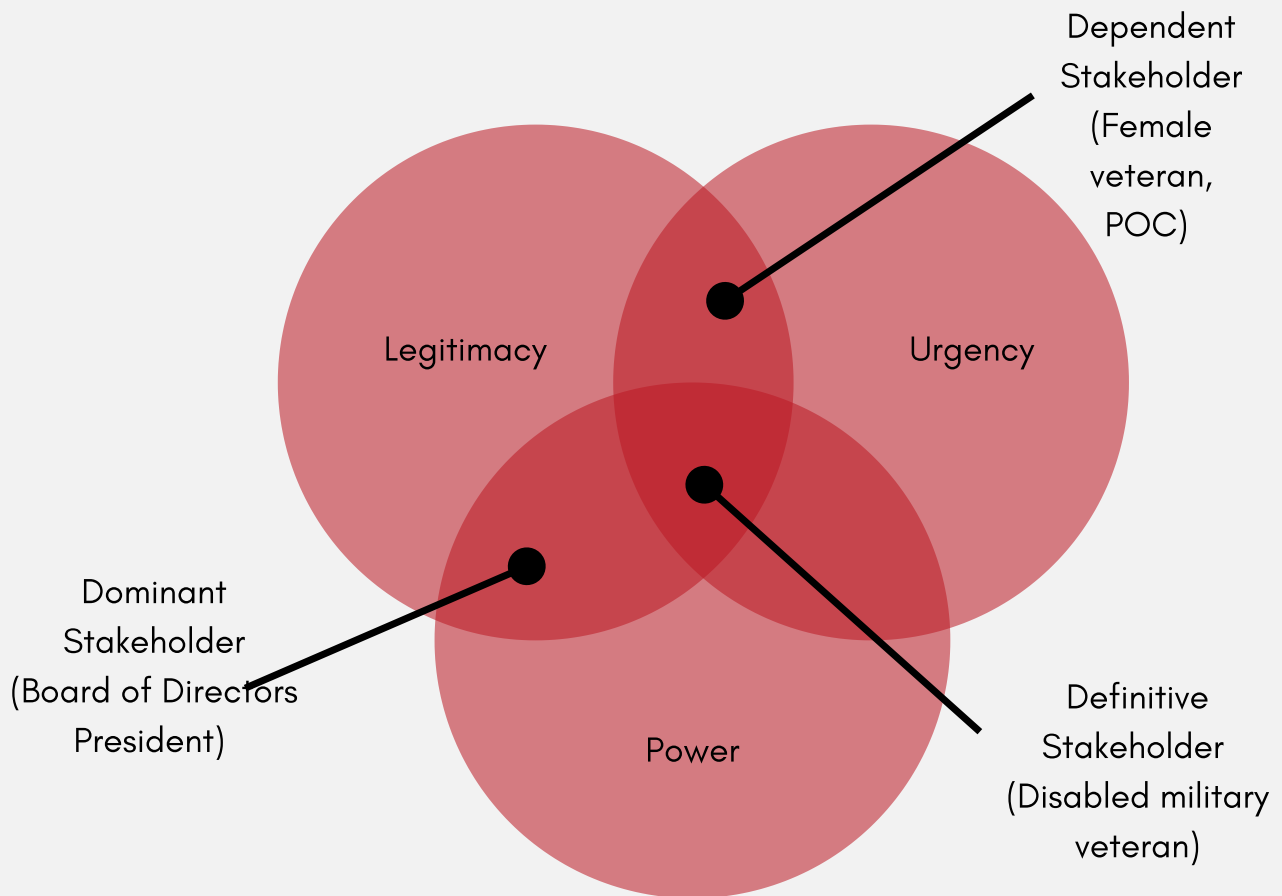
### Goals:

- Work with executive director directly to help improve organization as a whole
- Spokesperson for the organization
- Liaison to board of directors
- Create consistent revenue and attract consistent volunteers



# VENN DIAGRAM

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# COMPETITIVE ANALYSIS:

To develop a strategic plan for the organization, it's necessary to understand the industry in which the business will operate and the surrounding competitive forces. The following are Warriors for Freedom's primary competitors: Honoring America's Warriors (HAW), Wounded Veterans of Oklahoma (WVO), and the Oklahoma Women Veterans Organization (OWVA). The aforementioned organizations provide similar services to Warriors for Freedom and operate in the same general area.

Both Honoring America's Warriors and Wounded Veterans of Oklahoma alike focus their attention on male veterans. In contrast, the Oklahoma Women Veterans Organization targets women. Honoring America's Warriors is led by a female board president. However, there are only four women on the 15 person staff. Wounded Veterans of Oklahoma has 14 staff members, yet only 4 are women. Being that one in ten veterans in Oklahoma are women, this is not currently being reflected by neither the number of women involved in veteran organizations nor representation of women sitting on nonprofit boards (Suares, 2019).

An organization's official website tends to be the primary and initial point of contact for those who are seeking more information. Taking an in-depth look at what WFF's competitors are doing in terms of their websites further emphasizes what changes should be implemented. Honoring America's Warriors, for starters, has a website that is user-friendly and image driven. Their use of high quality images keeps audiences engaged while scrolling through, and drop-down menus make it easier for individuals to find the desired information quickly. Wounded Veterans of Oklahoma also has a rather user-friendly website, and it is equally driven by images and text. The organization's website is well organized, overall, but the layout and tone come across as less professional. Lastly, the Oklahoma Women Veterans Organization possesses the most outdated website of the group. Despite this detail, the website is up-to-date. In general, there's a lack of images and text.

# COMPETITIVE ANALYSIS:

The resources list for Honoring America's Warriors possesses a hefty program that includes programs that differ from Warriors for Freedoms. The resources listed, however, does not pertain to a specific gender. These are the following: service dog program, adaptive sports, which includes rowing team, archery, combative sports, and CrossFit for the disabled veterans of all ages and abilities.

Wounded Veterans of Oklahoma events include Honoring America's Warriors and Kiss where members got a meet and greet with the band Kiss, Veterans Christmas Story, Wounded Veterans of Oklahoma Carry and conceal class, University of Oklahoma shooting events and Roever Foundation Field Trip.

WVO's website includes a tab labeled "Projects" with pictures and descriptions of items they are raising money for, such as a track chair, boat project and the Wounded Veterans of Oklahoma Ranch. Upon completion, the Wounded Veterans of Oklahoma Ranch will be the first veterans ranch in the entire United States, providing a wellness center, arts and crafts center, women's veteran center, hunting and fishing lodge. It will include marriage classes and counselors. Another tab is the honor wall that showcases personal testimonies that Wounded Veterans of Oklahoma has helped.

If any of Oklahoma Women Veteran's current or prospective members would like to see the list of future events, it is as easy as looking on Facebook under the events tab. However, OWV seems to be lacking in terms of photos because they are all listed under one album rather than multiple.

# COMPETITIVE ANALYSIS:

In terms of social media, all three of WFF's competitors have an active presence on Facebook. This is especially true of Honoring America's Warriors, which has over 200 thousand likes and follows to its page. When HAW does post on Facebook they are very consistent posting multiple times enough receiving around 300 likes a post. Although HAW has not posted since 2018 on their Instagram, they have been able to maintain over 1800 followers and receive around 50 likes on their pictures.

Wounded Veterans of Oklahoma's Facebook has eight thousand followers, going live quite often to bridge the gap and connect with their audience. They make sure to post every week, but it does depend on when they have events. WVO's Twitter contains 54 followers with a total of 70 tweets with their last tweet being in 2016. WVO's Instagram has 244 posts total, has a following of less than 500 followers, and the most recent post is from 2018. WVO's last YouTube video was from 4 years ago. They have been able to maintain a following of 13 subscribers with 85 videos total.

Oklahoma Women Veteran's headquarters official website link does not work. OWV's only source of social media seems to be Facebook, where they post at most 5 times a month, with posts decreasing as the months go on. Their Facebook was created in 2017, however, they only have 400 followers.



# RESEARCH GOALS



**Analyze and understand why female veterans are less likely to engage with Warriors for Freedom than their male counterparts.**



**Gain further understanding on how to better engage Warriors for Freedom's primary audiences.**



**Gauge the general sentiments of female and male veterans towards Warriors for Freedom.**

Through secondary research, it was learned that female veterans are more difficult to engage with and potential reasonings behind this. However, additional research is needed to note why this is occurring *specifically* with Warriors for Freedom.

The general goal of every organization is to increase member participation. This can only be achieved once further information is collected regarding why members are currently engaging or *not* engaging with the organization.

Overall, how does Warriors for Freedom's audience feel about the organization? Taking notice of whether they are generally satisfied or dissatisfied grants the organization a strategic vantage point.





# RESEARCH RESULTS





# OVERALL RESEARCH FINDINGS

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*Warriors for Freedom has an immediate need for better communication.*

Survey data and other research have shown that the veterans involved with WFF are, for the most part, pleased with the organization and how it conducts its affairs. That being said, not all of the nonprofit's desired audiences are being reached with the current communication efforts. Several factors were detailed in the survey as to why individuals could not participate or what WFF could be doing better, but communication was frequently identified as an issue.

*Female veterans are not being actively engaged.*

Only 2 out of the 22 survey responses were taken from women. This in and of itself expresses that female veterans are not being engaged at the same level as male veterans. Furthermore, the vast majority of respondents did not agree with the statement that the WFF website hosts an adequate amount of information for female veterans. It should be noted that the majority of these responses did come from men, but secondary research also supports the notion that female veterans are typically less engaged, as well.

*There is a disconnect between veteran satisfaction and veteran participation.*

WFF's various audiences are, for the most part, satisfied with the organization. Even so, this is not reflected in how often veterans are attending events. The desire is there, but for one reason or another this is not translating to attendance numbers. Data shows that this can be attributed to lack of communication, lack of time (i.e. not knowing about events far enough in advance), transportation, etc.



# EMAIL INTERVIEW TRANSCRIPTS

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## One-On-One Interview Responses

### Basic Information:

Name:

**Participant 1:** Elizabeth Naylor

**Participant 2:** Jamie J. Dobson

1. Current occupation:

**Participant 1:** Personnelist, USAF

**Participant 2:** College student.

2. Age:

**Participant 1:** 30

**Participant 2:** 23

3. How many years did you serve?

**Participant 1:** 12 years, still serving.

**Participant 2:** 4

4. Which branch of the military did you serve in?

**Participant 1:** USAF

**Participant 2:** USAF

a. Were you deployed?

**Participant 1:** Yes.

**Participant 2:** Yes

### Detailed Questions for FEMALE Veterans:

1. What was your primary reason for joining the military?

**Participant 1:** Education

**Participant 2:** Have the military pay for college.



# EMAIL INTERVIEW TRANSCRIPTS

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2. Please describe 1-2 of your best experiences as a service member.

**Participant 1:** I enjoyed my time deployed, getting away from my primary job and being in the deployed environment. I have also made some amazing friends and received a great education. Traveling the world is nice as well.

**Participant 2:** Made some good friends and got my college paid for.

1. Please describe some of the challenges you've faced during your time in the military versus some of your challenges now.

**Participant 1:** I am still in the military. I think my main challenge was leaving my family at 18. I still miss my family, but I am more used to not seeing them much.

**Participant 2:** Being deployed was scary. But I'll never have to do that again.

2. What were some of your main concerns upon entering military service?

**Participant 1:** Leaving my family.

**Participant 2:** I went in without a job. They picked it for me. So when I found out I got security forces, everyone hears about how bad of a job that is.

3. In your opinion, does Warriors for Freedom adequately support its female veterans?

**Participant 1:** To be honest, I have never heard of them.

**Participant 2:** No

4.

If NO:

a. What changes would you like to see, and why?

**Participant 1:** Maybe they need to make themselves known to those on base...

**Participant 2:** I heard of them when I was stationed at Tinker. But that's all - I don't recall any events.



# EMAIL INTERVIEW TRANSCRIPTS

---

6. Are you involved with any other organizations for veterans other than Warriors for Freedom?

**IF YES:**

a. What kind of programs have you attended for these organizations?

**Participant 1:** I have attended a fun run that supported Wounded Warrior before.

**Participant 2:** No.

b. Is there anything other organizations are doing well that you wish Warriors for Freedom was doing?

**Participant 1:** I do not know what this program does or offers.

**Participant 2:**

## **Female veteran centered questions**

1. How important is it to you to have female veteran-centered events?

**Participant 1:** At this point in my career, not that important, I am surrounded and supported by many females I serve with.

**Participant 2:** Not important.

2. What does a 'safe-space' for female veterans look and feel like to you?

**Participant 1:** I would assume the same for any female.

**Participant 2:** Any event.

3. How important is female representation in leadership at women's veterans events to you?

**Participant 1:** What is the definition of leadership in the question. If speaking of leadership within the company, it is always important to know that women are in the company and contributing.

**Participant 2:** Not important.

4. What should women's inclusion in veterans events look like to make women feel more comfortable engaging?

**Participant 1:** Maybe a dinner with those having served during the same timeframe.

**Participant 2:** I think I would be comfortable at any event.



# EMAIL INTERVIEW TRANSCRIPTS

---

5. What are some of the ways you determine whether or not to attend veterans events?

**Participant 1:** Firstly, knowing about them is important. But other than that, I determine if it is something I would want to be a part of/participate in.

**Participant 2:** If I have a friend going.

6. What events for female veterans have you attended and what would you change about them? What would you not change?

**Participant 1::** I have never been to an event that was strictly for female veterans. Events should be for all veterans.

**Participant 2:** I have not attended an event for only female vets.

## **Final question**

Is there anything else you'd like to add or anything important you wish to share that we didn't touch on?

**Participant 1:** I think for many veterans, we are all inclusive - not looking for only female/male events. We in the military now allow transgender people - your questions elude to needing to segregate events. That is not what the military is about.

**Participant 2:** No.



# REFERENCES

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