



**International Women's Forum, Canada  
TORONTO CHAPTER 2020  
Member Engagement Study  
FINAL REPORT**

Presented by  
The Dunvegan Group  
October 8, 2020



## RESEARCH DISCLAIMER

- The Dunvegan Group undertook this research on behalf of The International Women’s Forum, Canada (IWFC), Toronto Chapter, Member Engagement Committee. All work was conducted according to the standards and guidelines of the marketing research industry in Canada.
- The information presented in this report is based on the responses provided by members of the IWFC Toronto Chapter. Toronto Chapter Members were asked to identify themselves to allow follow-up contact as necessary. Where members indicated they wanted to remain anonymous, their identities have been omitted from any data reporting.
- The report is intended to be used to guide IWFC’s Toronto Chapter in decision-making concerning its members. The Dunvegan Group assumes no responsibility for decisions or actions of IWFC’s Toronto Chapter on the basis of the information in this report.

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## BACKGROUND AND METHOD

- The 2020 Member Engagement Study was sponsored by the IWFC Toronto Chapter’s Member Engagement Committee. The Membership, Programming and Communications Committees were invited to contribute to ensure that their issues, interests and concerns were addressed.
- The population for this survey represents **205 paid IWF Canada, Toronto Chapter members as at August 30, 2020**
- A self-completion questionnaire was developed, pilot tested and approved by the Member Engagement Committee, prior to distribution to IWF Canada Toronto Chapters members via email
  - Initial email August 10 2020
  - Reminders/Responses accepted August 10-28 2020
- The quality of the IWF Canada membership email list was very high; only 2 email addresses (1%) were undeliverable.
- The **overall participation rate was 56%** (higher than any previous IWF Canada Membership Surveys conducted by The Dunvegan Group – 50% in 2019, 53% in 2013 and 48% in 2014); much higher than the response to the 2016 IWF Global Membership Survey (38%).
- **The strong participation rate indicates a high level of member interest and engagement with the organization and the opportunity to provide input.**

	#	%
<b>IWFC Toronto Paid Members</b>	<b>205</b>	<b>100%</b>
Minus undeliverable emails	<2>	1%
Potential Respondents	203	99%
Completed Questionnaires	114	56%



# EXECUTIVE SUMMARY



## EXECUTIVE SUMMARY

### Background

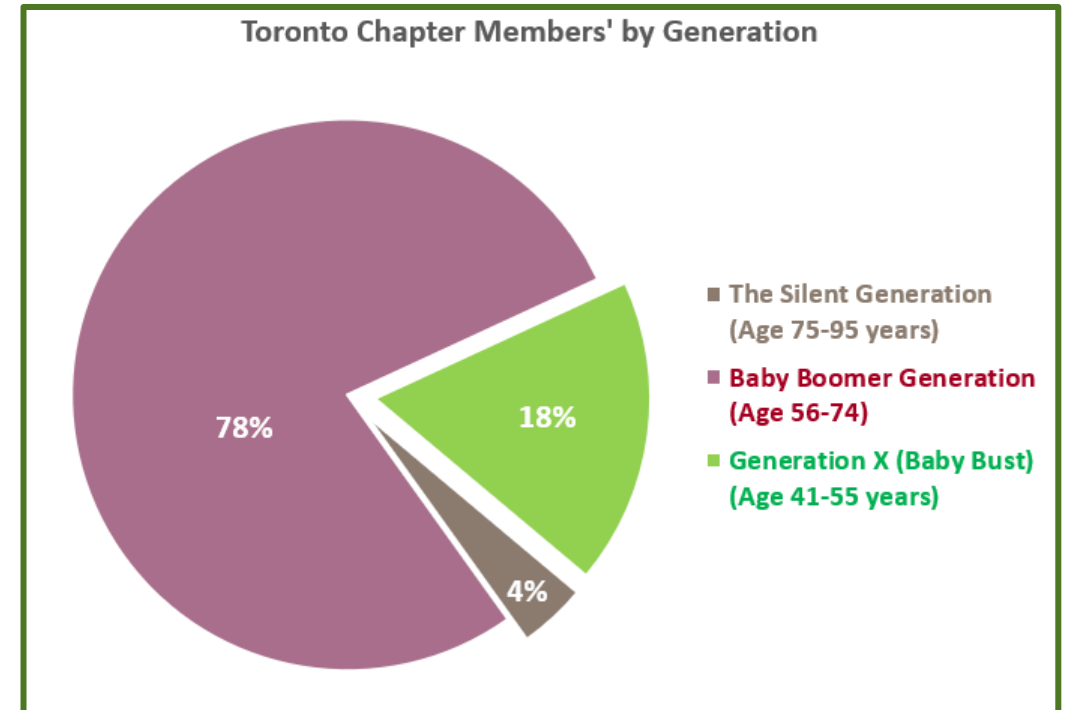
- The Member Engagement Committee conducted a survey of Toronto Chapter members to:
  - Investigate current perceptions of the Chapter and its activities, and
  - Identify opportunities to increase engagement with the Chapter.
- **56% of the Toronto Chapter members responded to the questionnaire**, confirmation that there is a high level of interest in being engaged.
  - 79% of the respondents provided their name and contact information to permit follow-up conversations if appropriate



## EXECUTIVE SUMMARY [CONTINUED]

### Toronto Chapter Member Profile

- Members are skewed somewhat older compared to IWFC ~ **61 years** (compared to 60 years for IWF Canada members in 2019.)
  - **78% are Baby Boomers**
  - **18% are from Generation X**
  - **there are currently no members of the Millennial Generation (age 26-40 years in 2020).**
- **58% have been members for at least 5 years**
  - The Toronto Chapter has been attracting “younger” women.



**The average age of Toronto Chapter Members, based on year of birth, is 61 years**





## EXECUTIVE SUMMARY [CONTINUED]

### Toronto Chapter Member Profile

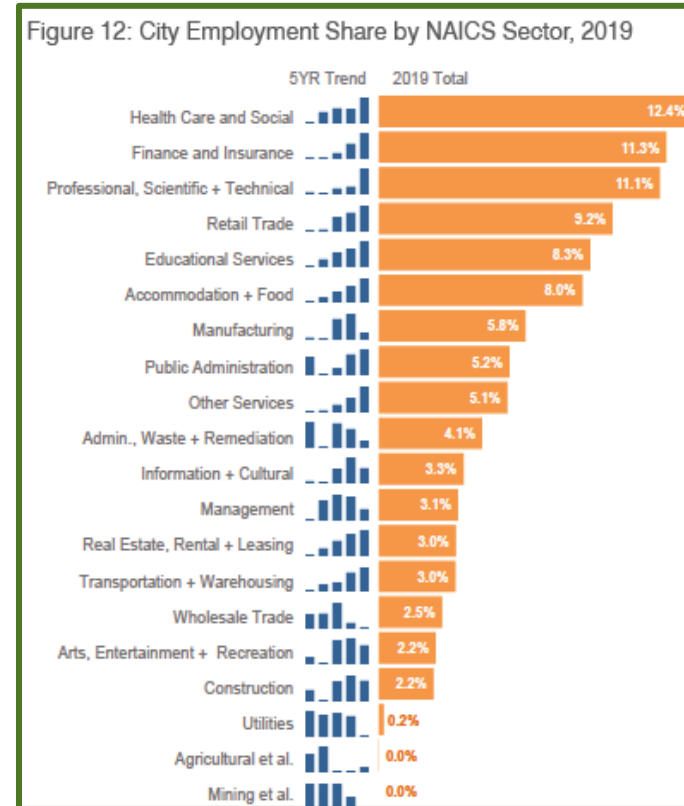
- Nine out of ten Toronto members joined IWF to be part of a group of top women leaders from diverse backgrounds
- Members under 61 years are significantly more likely to have joined
  1. To Advance Women's Leadership
  2. To Get New Perspectives on Professional and Personal Concerns, and
  3. For Business Networking

## EXECUTIVE SUMMARY [CONTINUED]

### Toronto Chapter Member Profile [continued]

- Most members are working full-time (53% employed full-time and 34% self-employed/consulting); only 12% are “retired”.
- Members are heavily concentrated in two key sectors:
  - **Professional, Scientific and Technical Activities (22%)** which includes Lawyers, Accountants, Management Consultants, Architects, Engineers, Advertising, Market Research and Scientific Research and Development
  - **Financial and Insurance Activities (19%)**

**Many sectors are poorly represented or not represented at all among the current membership.**



Source Toronto City Planning, Toronto Employment Survey 2019



## EXECUTIVE SUMMARY [CONTINUED]

### Toronto Chapter Member Profile [continued]

- 41% of members are serving in Unpaid Board positions
- 26% are serving in Paid Board positions.

**Members in Paid Board  
Positions have declined  
to  
26% in 2020  
from  
29% in 2013.**

Toronto Chapter Member Profile [continued]

Members were asked the following open-ended question about how they self-identify. Answering was optional.

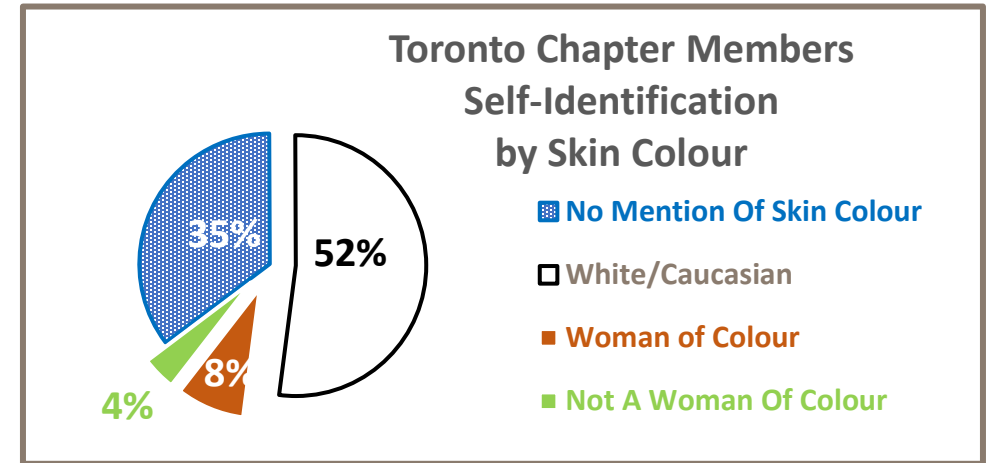
*The International Women's Forum has updated its global mandate of **Advancing Women's Leadership** to include **Championing Equality Worldwide**. In support of this mandate, IWF Canada is committed to building a vibrant, diverse, and inclusive membership: diverse in age, occupation, heritage, cultural and ethnic origin (including women of color). We need to start with a better understanding of the cultural and ethnic origins of our current membership.*

*Providing this information about yourself is voluntary, of course, but we do hope you will help in developing a profile of the current diversity within our membership. This includes the heritage, **cultural, or ethnic origin** you most identify with, including whether or not you think of yourself as a woman of color. [PLEASE WRITE IN]*

## EXECUTIVE SUMMARY [CONTINUED]

### Toronto Chapter Member Profile [continued]

- Six in ten Toronto Chapter Members voluntarily answered the open-ended question
  - 65% mentioned their skin color
  - 51% self-identified with a country, and
  - 25% mentioned their religious affiliation
- We have engaged in further conversations with the IWF Canada Diversity Strategy to determine how best to ask the question(s) needed within the context of the Canadian language of diversity and legal constraints.



## EXECUTIVE SUMMARY [CONTINUED]

### Event Attendance And Evaluation

- 85% attended at least one IWF/IWFC/Toronto Chapter event in the 2019-2020 year; the average is 4.1 events
- There are two factors contributing to the higher levels of participation:
  1. The World Leadership Conference was hosted in Toronto
  2. Virtual programming at all levels in response to COVID19
- Longer term members (5+ years) more likely to attend events.
  - Aside from the 2019 Leadership Conference, no more than four in ten of the newer members attended any of the events.
- Toronto Chapter Events, with average ratings of 8.0 or higher:
  - 2020 Virtual Dine Arouds
  - Wine Wednesday (in person)
  - 2019 World Leadership Conference



## EXECUTIVE SUMMARY [CONTINUED]

### Future Event Planning

- When deciding whether to attend an event, members ranked the order of considerations:

#1 Can it fit into my **calendar**?

#2 What is the **topic/event type**?

#3 **Where** is the event being held?

#4 **Who** is likely to be there?

#5 What is the **cost**?

- Members say they would like to attend:

- 4-5 In-Person meetings per year

- 4-5 Virtual/Online meetings per year

- Members are **NOT likely to attend In-Person meetings for the balance of 2020.**



The screenshot shows the website for the International Women's Forum Canada. The logo is at the top left. A navigation bar contains links for ABOUT, IWF GLOBAL, CHAPTERS, NATIONAL EVENTS (highlighted), CONFERENCES, LEADERSHIP FOUNDATION, and AWARDS. Below the navigation bar is a section titled "Events" which features a calendar for January 2021. The calendar shows the days of the week (SUN to SAT) and the dates (27 to 2). Navigation options include "today", "month", "week", "day", and "list".

## EXECUTIVE SUMMARY [CONTINUED]

### Future Event Planning [continued]

- Most Members say they would like to have:
  - In-person meetings at least once a month (69%)
  - Virtual/Online at least once a month (69%)
  - A mix of both formal and casual meetings (66%)
  - A “What’s New at IWF?” meeting (65%)
  - Evening meetings (64%)
    - Smaller segments would like to see events at other times of the day (e.g., noon, afternoon or morning)
  - Public events where younger women (i.e., under 55) can attend, participate and learn about IWF (63%)
- List of member provided ideas on topics/opportunities and locations for future events in the Appendix.

Behind the Scenes...





## EXECUTIVE SUMMARY [CONTINUED]

### New/Revived Programs

- Most Members would like to see the Chapter:
  - Delivering a program to help members get on Boards (74%)
    - Higher than 2019 IWF Canada Member Survey when 61% of members said they would like to see the Members on Boards program relaunched.
  - Engaging with “Young Women” to advance their leadership development (78%)
    - Same as 2019 when 78% of members said there is a role for IWF Canada in mentoring, sponsoring or developing young women leaders.



## EXECUTIVE SUMMARY [CONTINUED]

### Overall Evaluation of the Toronto Chapter

#### ■ At least 10 members mentioned they **appreciate:**

- Meeting, connecting with amazing, accomplished women (49)
- Events/Programming (general) (28)
- Network/Networking (16)
- Learning (15)
- Meeting women from different professions/diverse backgrounds (13)
- Connection (12)

*"Meeting accomplished women who inspire me and help me to feel larger than myself having met them!"*

#### ■ At least 10 members mentioned they are **annoyed by:**

- Closed/Inner group not welcoming, not engaging newer members (20)
- Don't know what IWF is doing to make a difference/improve difficult issue(s) or the planet
- Lack of diversity (Black, Indigenous, Women of Colour) (10)

*"I often feel like I'm crashing someone's party, not particularly welcome."*

*"Can our mission and purpose include contributing to improving some difficult issues our planet is facing ..."*



## EXECUTIVE SUMMARY [CONTINUED]

### Overall Evaluation of the Toronto Chapter [continued]

■ At least 5 members suggested the following **changes**:


- Smaller more intimate gatherings (8)
- Be more welcoming and inclusive (7)
- Boost attendance at events so we can meet more members (6)
- Keep virtual programming after COVID19 ends (6)
- Form small groups based on interest and allow them to organize own events (5)
- Buddy/mentor for new members (5)



*"I would like more easy opportunities to meet other members in smaller, more intimate settings."*



*"Allow for self-organizing in interest and aspiration groups."*



*"Really like the idea of more engagement with new members - make them feel more welcomed and included"*



## EXECUTIVE SUMMARY [CONTINUED]

### Attracting, Nominating and Onboarding New Members

- Likelihood of nominating is sliding downwards and sits at 45% of Toronto Chapter members in 2020, despite changes to member requirements
- Members are in favour of engaging with younger women (i.e., under 55 years of age):
  - Leadership Development Programming for younger women (78%)
  - Public events where younger women can attend, participate, learn about IWF (63%)
  - Inviting younger women to participate as speakers/panel members (42%)

## EXECUTIVE SUMMARY [CONTINUED]

### Attracting, Nominating and Onboarding New Members [continued]

- Members who joined within the past 5 years remembered
  - Cocktail reception for new members (55%)
  - Welcome letter from the Chapter Chair (36%)
  - New Members Dinner (31%)
  - Their nominator introducing them around (21%)
  
- When asked **how they would have liked to be onboarded**, newer members said:
  - A “Buddy” assigned/volunteered to introduce them around (76%)
  - Cocktail reception for new members (74%)
  - New Members Dinner (67%)
  - Their nominator introducing them around (57%)
  - Welcome letter from the Chapter Chair (50%)





## EXECUTIVE SUMMARY [CONTINUED]

### Getting Involved with IWF

- Members would like to be more involved with IWF's activities (note: there is overlap/duplication)

16 members would like to be involved with the Toronto Chapter Only

1 member would like to be involved only at the National level

4 members would like to be involved only at the Global level

3 members would like to be involved at the Toronto and the Global level

3 members would like to be involved at both the Toronto and the National level

3 members would like to be involved at the Toronto, the National level and the Global level

43 members would like to participate in development of a Leadership Development Program

19 members would be willing to speak about their experience to help members get on boards

- 23 individuals (11%), who had previously said they were already as involved as they wanted to be, could re-engage with the proposed programs.

**59 members  
are willing to be  
more involved  
with the  
Toronto  
Chapter  
Activities**

## EXECUTIVE SUMMARY [CONTINUED]

### Connecting With Members You May Not Have Met/Been Introduced To

- 99% of members are open to connections with members they may not have met/been introduced to.
  - Younger members are more welcoming of connections for Networking purposes (86% vs 51% of older members).
  - Most of the members are also open to one-off inquiries. While about one in three are open to being contacted for mentoring.
- Nine out of ten (88%) members prefer to be contacted via email.



## Membership Renewals

- 60% of the Toronto Chapter Members indicate that they Definitely Will renew their membership.
  
- About half of our members (47%) also belong to other women's organizations that focus on Advancing Women's Leadership
  - About half (56%) of these members [N=54] would choose IWF
  - Their reasons mainly focused on their relationships with other members.
    - Those who would choose other organizations had a variety of reasons including the fact that the alternative organization had a cause/purpose and was getting things done.



## EXECUTIVE SUMMARY [CONTINUED]

### Communication from IWFC Toronto Chapter

- Email is clearly the preferred means of communication for Toronto Chapter Members
  - 91% prefer to receive Chapter communications via email
  - 88% prefer to received communications from members they have not met, or been introduced to, via email.
- There is resistance to receiving communication via various forms of social media, particularly Twitter, Facebook and Instagram.
  - There is less resistance to Text and/or LinkedIn





# PRIORITY ACTIONS



## PRIORITY ACTIONS

The Member Engagement Committee has examined the study findings and presents the following Nine Priority Actions for consideration by the IWF Canada Toronto Chapter leadership. The Priority Action items are aligned with three themes which emerged from this study:

- 1. Connect:** Our members are our biggest asset. Members want to feel welcome; they want to get to know and learn from and with one another through events, through Toronto Chapter communications and through one-on-one connections.
- 2. Learn:** Our members want to learn about the experience and perspectives of other members, offer their experiences so others can learn from them, and learn how to get on Boards. Our members want to see the Toronto Chapter offering learning opportunities to current and emerging women leaders who are not yet members of IWF.
- 3. Diversify:** Our members are concerned that our Toronto Chapter member community reflects the full spectrum of senior women leaders within the Toronto area, and that we are welcoming and inclusive of ALL members.



## PRIORITY ACTIONS

### Connect:

#### 1. **Communicate The Study Highlights To All Members Of The Toronto Chapter:**

- This may warrant either a Special Edition of the eNewsletter or a separate Bulletin, as well as follow-up communications which can be delivered through the regular eNewsletter, to reinforce that we have heard what our members are saying, and we are taking action
- Include a high-level plan of next steps to address needs, wants and expectations of Chapter Members
- Capitalize on the aspects of the Chapter that members appreciate and work to address the aspects of the Chapter that members want and need to see changed

#### 2. **Connect And Engage All Members Who Said They Are Interested In Being Involved**

- Members indicated they would like to be involved with the Chapter, the National Forum, the Global level, Creating Leadership Development Program for young women (i.e., age 20-39 years) and Sharing their Board experience – the Member Engagement Committee will get their permission to connect them with the appropriate parties and their commitment to participate and facilitate connections as appropriate.



## PRIORITY ACTIONS [CONTINUED]

### Connect [continued]:

#### 3. Encourage Chapter Members To Connect With One-another

- The International Women's Forum's biggest asset and greatest attraction is its members – women join the organization to be part of a diverse group of top women leaders and they want to get to know each other
- Members need to know that their colleagues are open to connections from members they have not met or been introduced to, and that they prefer to be contacted via email
- Consider a special initiative or perhaps a contest including guidelines to see who can connect with the most members within a specific time frame (e.g., a month, three months)
- Consider opportunities matching members with someone they don't already know at events (both In-person and Virtual/On-line events)



## PRIORITY ACTIONS [CONTINUED]

### Connect [continued]:

#### 4. **Build Stronger Relationships With New Members To Engage And Bind Them To IWF**

- Develop a “New Member Buddy Program” to help new members integrate with the organization (Locally, Nationally and Globally) and get best value from their membership – consider a one-year program, include guideposts, as well as check-ins and an effectiveness assessment
- Utilize the Chapter Members who have volunteered to be New Member “Buddies” and who have volunteered to act as Ambassadors to welcome members and guests to our events
- Continue to welcome new members through the New Member Cocktail Reception, New Member Dinner (when possible) and the Welcome letter from the Chapter Chair (and the President of IWF Canada and IWF Global if practical)
- Identify new members on their name badges/lanyards for the first year



## PRIORITY ACTIONS [CONTINUED]

### Learn

#### 5. Build And Publish An Annual Program Of Event Dates

- The number one consideration when deciding whether to attend our events is whether the date will work in the member's calendar – **if we set the dates for the year, we will have a greater likelihood that members can and will attend**
  - In addition to posting on the IWF Canada website calendar, and listing in the Toronto Chapter eNewsletter, **consider sending members “save-the-date” calendar invitations for all of 2021**
- Members would welcome In-Person meetings at least once a month, AND Virtual/Online meetings at least once a month and possibly twice a month
- Include a “What’s New At IWF” meeting for both new and more seasoned members to keep members up-to-date with the spectrum of IWF, IWFC and Toronto Chapter initiatives
- Schedule meetings primarily for evenings; consider other times of the day for smaller segments
- Include “public” events where younger potential members (i.e., under 55 years) can attend, participate and learn about IWF
- Consider suggestions made by Toronto Chapter Members (see Appendix)



## PRIORITY ACTIONS [CONTINUED]

### Learn [continued]:

#### 6. **Strike A Committee To Determine The Optimum Approach To Helping Chapter Members Get On Boards**

- Engage the Chapter Members who have offered to share their Board experience, as well as those who led the previous Members on Boards (MoB) initiative, to ensure that we utilize the resources of our membership, and that we build on our previous success in creating an opportunity for our members to learn about getting on boards
- Of the 19 members who said they were willing to be involved, to share their experience to help members got on boards, 12 previously said they were already as involved with IWFC as they wanted to be – this suggests that relaunching this program offers the opportunity to re-engage with at least 12 members of the Toronto Chapter (6% of the Chapter Members)
- Consider the option of collaborating with other organization(s), such as Women Get On Boards where we already have a relationship, more extensively
- Share the suggested program components provided by members with the committee for action (See Appendix)





## PRIORITY ACTIONS [CONTINUED]

### Learn [continued]:

7. **Strike A Committee To Determine The Optimum Approach To Providing Programming For Young Women (Age 20-39 Years) To Advance Their Leadership Development**
  - Utilize the 43 Toronto Chapter Members who indicated that they would like to be involved in developing this program, and those who led previous IWFC Mentorship, and “Daughters of IWF,” programs to utilize the resources of our membership, in order to build on our previous success
  - Younger women (e.g., Millennials age 24-40 years) are potential future members of IWF; these young women may benefit from the wisdom, experience and perspectives of Toronto Chapter members; however, **we need to know whether this audience is interested in such a program and contents before proceeding further**
  - Of the 43 members who would like to be involved, 18 had previously indicated that they were already as involved as they wanted to be and/or that they had already contributed as much as they wanted to - this suggests that mounting this program offers the opportunity to re-engage with at least 18 members (9% of the Chapter Members)
  - Share the suggestions captured through this survey (see Appendix)



## PRIORITY ACTIONS [CONTINUED]

### Diversify

8. **Identify And Track Diversity Within The Membership In Alignment With IWF Canada Protocols**
  - IWF Canada' Strategy Development team is currently in discussions on this very topic and will soon provide guidelines for incorporating **diversity measures into the New Member Profile and Member Renewal process while protecting member privacy**
  - There are three dimensions of diversity to be measured
    - Age
    - Industry Sector
    - Other Diversity Elements: Ethnic Heritage, Person with Disabilities, Indigenous/First Nations/Inuit/Métis, LGBTQ2+



## PRIORITY ACTIONS [CONTINUED]

### Diversify [continued]:

#### 9. **Develop A Member Recruitment Strategy To Heighten Diversity Within The Chapter Membership\*\***

- Members of the Toronto Chapter need to be encouraged to engage in the nomination process generally; however, given that only half of the members say they are likely to nominate a new member, we will need to have a more deliberate approach
- There are three dimensions of diversity to be actively addressed
  - Age: Attract younger members – specifically members of Generation X (current age 41-55 years)
  - Industry Sector: Identify women leaders in the sectors that are under-represented and/or unrepresented
  - Other Diversity Elements: Identify women leaders in various other categories: Ethnic Heritage, Person with Disabilities, Indigenous/First Nations/Inuit/Métis, LGBTQ2+

**\*\*Note: The Toronto Chapter's Membership and Nominations Committee is already working on this.**



# FINDINGS



## Engagement Of Toronto Chapter Members

Toronto Chapter Members were asked to provide their name and contact details as part of the Member Engagement questionnaire. This request was intended to provide the Member Engagement Committee with the ability to identify specific members who may need follow-up (e.g., to address concerns, non-participation or to invite them to join a committee if they are interested in doing so.)

A secondary benefit of the request was to assess the level of Engagement of the Toronto Chapter members; specifically, to determine whether they were prepared to “own” their contribution (e.g., comments/feedback).

Not only did Toronto Chapter Members respond at a high rate (56%), nearly eight in ten (79%) provided their name and contact information\*! Both results suggest a high level of engagement with the process.

**Communicating what was learned and what actions will be taken is critical to the success of the process. Otherwise, members will feel they have wasted their time and effort in providing feedback.**

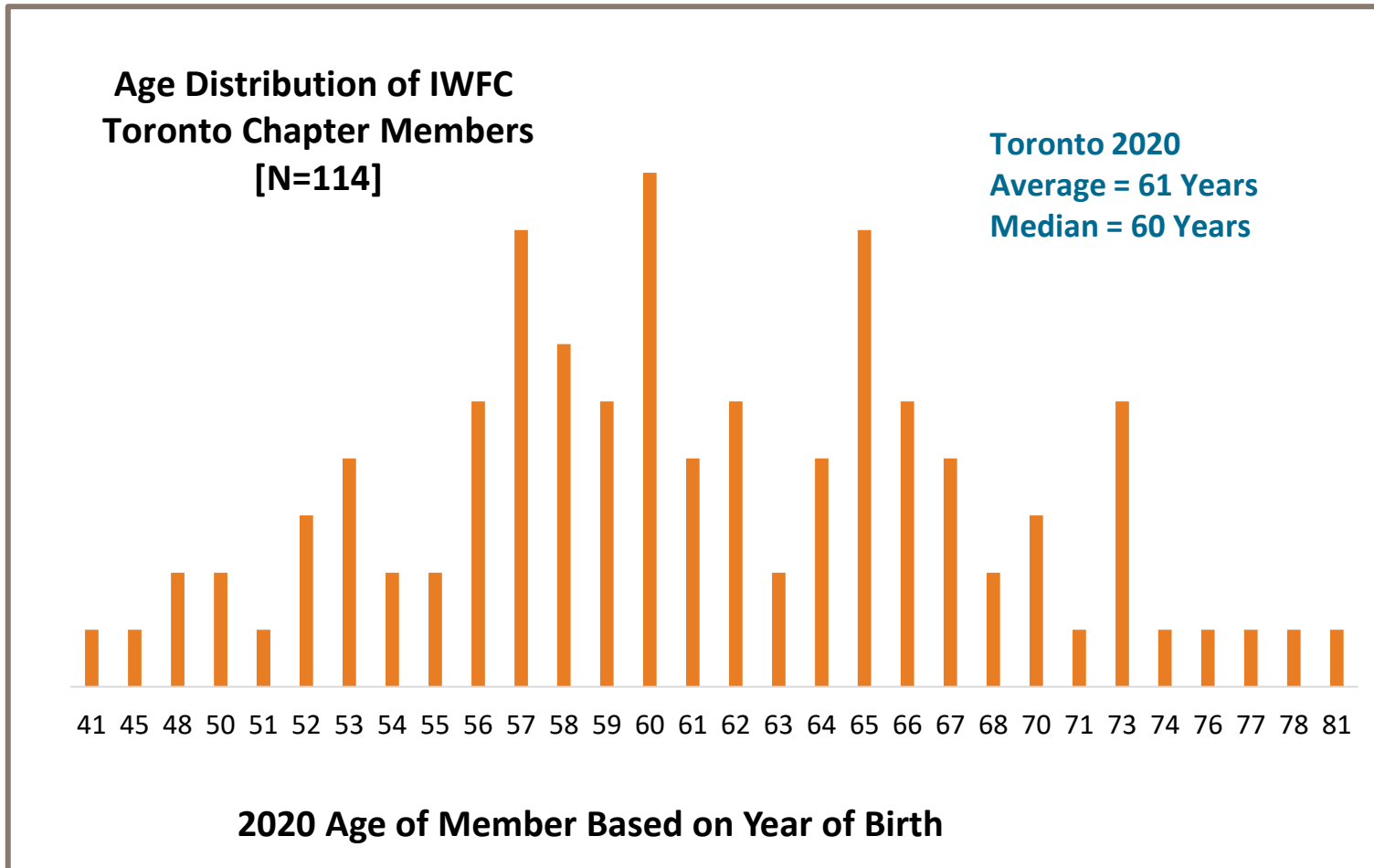
\* Members provided their contact information with the understanding that their identity would be kept confidential to the Member Engagement Committee. The Member Engagement Committee will need to be involved in contacting members who indicated they would like to be involved in various aspects of the Toronto Chapter and its potential programming.





## TORONTO CHAPTER MEMBER PROFILE

## Age of Toronto Chapter Members

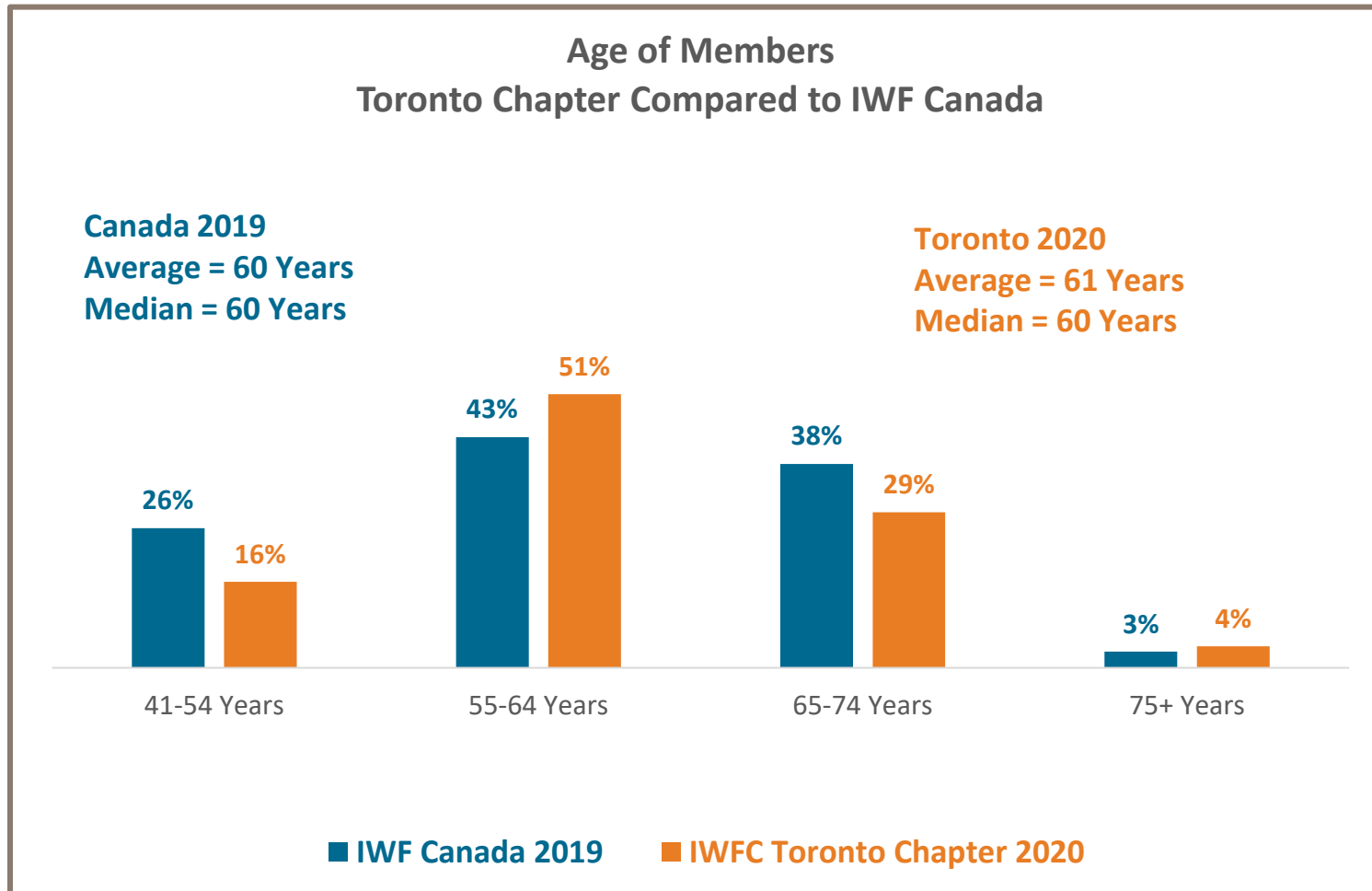


One of IWF's first challenges is to ensure the sustainability of the organization through a healthy intake of younger members.

Here we see that Toronto Chapter members range in age from 41-81 years, with an average of 61 years of age.

As we will see, the majority of Toronto Chapter members are Baby Boomers.

## Age of Toronto Chapter Members Compared to IWF Canada



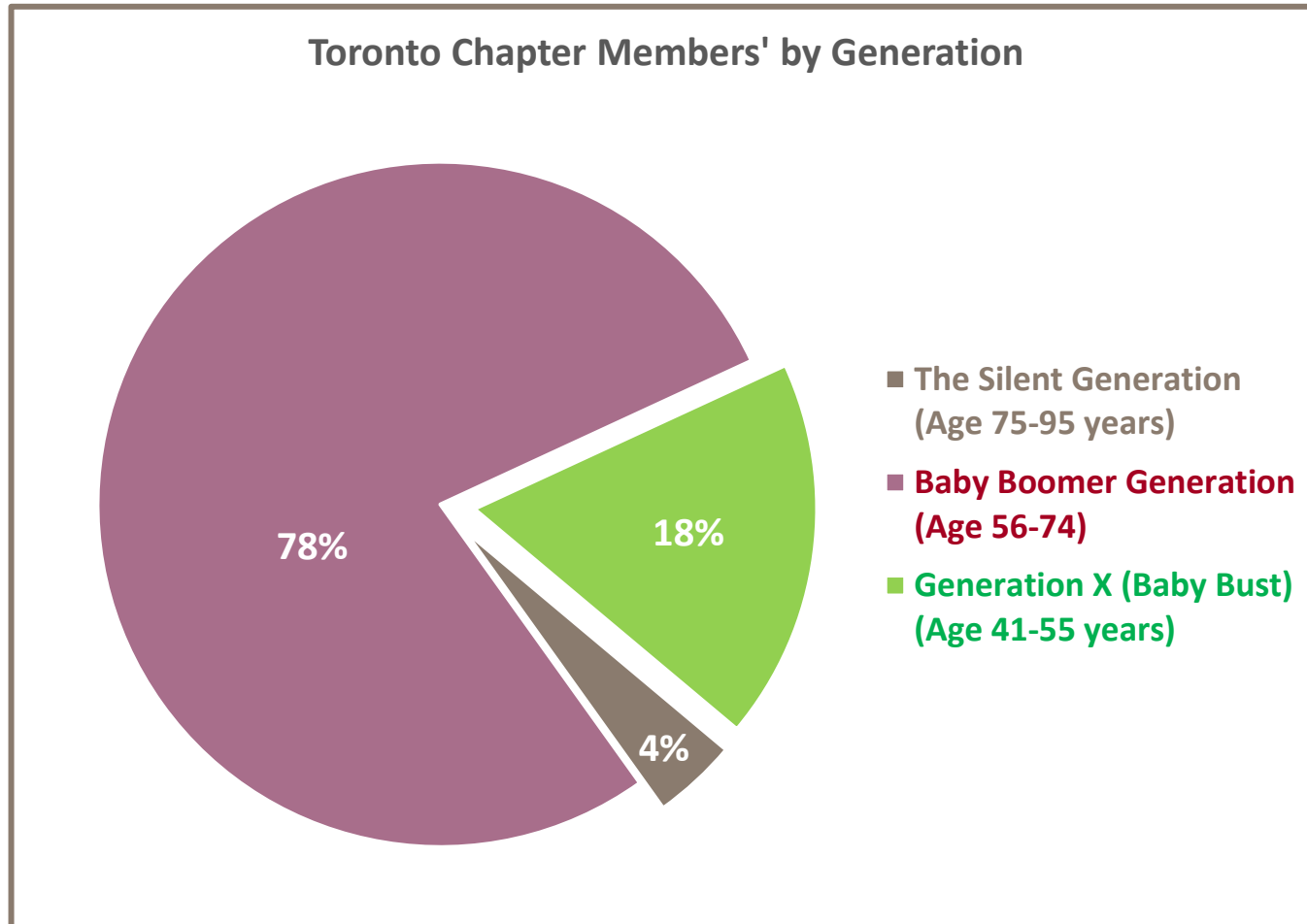
The average age of Toronto Chapter Members is 61 years - a little higher than the average of 60 years for the IWF Canada Member survey undertaken in 2019.

The stronger representation of younger members (< 55 years of age) within the IWF Canada Forum as a whole (26%) compared to only 16% in the Toronto Chapter, will contribute to the higher average age.

Compared to all of IWF Canada, the Toronto Chapter is lagging in attracting younger members.



## Generations of Toronto Chapter Members

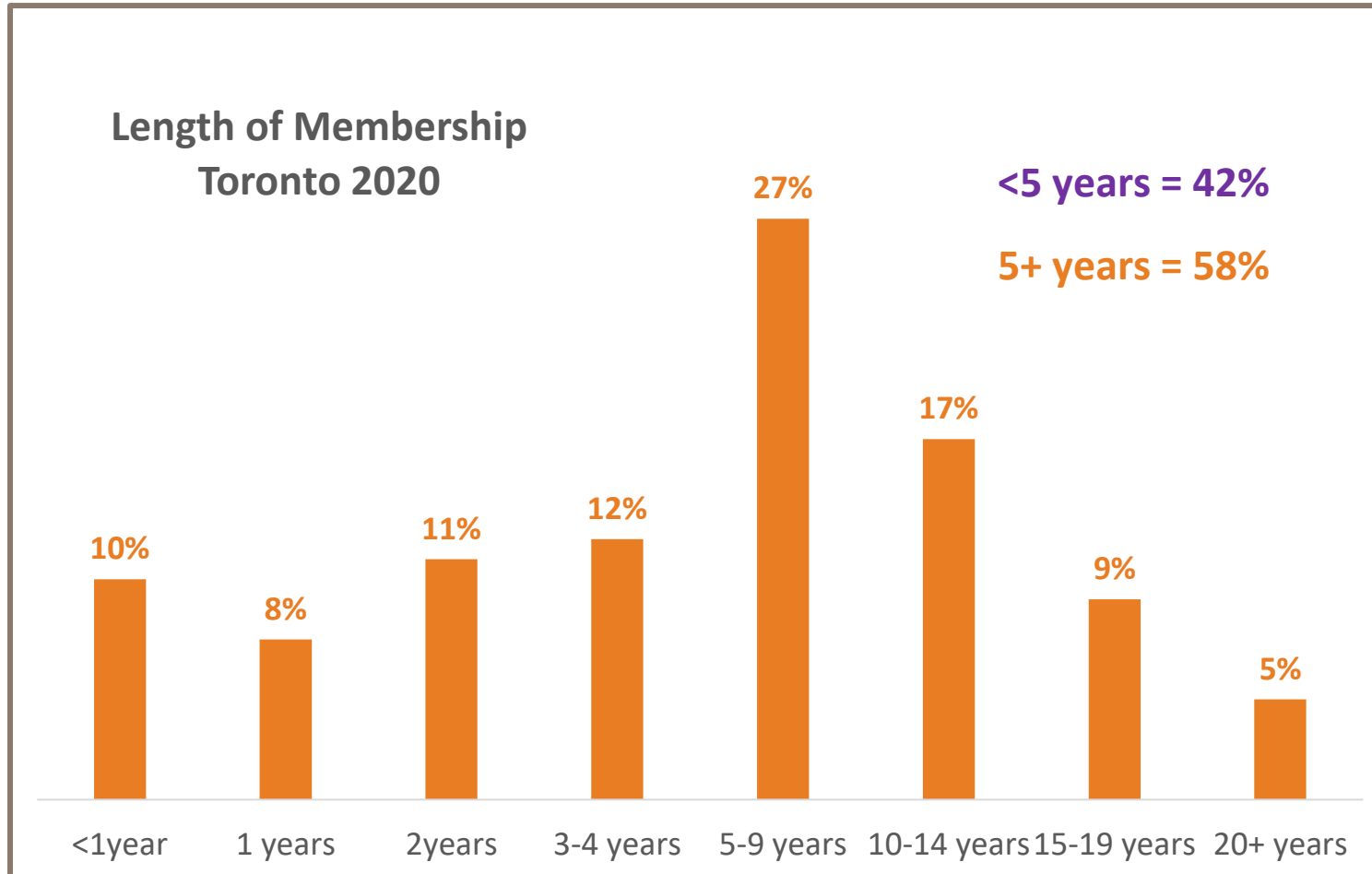


Nearly eight in ten Toronto Chapter Members (78%) are in the Baby Boomer Generation (born between 1946 and 1964). There is a small contingent of members from the Silent Generation (born between 1925 and 1945).

Member growth will come from women in Generation X (born between 1965 and 1979), who are currently 18% of the Toronto Membership, and Millennials (born between 1980 and 1994) who are currently absent from the Toronto Chapter membership.

The Toronto Chapter will need to make room for Generation X and Millennials amongst the membership.

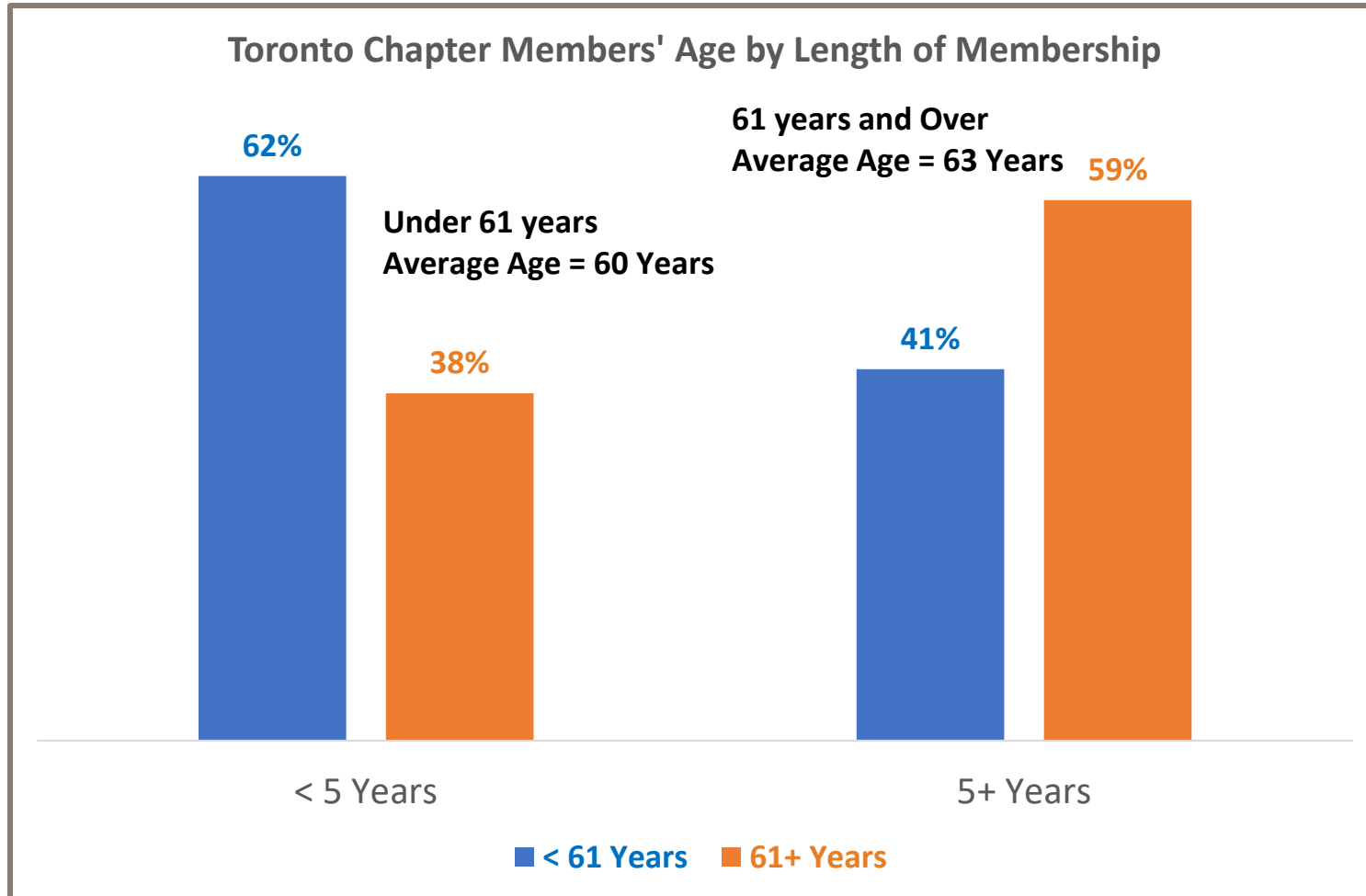
## Length of Membership



The Toronto Chapter Members who responded to the Member Engagement questionnaire are more likely to have been members for 5 years or more (58%).

Given the need for the Toronto Chapter to attract younger members, the results of newer member feedback (members for under 5 years) is included where appropriate.

## Age by Length of Membership



Comparing the age of Toronto Chapter Members to their length of membership reveals that members invited to join the Chapter in the past 5 years have tended to be somewhat younger.

- Members who joined within the past 5 years have ranged in age from 48-76 years with an average of 60 years.
- Those who joined 5 years or more ago range in age from 41-81 years with an average age of 63 years.

## Top Reasons for Joining IWF by Age Group



The Toronto Chapter Members were asked to indicate their reasons for joining IWF from among a list of options.

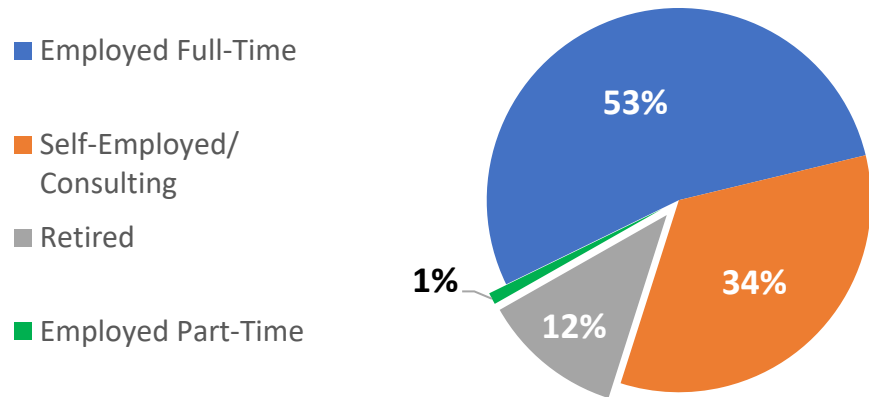
While nine out of ten Toronto members joined IWF to be part of a group of top women leaders from diverse backgrounds, here we can see that members who are under 61 years of age are significantly more likely to have joined to:

- Advance Women’s Leadership
- Get new perspectives on professional and personal concerns
- For business networking



## Working Status and Board Service

### Current Working Status of Toronto Chapter Members



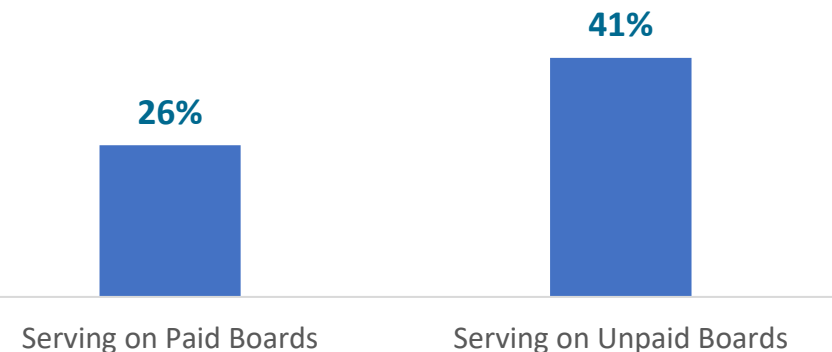
Compared to the member survey conducted in 2013, the proportion of members in the Toronto Chapter who are **serving on paid boards has declined slightly (29% in 2013 to 26% in 2020)**, which is a disappointing finding.

Most Toronto Chapter members indicate that they are working: 53% are employed full-time and 34% are self-employed/consulting.

Only 12% of the responding members indicated that they are retired.

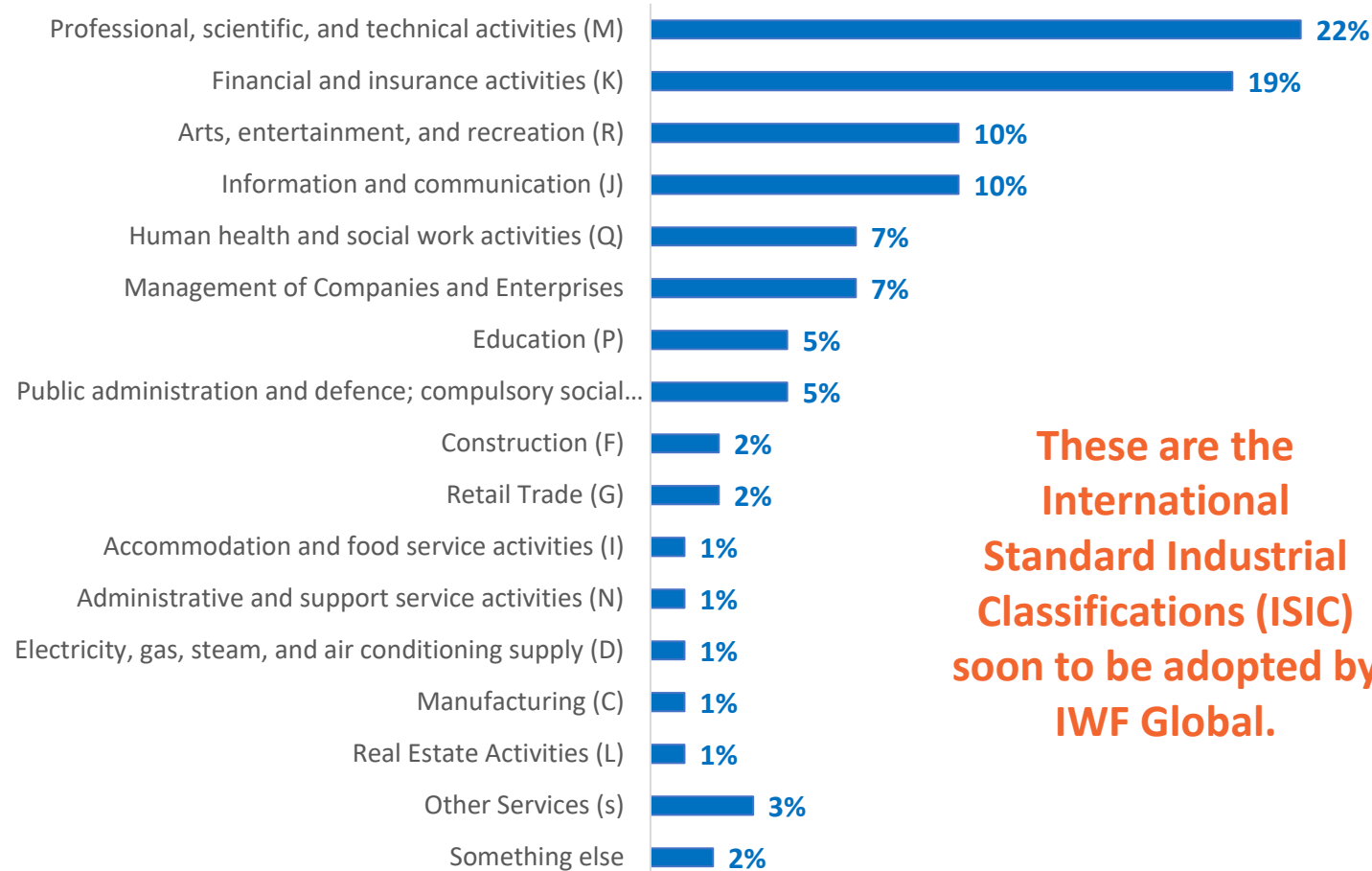
One in four (26%) is serving on a board(s) in a paid capacity and 41% are serving on a board(s) in an unpaid capacity.

### IWFC Toronto Chapter Members Serving on Boards



## Industry Sectors of Toronto Chapter Members

### Industry Sectors Toronto Chapter Members Are or Were (Before Retirement) Involved In



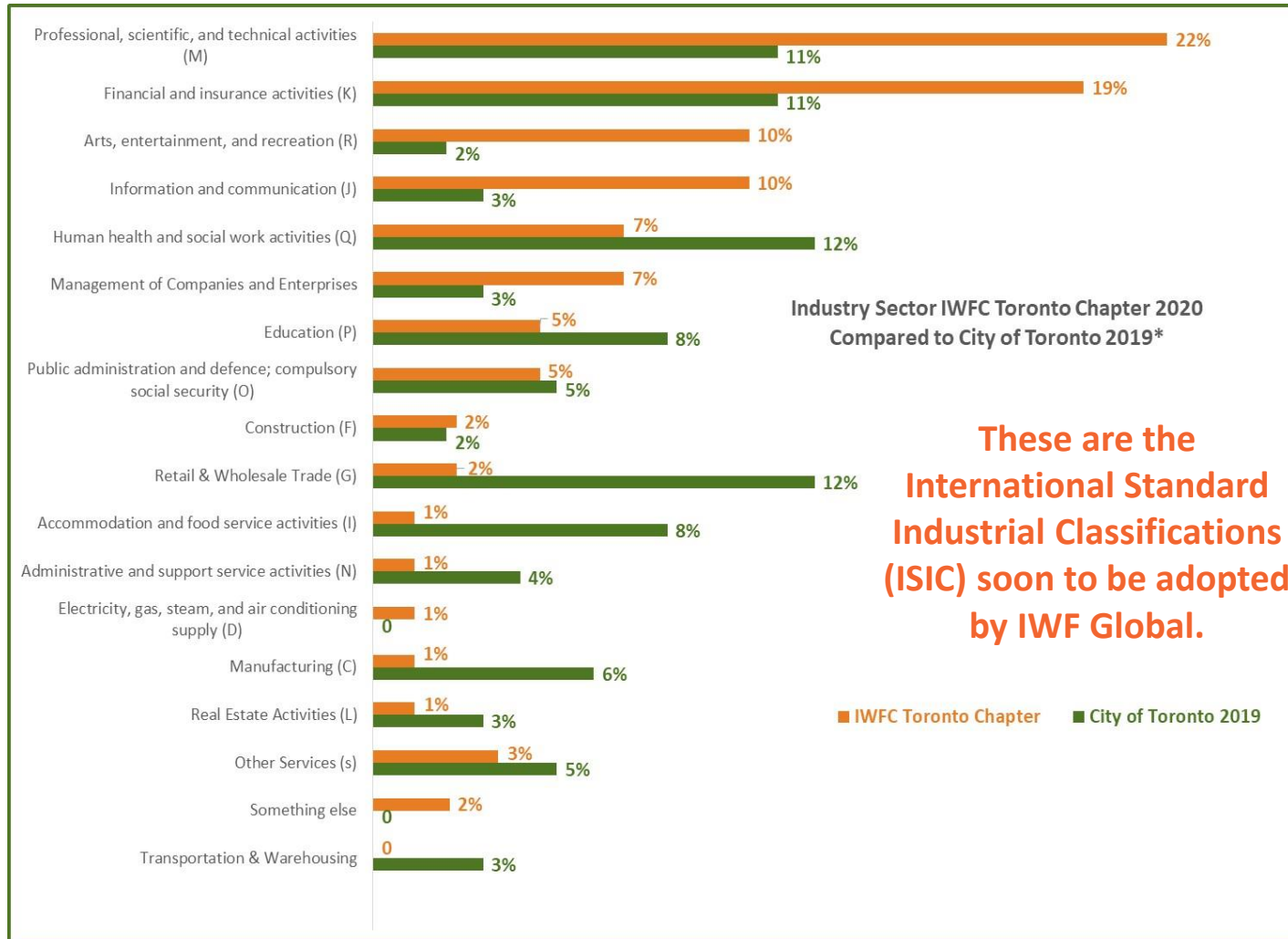
**These are the International Standard Industrial Classifications (ISIC) soon to be adopted by IWF Global.**

The Toronto Chapter members are heavily concentrated in two key sectors:

- **Professional, Scientific and Technical Activities (22%)** which includes Lawyers, Accountants, Management Consultants, Architects, Engineers, Advertising, Market Research and Scientific Research and Development
- **Financial and Insurance Activities (19%)**

Many of the categories are poorly represented, or not represented at all, among the current membership.

## Industry Sectors of Toronto Chapter Members [continued]



When we compare the Toronto Chapter members (female only) to the City of Toronto data from 2019 (male and female), **while not directly comparable, it is clear that the current members are NOT reflective of employment by sector.** Chapter members over-represent four activities:

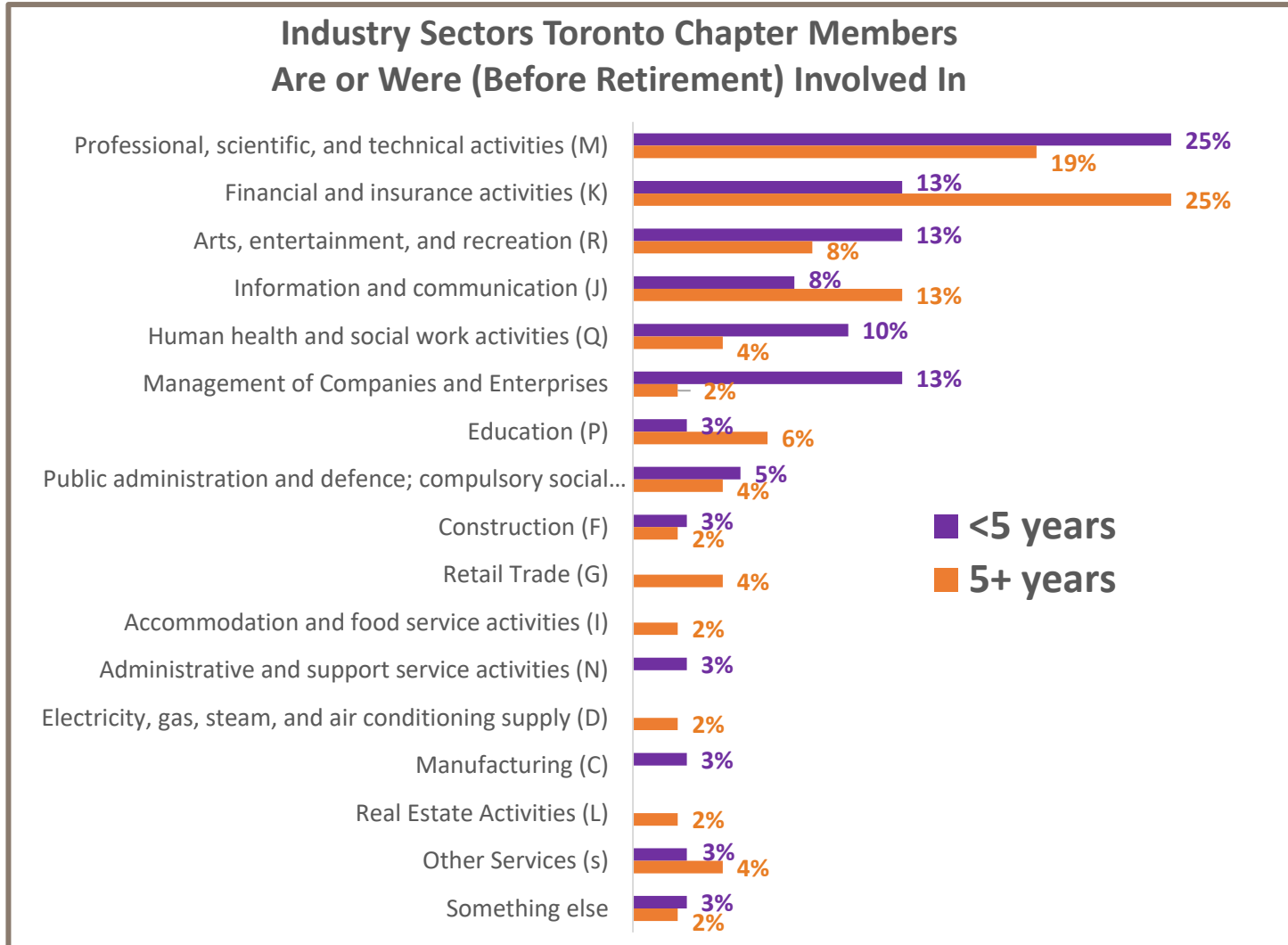
- Professional, Scientific and Technical
- Financial and Insurance
- Arts entertainment and recreation
- Information and communication

And are under-represented in others. While it is possible that women in leadership are over/under-represented in many sectors; however, it is essential that IWFC's Toronto Chapter seek out women leaders across all sectors.



*Note\*: Source Toronto City Planning, Toronto Employment Survey 2019*

## Industry Sectors of Toronto Chapter Members [continued]



When we examine the industry sectors by length of membership, we can see **that newer members are more likely to be in the Professional, Scientific and Technical Activities (25%),**

**Those who have been members for 5 or more years are more likely to be in Financial and Insurance Activities (25%)**





## Diversity of Toronto Chapter Members

Based on feedback from IWF Canada members in 2019, the National Board has *identified* “**Build a more diverse and inclusive organization** - recruit members and offer activities that emphasize and give voice to various experiences, backgrounds, areas of expertise, generations, and perspectives” as one of its strategic pillars.

The Toronto Chapter began its process of diversification by asking members the following open-ended question about how they self-identify.

*The International Women's Forum has updated its global mandate of **Advancing Women's Leadership** to include **Championing Equality Worldwide**. In support of this mandate, IWF Canada is committed to building a vibrant, diverse, and inclusive membership: diverse in age, occupation, heritage, cultural and ethnic origin (including women of color). We need to start with a better understanding of the cultural and ethnic origins of our current membership.*

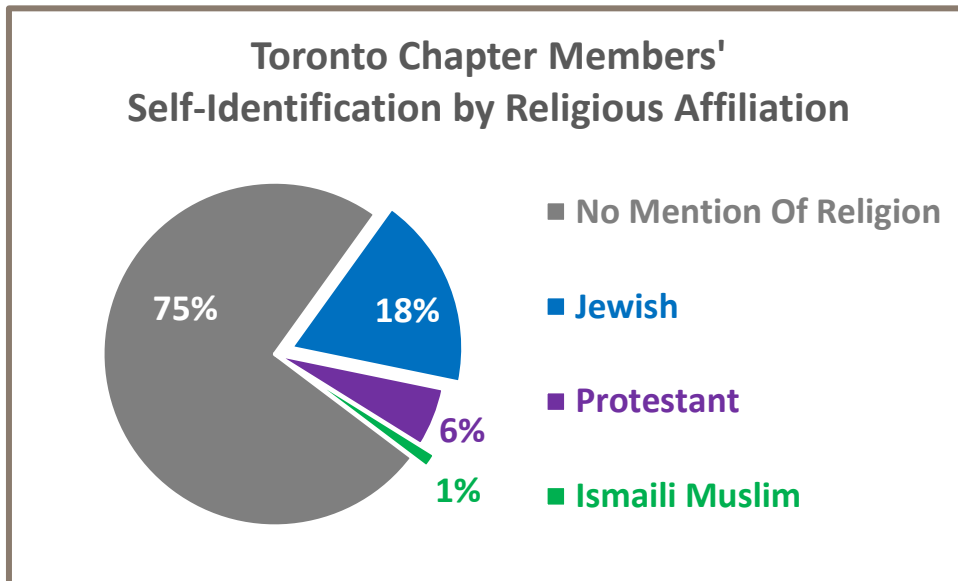
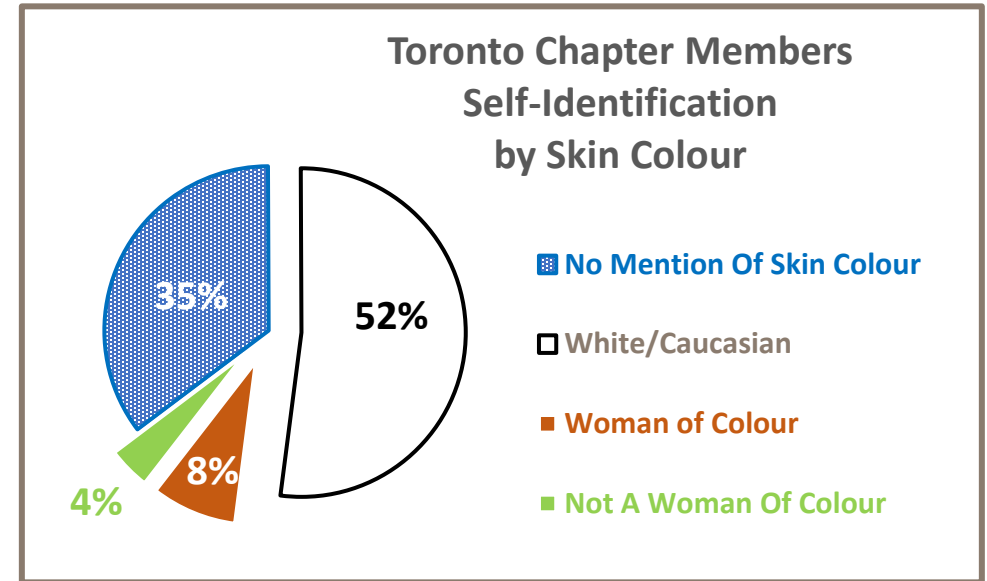
*Providing this information about yourself is voluntary, of course, but we do hope you will help in developing a profile of the current diversity within our membership. This includes the heritage, **cultural, or ethnic origin** you most identify with, including whether or not you think of yourself as a woman of color. [PLEASE WRITE IN]*

This question was intended to provide a benchmark, as well as guidance for asking further questions of members in order to track progress on diversification. In consideration of the sensitivity of the subject area, **members were advised that responding to this question was optional.**

## Diversity of Toronto Chapter Members [continued]

Six in ten (62%) of the responding members provided an answer. Nearly two-thirds of those answering (65%) made some mention of their skin colour as shown above; 8% self-identified as a Woman of Colour (Black, Brown).

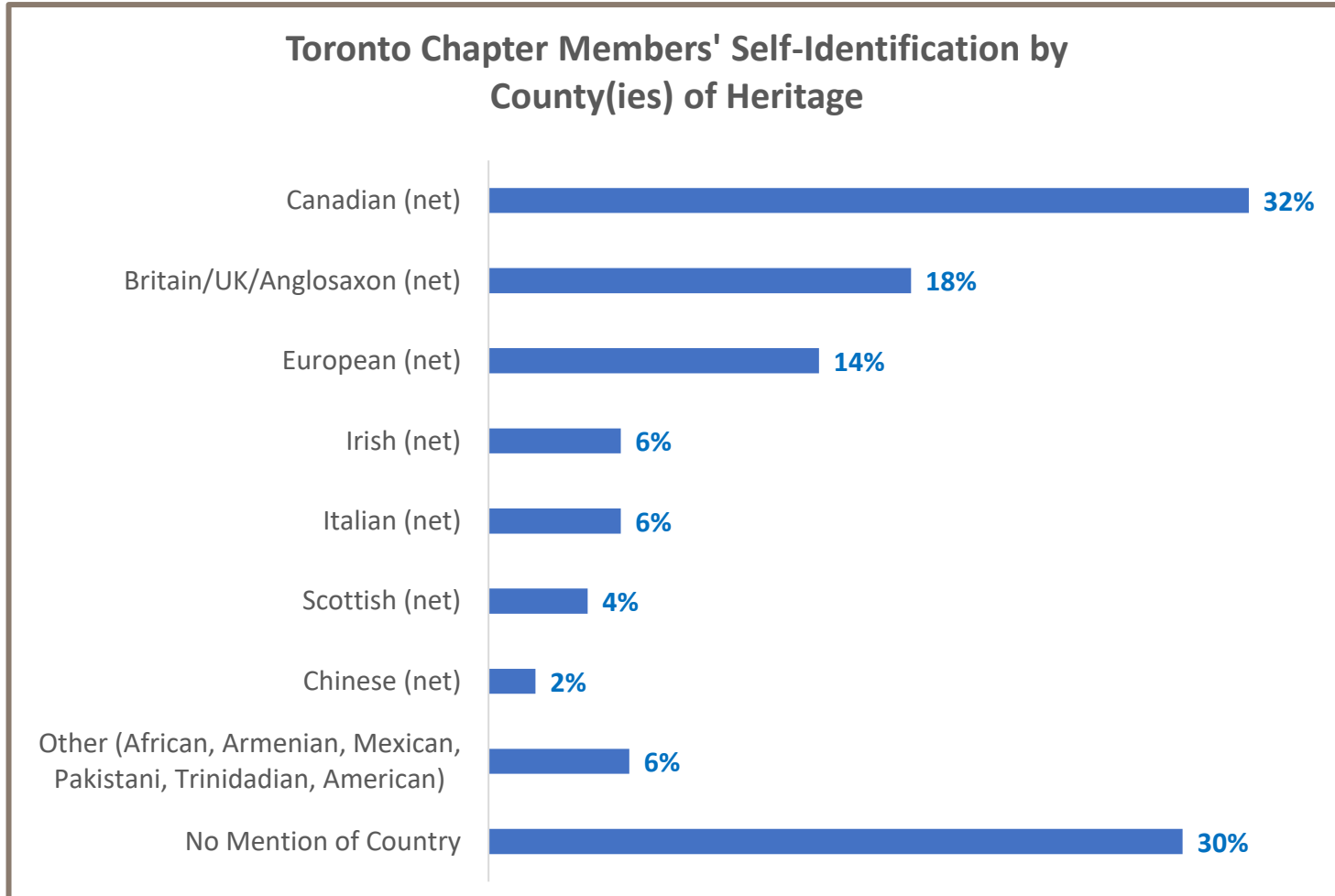
One in four (25%) of Toronto Chapter Members answering this question volunteered that they self-identified with a religious affiliation.



In its efforts to increase diversity, IWF Canada's goal is for its members to reflect various *experiences, backgrounds, areas of expertise, generations, and perspectives.*

Religion does not appear to be a critical element of IWF's current definition of diversity.

## Diversity of Toronto Chapter Members [continued]



About one third of the Toronto Chapter Members self-identified as “Canadian”.

Overall, half of the Toronto Chapter Members who answered this question (51%) self-identified with a country often where their parents and/or grandparents had been born.



# EVENT ATTENDANCE AND EVALUATION

## Attendance at Meetings/Events in 2019-2020

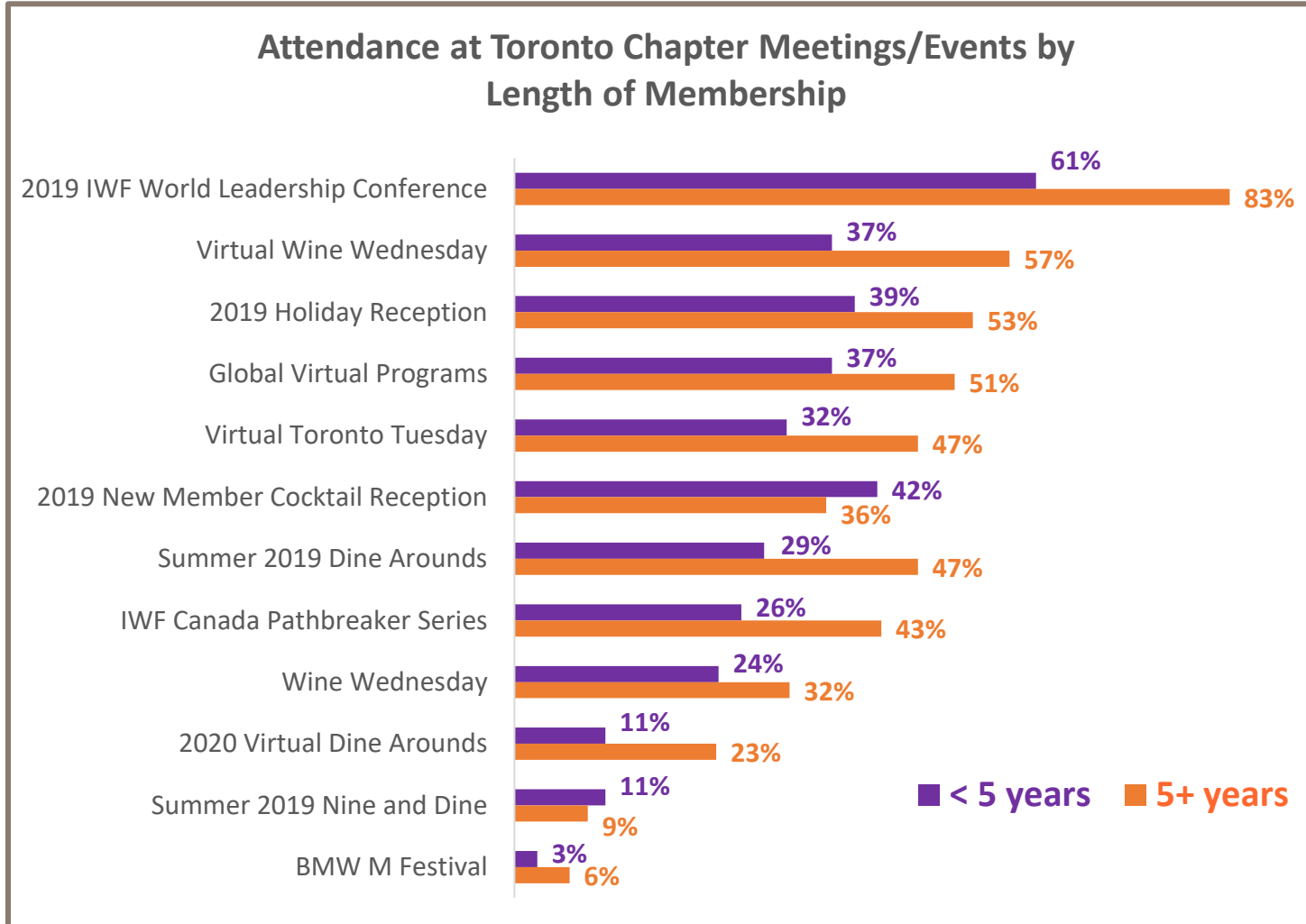


85% of the Toronto Chapter members attended at least one event in the 2019-2020 period.

Members who have not attended and/or do not anticipate attending either In-person or Virtual/Online events were asked if they would be open to discussing their reasons for non-attendance; there are 14 members for the Member Engagement Committee to follow-up with.

**Based on the events they had attended, Toronto Chapter Members Attended an average of 4.1 events in 2019-2020 which is higher than what members estimated for a typical year.**

## Attendance at Meetings/Events in 2019-2020 [continued]



There are two factors driving the attendance up:

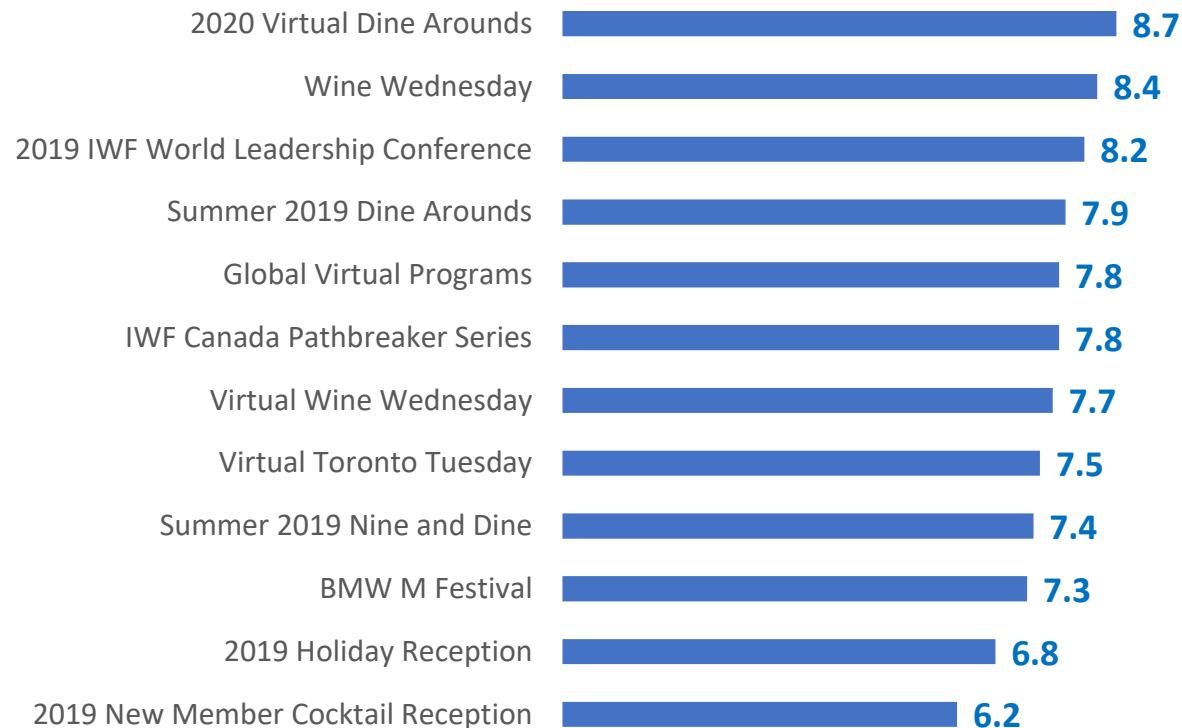
- 2019 World Leadership Conference held in Toronto
- The introduction of virtual programming at the Global, National and Local Chapter level in response to COVID19

With the exception of the New Member Cocktail Reception, all of the 2019-2020 events were more likely to be attended by 5 year plus members compared to the newer members.



## Value of Meetings/Events in 2019-2020

### Rating of Value On A Scale From Zero to Ten Based on Those Who Attended Each Event



Toronto Chapter Members who attended each of the 2019-2020 events were asked to rate the value of the event on a scale from 0-10.

The top three events, with average ratings of 8.0 or higher were:

- 2020 Virtual Dine Arounds
- Wine Wednesday (in person)
- 2019 World Leadership Conference

Two events received quite low ratings:

- 2019 Holiday Reception
- 2019 New Member Cocktail Reception



# FUTURE EVENT PLANNING





## Meeting Attendance

Members of the Toronto Chapter report they typically attend an average of 3.0 Chapter meetings per year, about the same as the average attendance at 2.8 Chapter events in 2019-2020.

They say they would like to attend:

- 4-5 In-Person Meetings
- 4-5 Virtual/Online Meetings

When deciding whether or not to attend an event, Toronto members ranked the order of considerations:

- #1 Can it fit into my **calendar**?
- #2 What is the **topic/event type**?
- #3 **Where** is the event being held?
- #4 **Who** is likely to be there?
- #5 What is the **cost**?

When asked about attending In-Person Chapter events, **assuming appropriate precautions are in place**, members were not optimistic for the balance of 2020

Definitely will	11%
Probably will	29%

Members are more optimistic about In-Person meetings in 2021

Definitely will	24%
Probably will	48%

## Meetings Frequency and Style

Members of the Toronto Chapter say they would like to have Meetings:

In-Person at least once a month	69%
Virtual/Online at least one a month	61%
Once a month	34%
Twice a month	27%

Members would like the style of meetings to be:

A mix of both formal and casual	66%
More casual	19%

Two thirds of members of the Toronto Chapter (65%) say they would be interested in a “What’s New At IWF” meeting

Those interested would like the meeting to be:

In-Person	52%
Virtual	35%

Interest in an IWF Pin is relatively low at 32%, as is interest in an IWF Verbal Pledge (33%) (not the same people)



## Meeting/Event Ideas

Members of the Toronto Chapter were asked for their ideas on topics/opportunities and locations they are most interested in (in-person only).

### **In-Person Events**

Members often cited existing formats/events such as a return of IWF's signature Dine Arounds, Behind-the-scenes, Wine Wednesday, Defining Moments (member speakers sharing their experiences), and a desire for a combination of education/learning and social interaction.

Our members value the community of members and many suggest opportunities for networking events where they can meet and get to know each other.

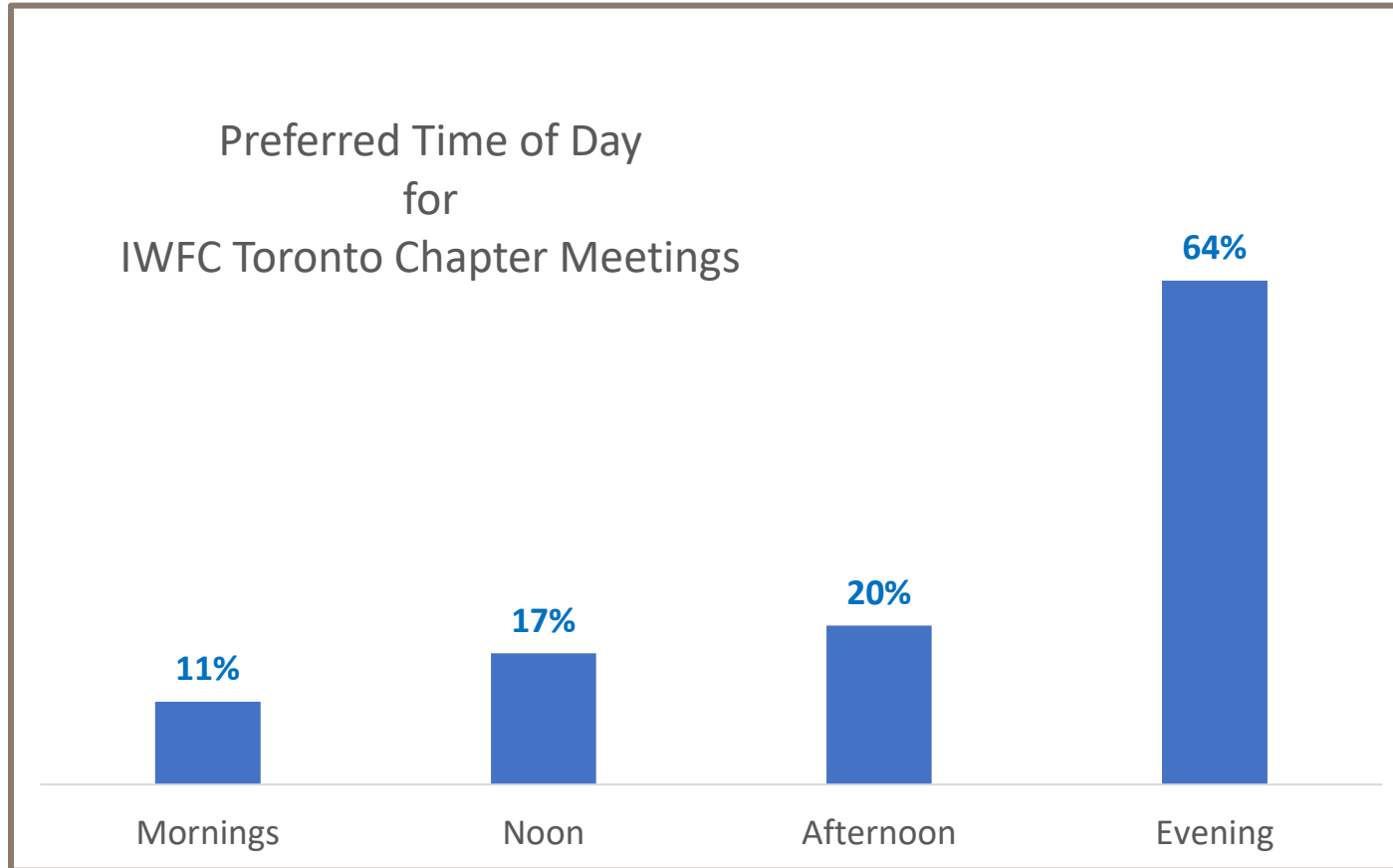
### **Online/Virtual Events**

While some members would prefer not to have online/virtual (e.g., Zoom) events post-COVID as their work requires them to be “on” all day and they are “Zoomed Out”, others were very complimentary about the Global, National (Pathbreaker) and Toronto Tuesday programming and hoped it would continue.

The full list of suggestions appears in the Appendix.



## Timing of Toronto Chapter Meetings



Two thirds of Toronto Chapter Members indicated that they prefer Evening Meetings. However, there also appears to be a market for noon and afternoon meetings – even morning options are likely to attract a small segment of Toronto Chapter Members.

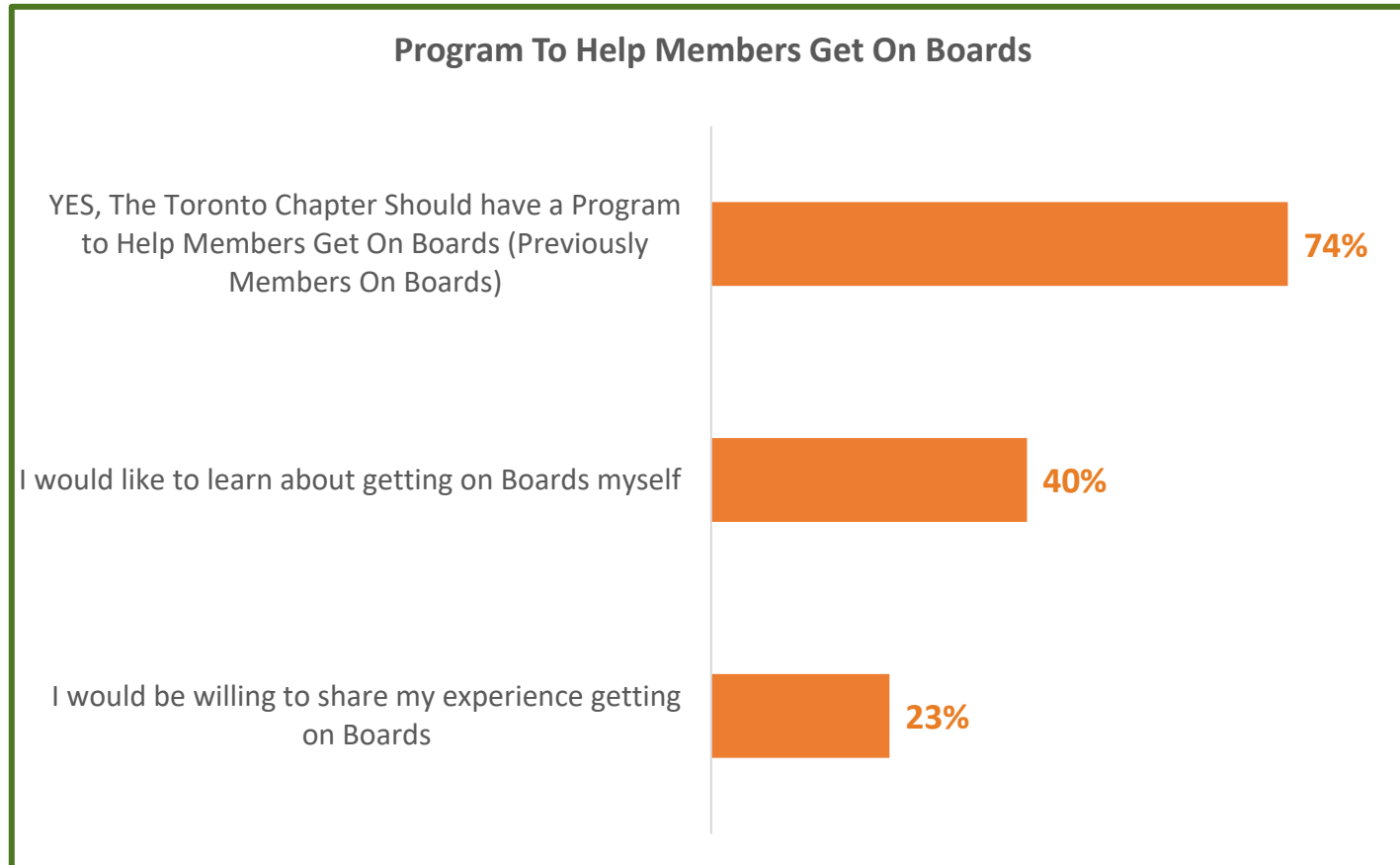
### Preferred Days by Time of Day

Morning	<b>Tues</b> , Wed, <b>Thurs</b> , <b>Fri</b>
Noon	Tues, Wed, <b>Thurs</b> , Fri
Afternoon	<b>Tues</b> , <b>Wed</b> , <b>Thurs</b>
Evening	Mon, Tues, <b>Wed</b> , Thurs



**NEW/REVIVED CHAPTER PROGRAMMING**

## Program To Help Members Get On Boards

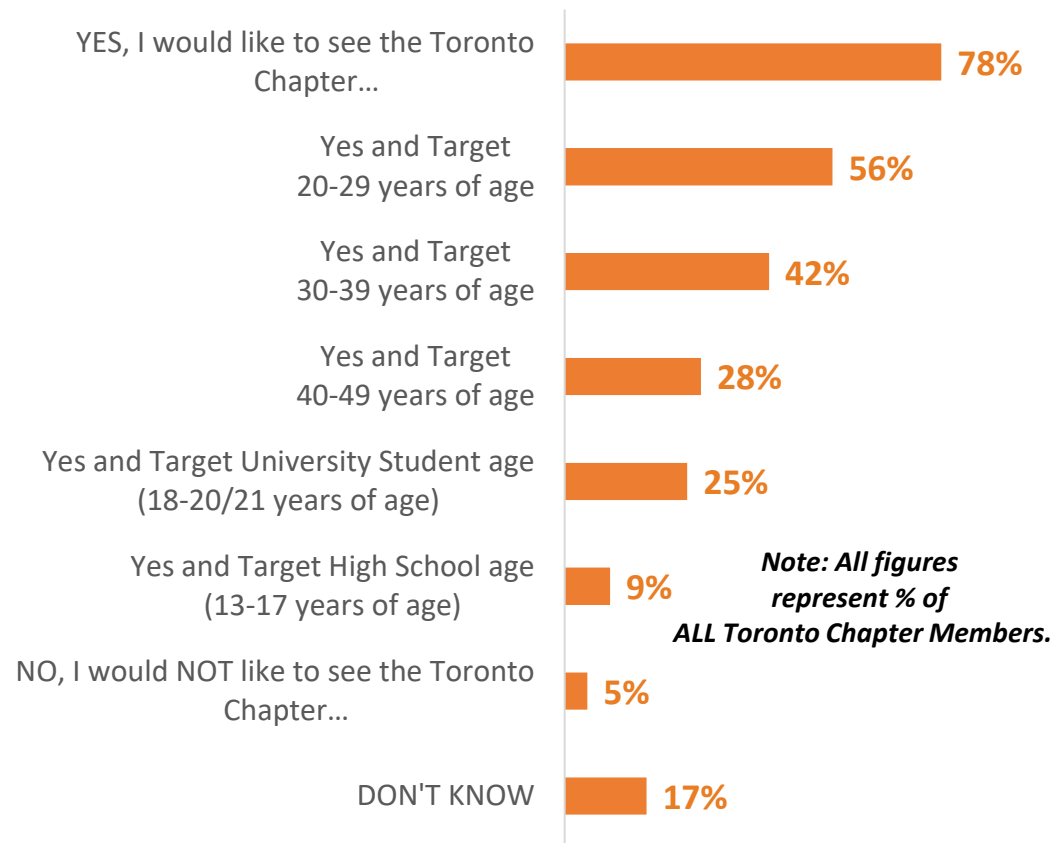


Three quarters of the Toronto Chapter Members (74%) said that there should be a local program to help members get on Boards. Many provided suggestions for program content (included in the Appendix)

- Four in ten (40%) are interested in learning about getting on Boards themselves.
- One in four (23%) said they are willing to share their experience of getting on Boards with other members. 19 members willing to share their experience provided their contact information.

## Leadership Development Program For Young Women Who Are Not Members Of IWFC

### All Toronto Chapter Members' Interest In Leadership Development Program for "Young Women" Who Are Not Members Of IWFC



More than three quarters (78%) of the Toronto Chapter Members said that the Chapter should offer a program to help young women, who are not members of IWFC, to develop their leadership skills.

More than half (56%) said this program should serve young women age 20-29 years and 42% said the program should serve young women 30-39 years of age. These two age groups comprise the Millennial Generation and extend into Generation Z – future generations that will need to be attracted to IWF.

43 members who provided their contact information said they would be willing to participate in developing this program. Many provided suggestions for content of this program

- 22 referred to mentoring activities





# OVERALL EVALUATION OF THE TORONTO CHAPTER





## What Toronto Chapter Members Appreciate

Toronto Chapter Members were asked a series of open-ended questions to capture their perceptions, in their own words. The first question asked members what they appreciate most about IWF's Toronto Chapter.

The following ideas were mentioned by at least 4 members:

- Meeting, connecting with amazing, accomplished women (49)
- Events/Programming (general) (28)
- Network/Networking (16)
- Learning (15)
- Meeting women from different professions/diverse backgrounds (13)
- Connection (12)
- Friendships (9)
- Global Conferences (8)
- On-line learning/panels/speakers (7)
- Dine Arouds (6)
- Support (5)
- Constant Communication (4)

It appears that the greatest appeal of the Toronto Chapter lies in its members. Members appreciate the opportunity to meet, network, connect with and form friendships with other members.

It is no surprise that members also mentioned the programs/events where members gather and meet one another (e.g., Conferences, Dine Arouds).



## What Annoys Toronto Chapter Members

When asked what annoys them about the Toronto Chapter, at least 4 members mentioned the following:

- Closed/Inner group not welcoming, not engaging newer members (20)
- Don't know what IWF is doing to make a difference/improve difficult issue(s) on the planet (14)
- Lack of diversity (Black, Indigenous, Women of Colour) (10)
- Not enough advance notice to get events into calendar (9)
- Events always held Downtown Toronto(5)
- Core group holding onto leadership of Chapter (5)
- Too many emails to read (5)
- Don't feel included/Don't know anyone/Don't know how to connect with others of similar interests (5)
- Discourage business networking/supporting each other in growing business (4)
- Always same people at events – want to meet/connect with others (4)
- Nothing (12)

One in five Toronto Chapter Members said they did not find the Chapter welcoming of newer members. Members also said that they did not know anyone, did not feel included and didn't know how to get connected.

As one member commented, *"It feels like I've crashed someone's dinner party."*



## What Toronto Chapter Members Want to See Changed

When asked what they would like to see changed, at least 4 of the Toronto Chapter members mentioned:

- Smaller more intimate gatherings (8)
- Be more welcoming and inclusive (7)
- Boost attendance at events so we can meet more members (6)
- Keep virtual programming after COVID19 ends (6)
- Form small groups based on interest and allow them to organize own events(5)
- Buddy/mentor for new members (5)
- More unstructured programming (e.g., dine around/wine around) (4)
- Events outside downtown/wider geography (4)

While 23 of the Toronto Chapter Members specifically said they would not like to see anything changed, others provided suggestions for improving the member experience.

Of particular note are the suggestions for smaller, more intimate gatherings and providing a platform for groups to form based on common interests.



## ATTRACTING, NOMINATING AND ONBOARDING NEW MEMBERS



## How To Attract Younger Members

Toronto Chapter Members are in favour of engaging with younger women (e.g., under 55 years of age) through:

Public events where younger women can attend, participate, learn about IWF (63%)

Inviting younger women to participate as speakers/panel members (42%)

Toronto Chapter members offered a range of additional suggestions for attracting younger women (see full list in Appendix).

Two key themes emerged:

1. We should ask them what would appeal to them
2. Offering Mentoring programs that engage women in this age group, so they get familiar with and see the value of IWF



## Leadership Development

Three quarters of members of the Toronto Chapter members (78%) think that the Chapter should be engaging with young women, who are not members, to advance their leadership development.

The target age groups would be:

20-29 years	56%
30-39 years	42%

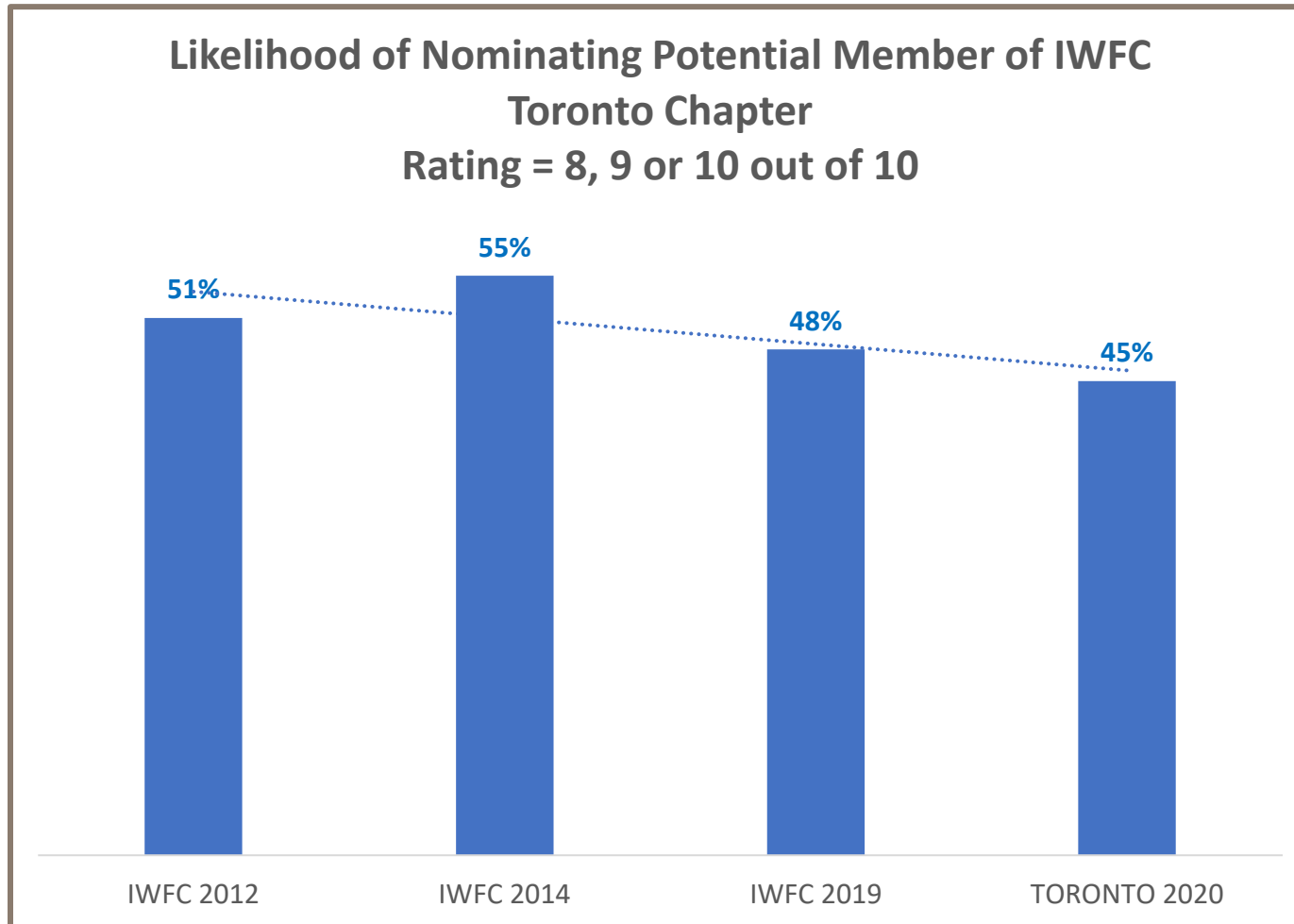
Nearly half of the Toronto Chapter Members (46%) say they would be willing to get involved.

Toronto Chapter members offered a range of suggestions for the content of Leadership Development programming (see full list in Appendix).

One key theme emerged:

1. Offering Mentoring/Shared Experience programs that engage women in these early career groups, so they can learn from those who went before.

## Likelihood of Nominating Potential Member



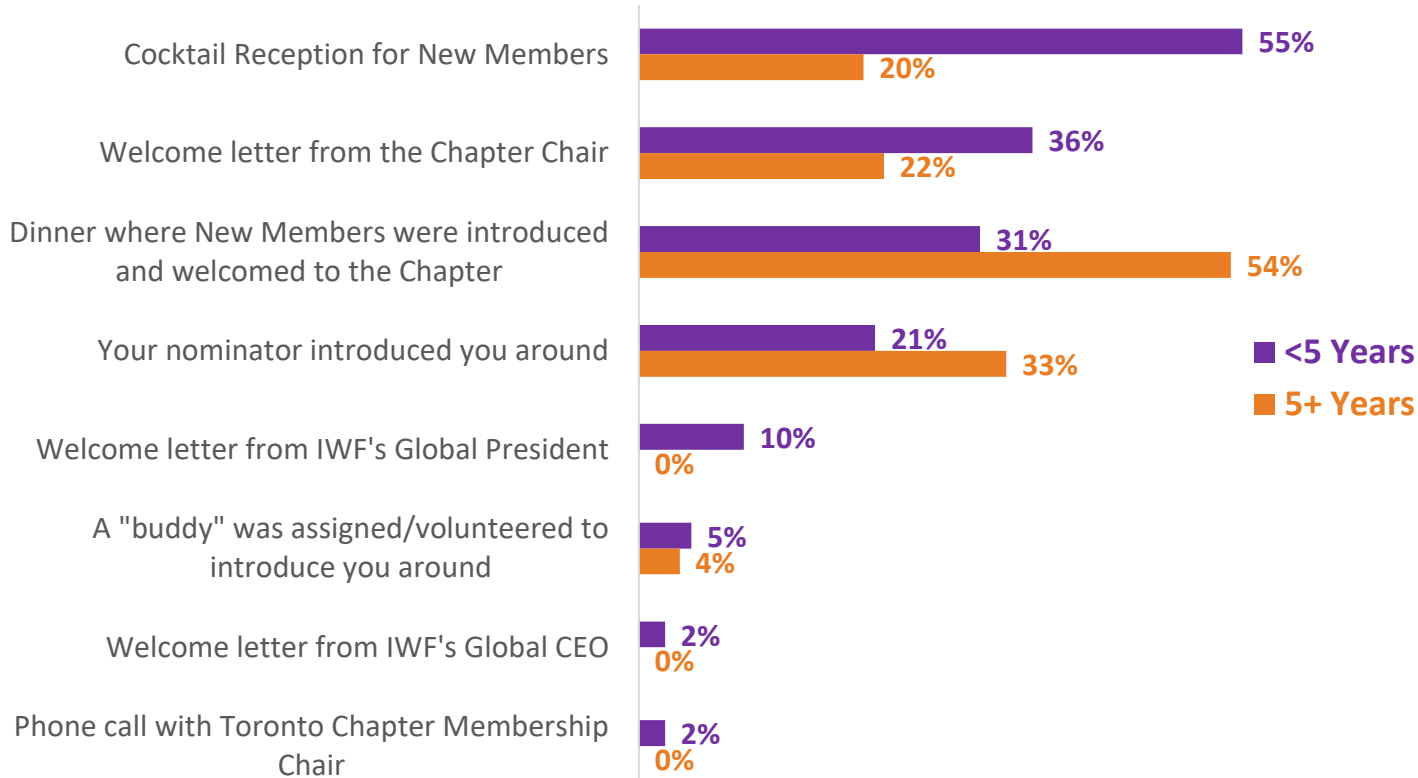
We have three data points based on feedback from IWF Canada members in 2012, 2014 and 2019; all of which indicate that about half of our members are likely to nominate potential members.

This is consistent with the findings in the 2016 IWF Global Membership Survey where 52% of all members indicated they were likely to nominate potential members.

The downward trend since 2014 is cause for concern.

## How Toronto Chapter Members Were Onboarded

### How IWFC Toronto Chapter Member Was Onboarded By Length of Membership



On-boarding of new members is a critical success factor for the Toronto Chapter of IWFC.

Members who joined in the past 5 years are more likely to say that their onboarding was done via a cocktail reception and/or by welcome letter from the Chapter Chair.

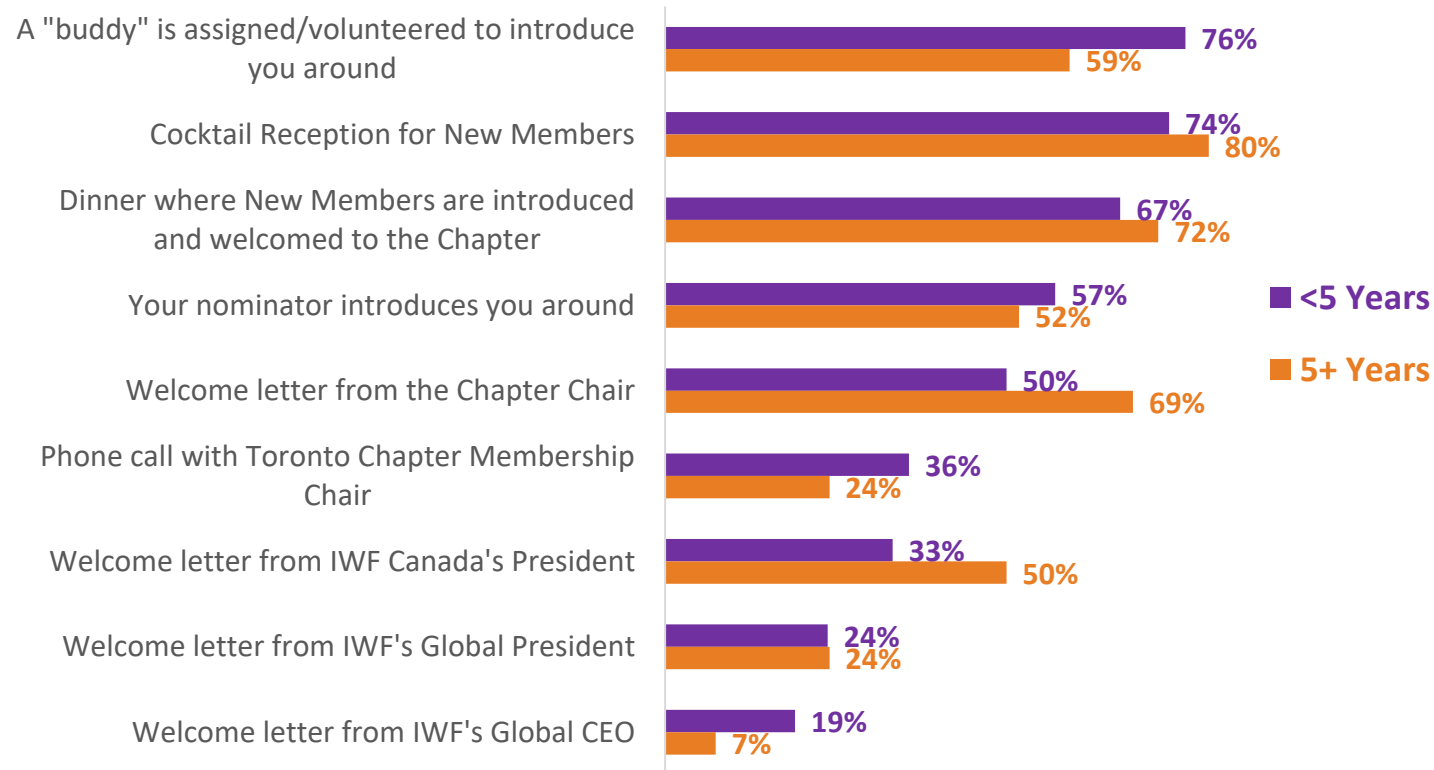
Longer standing members are more likely to say they were onboarded at a new member dinner and/or their nominator introduced them around.





## How Toronto Chapter Members Would Like To Be Onboarded

### How IWFC Toronto Chapter Members Would Like To Be Onboarded by Length of Membership



When asked how they would like to be onboarded, newer members are most likely to say they would like *a "buddy" to introduce them around.*

Regardless of length of their membership, at least half of the members would like:

- ***New Member Cocktail Reception***
- ***New Member Dinner***
- ***Nominator to introduce them around***
- ***Welcome letter from the Chapter Chair***

*See Appendix for more suggestions.*





# GETTING INVOLVED WITH IWF

## How Toronto Chapter Members Would Like To Be Involved With IWF

Area/Activity	#
<b>Toronto Chapter Members who would like to be more involved (Net)</b>	<b>59</b>
<b>I would like to be more involved at the Toronto Chapter level</b>	<b>22</b>
<i>Participating on a committee</i>	7
<i>As a new member "buddy" to encourage new members to attend events and to introduce them around</i>	6
<i>Sharing your experience/expertise in a focused topic area</i>	5
<i>Taking responsibility for a specific, time-bound task</i>	4
<i>As an ambassador at Toronto Chapter Events to welcome and introduce members</i>	4
<i>Hosting a Toronto Chapter Member Experience (with the support of the Programming Committee)</i>	3
<b>I would like to be more involved at the National level</b>	<b>10</b>
<b>I would like to be more involved at the Global level</b>	<b>10</b>
<b>I would be willing to share my experience getting on Boards</b>	<b>19</b>
<b>I would you be willing to participate in the delivery of leadership development programming</b>	<b>43</b>

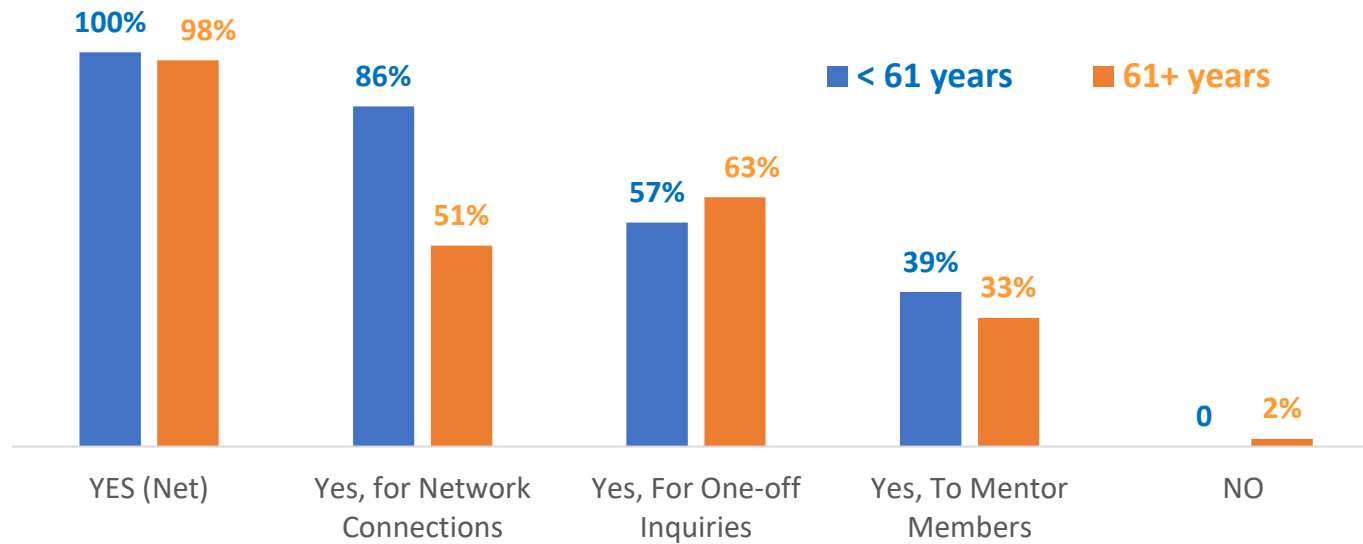
When asked how they would like to be involved with IWF, nearly half of the members said they are already as involved as they would like to be, or they had already contributed as much as they want to.

Overall, 59 members indicated that they would like to be more involved with the Toronto Chapter.



## Connecting with Other Members

Toronto Chapter Members' Openness To Connections With Members They May NOT Have Met/Been Introduced To By Age of Member

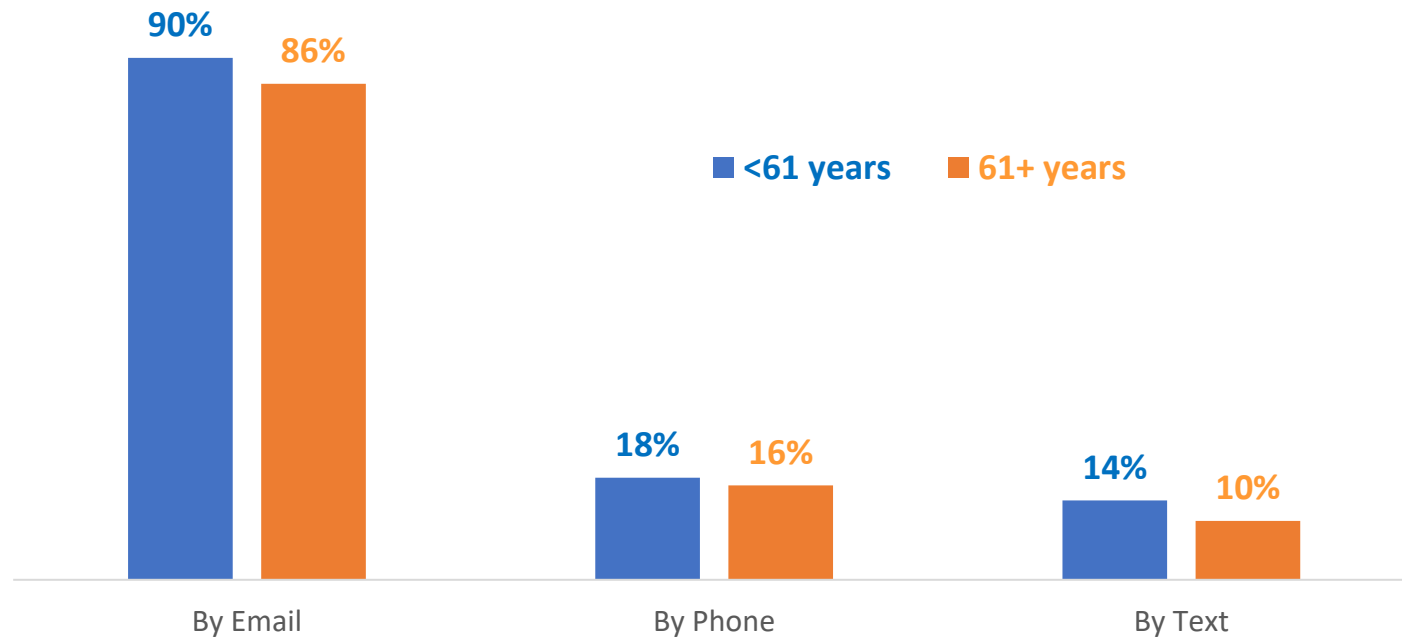


Virtually all of the Toronto Chapter Members (99%) are open to being contacted by members they may not have met or been introduced to.

Younger members are particularly open to networking connections (86%).

## Connecting with Other Members [continued]

How Members Would Prefer To Be Contacted By Other Members They May Not Have Met/Been Introduced To  
By Age



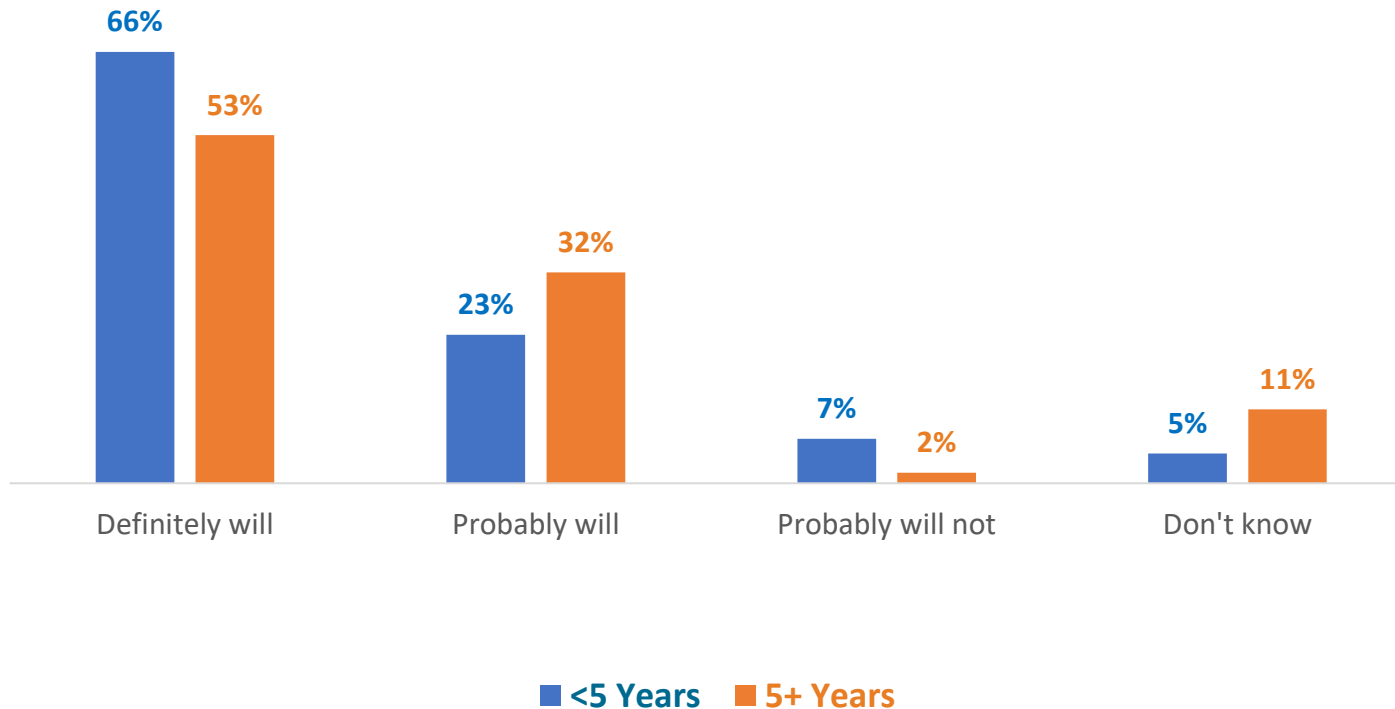
Nine out of ten Toronto Chapter Members (88%) would prefer that members they may not have met or been introduced to, contact them via email.



**MEMBERSHIP RENEWAL**

## Likelihood of Renewal

Likelihood of Renewing Membership  
by  
Length of Membership



Overall, 60% of the Toronto Chapter Members indicate that they Definitely Will renew their membership. The newer members (<5 years membership) are more confident compared to those who have been members 5 years or more.

It is imperative that the Toronto Chapter reach out to its members to reinforce the importance and value of their inclusion in this organization.



## Which Organization Members Would Choose

About half of IWFC Toronto Chapter members (47%) also belong to other women's organizations that focus on Advancing Women's Leadership

About half (56%) of these members [N=54] said that if they had to choose one organization, they would choose IWF.

While this suggests a stronger bond with IWF than with other organizations, when we consider that only six in ten of the Toronto Chapter members say they “Definitely Will” renew their membership in IWF, there is cause for concern.

When asked their reasons for choosing IWF over another organization, most comments focused on the member’s relationships with other members. When asked their reasons for choosing another organization over IWF, members had a variety of reasons including the fact that the alternative organization had a cause/purpose and was getting things done.

Overall, 60% of the Toronto Chapter Members indicate that they Definitely Will renew their membership. The newer members (<5 years membership) are more confident compared to those who have been members 5 years or more.

It is imperative that the Toronto Chapter reach out to its members to reinforce the importance and value of their inclusion in this organization.





**COMMUNICATION FROM THE TORONTO CHAPTER**



## Communication from IWFC Toronto Chapter

Nine out of ten Toronto Chapter members (91%) prefer to receive communication for IWFC Toronto via email.

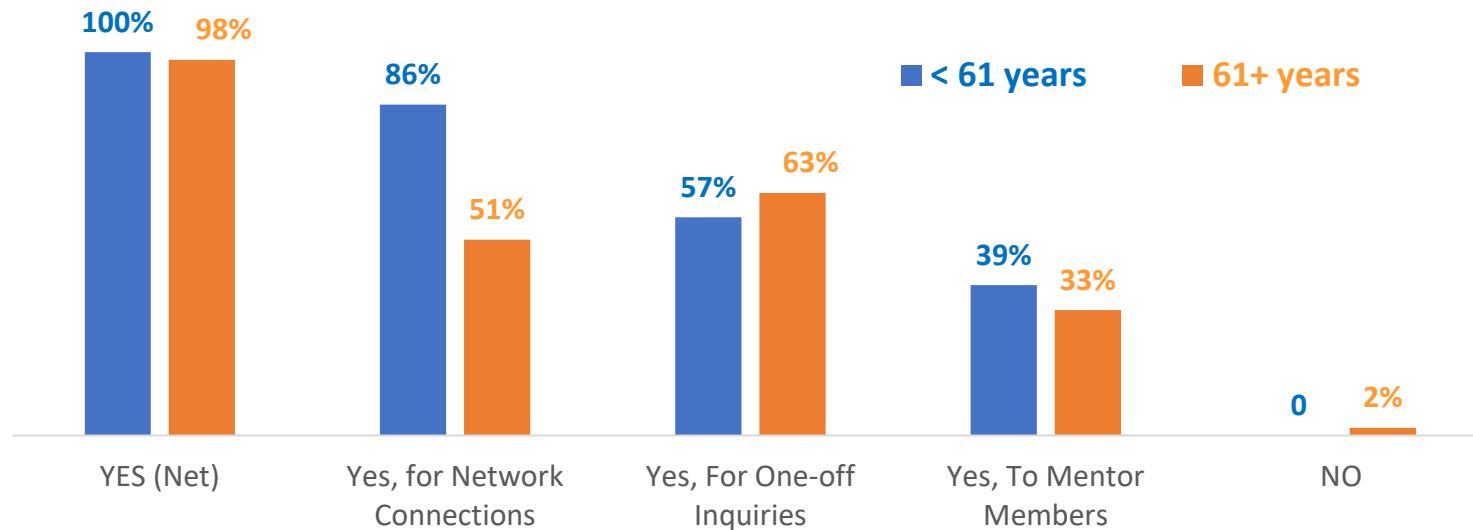
Members were asked which channels they do NOT want IWFC Toronto to use in communicating with them:

Twitter	67%
Facebook	58%
Instagram	57%
LinkedIn	36%
Text	32%



## Communication from IWFC Toronto Chapter [continued]

Toronto Chapter Members' Openness To Connections With Members They May NOT Have Met/Been Introduced To By Age of Member

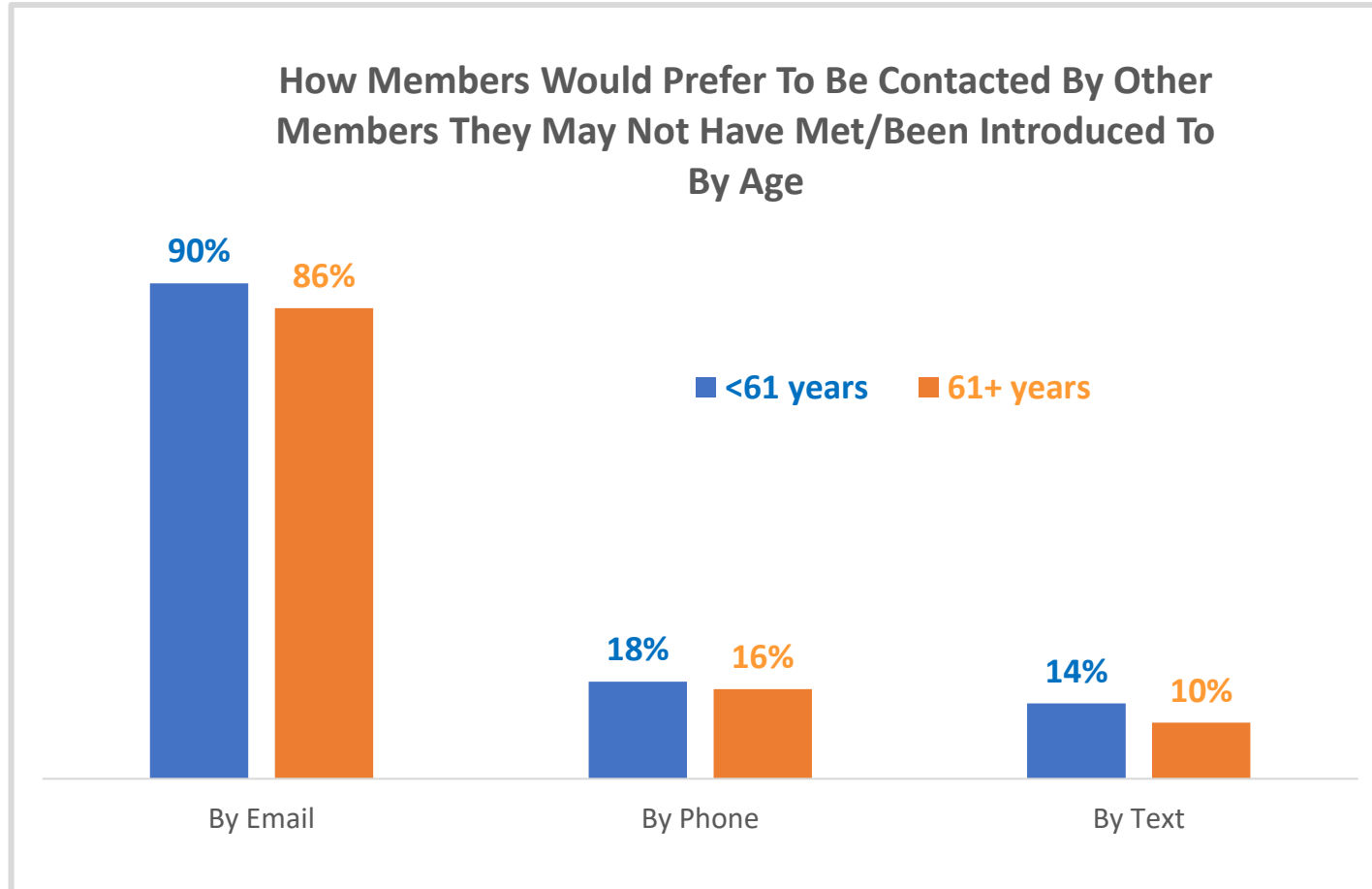


Virtually all of the Toronto Chapter members (99%) say they are open to connections with members they may not have met/been introduced to.

Younger members (<61 years of age) are more welcoming of connections for Networking purposes (86% vs 51% of older members).

Most of the members are also open to one-off inquiries. While about one in three are open to being contacted for mentoring.

## Communication from IWFC Toronto Chapter [continued]



More than eight out of ten Toronto Chapter members (83%) say they prefer to receive connections with members they may not have met/been introduced to, by email.

Fewer than one in five members would prefer that members they may not have met or been introduced to contact them by email or text.



**APPENDICES**



# QUESTIONNAIRE

# QUESTIONNAIRE

## IWFC TORONTO CHAPTER MEMBER ENGAGEMENT QUESTIONNAIRE 2020

### Introduction

#### 1) Will you provide your contact information?\*

{ } Yes, I will provide my contact information. I understand that this information will be confidential to the Member Engagement Committee, and I will never be quoted without my permission.

{ } No, I will NOT provide my contact information as I wish to remain anonymous. I understand I will not be eligible for the Cookbook draw and I will not receive an email acknowledging receipt of my responses to this questionnaire.

#### 2)

First Name: \_\_\_\_\_

Last Name: \_\_\_\_\_

Email Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_

### Overall Experience

#### 3) What do you appreciate the most about IWFC Toronto Chapter? [PLEASE BE SPECIFIC]

\_\_\_\_\_

#### 4) What annoys you the most about IWFC Toronto Chapter? [PLEASE BE SPECIFIC]

\_\_\_\_\_

#### 5) What would you change to improve your overall experience with the Toronto Chapter? [PLEASE BE SPECIFIC]

\_\_\_\_\_

#### 6) How many Toronto Chapter events do you attend in a typical year? (I.e., pre-COVID-19)

\_\_\_\_\_

Page 1 of 15

#### 7) Would you be open to a further conversation about your historical attendance/non-attendance at Toronto Chapter events?

{ } Yes

{ } No

#### 8) How many IN-PERSON Toronto Chapter events would you like to attend in a typical year?

\_\_\_\_\_

#### 9) Would you be open to a further conversation about your anticipated attendance/non-attendance at IN-PERSON Toronto Chapter events?

{ } Yes

{ } No

#### 10) How many VIRTUAL/ONLINE Toronto Chapter events would you like to attend in a typical year?

\_\_\_\_\_

#### 11) Would you be open to a further conversation about your anticipated attendance/non-attendance at VIRTUAL/ONLINE Toronto Chapter events?

{ } Yes

{ } No

#### 12) We would like to understand how you decide whether or not to attend a Toronto Chapter Event. Would you please rank the following factors in the order you consider them?

\_\_\_\_\_ Where is the event being held?

\_\_\_\_\_ Can it fit into my calendar (date/time)?

\_\_\_\_\_ What is the topic/event type?

\_\_\_\_\_ Who is likely to be there?

\_\_\_\_\_ What is the cost?

\_\_\_\_\_ Something else (please specify) \_\_\_\_\_

\_\_\_\_\_ Something else (please specify) \_\_\_\_\_

#### 13) Something else you consider? PLEASE WRITE IN

\_\_\_\_\_

#### 14) What was the BEST Toronto Chapter event you have EVER attended? [PLEASE DESCRIBE WHAT YOU ENJOYED/APPRECIATED ABOUT THE EVENT]

\_\_\_\_\_

#### 15) What was the WORST Toronto Chapter event you have EVER attended? [PLEASE DESCRIBE WHAT DISAPPOINTED YOU ABOUT THE EVENT]

\_\_\_\_\_

Page 2 of 15

# QUESTIONNAIRE [CONTINUED]

## Programming Experience

16) Please tell us about your experience with IWFC Toronto's specific events of the past year.

First of all, please indicate which event(s) you attended. [PLEASE CHECK ALL THAT APPLY]

- Global Virtual Programs
- IWF Canada Pathbreaker Series
- Virtual Toronto Tuesday
- Virtual Wine Wednesday
- 2019 New Member Cocktail Reception
- Summer 2019 Nine and Dine
- Summer 2019 Dine Arounds
- Wine Wednesday
- 2019 Holiday Reception
- BMW M Festival
- 2019 IWF World Leadership Conference (held in Toronto)
- 2020 Virtual Dine Arounds
- None of the Above

17) How would you rate the value of the IWF Global Virtual Programs to you, on a scale from 0 to 10 where 10 is "More Value Than You Expected" AND zero is "No Value At All".

0 \_\_\_\_\_ | \_\_\_\_\_ 10

\*\*\*\*Rating Question repeated for each event attended \*\*\*

29) Please tell us which ONE of the events you attended you enjoyed the MOST?

- Global Virtual Programs
- IWFC Pathbreaker Series
- Virtual Toronto Tuesday
- Virtual Wine Wednesday
- 2019 New Member Cocktail Reception
- Summer 2019 Nine and Dine
- Summer 2019 Dine Arounds
- Wine Wednesday
- 2019 Holiday Reception
- 2019 BMW M Festival
- 2019 IWF World Leadership Conference (Toronto)
- 2020 Virtual Dine Arounds

30) Please tell us which ONE of the events you attended you enjoyed the LEAST?

- Global Virtual Programs
- IWFC Pathbreaker Series
- Virtual Toronto Tuesday
- Virtual Wine Wednesday
- 2019 New Member Cocktail Reception
- Summer 2019 Nine and Dine
- Summer 2019 Dine Arounds
- Wine Wednesday
- 2019 Holiday Reception
- BMW M Festival
- 2019 IWF World Leadership Conference (held in Toronto)
- 2020 Virtual Dine Arounds



# QUESTIONNAIRE [CONTINUED]

31) The Toronto Chapter offers a variety of events at various times of the day and days of the week. To help in planning events for the coming year(s), would you please indicate your preferences below? [PLEASE CHECK ALL THAT APPLY]

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Monday - morning    | <input type="checkbox"/> Wednesday - afternoon | <input type="checkbox"/> *****                |
| <input type="checkbox"/> Monday - noon       | <input type="checkbox"/> Wednesday - evening   | <input type="checkbox"/> Saturday - morning   |
| <input type="checkbox"/> Monday - afternoon  | <input type="checkbox"/> *****                 | <input type="checkbox"/> Saturday - noon      |
| <input type="checkbox"/> Monday - evening    | <input type="checkbox"/> Thursday - morning    | <input type="checkbox"/> Saturday - afternoon |
| <input type="checkbox"/> *****               | <input type="checkbox"/> Thursday - noon       | <input type="checkbox"/> Saturday - evening   |
| <input type="checkbox"/> Tuesday - morning   | <input type="checkbox"/> Thursday - afternoon  | <input type="checkbox"/> *****                |
| <input type="checkbox"/> Tuesday - noon      | <input type="checkbox"/> Thursday - evening    | <input type="checkbox"/> Sunday - morning     |
| <input type="checkbox"/> Tuesday - afternoon | <input type="checkbox"/> *****                 | <input type="checkbox"/> Sunday - noon        |
| <input type="checkbox"/> Tuesday - evening   | <input type="checkbox"/> Friday - morning      | <input type="checkbox"/> Sunday - afternoon   |
| <input type="checkbox"/> *****               | <input type="checkbox"/> Friday - noon         | <input type="checkbox"/> Sunday - eve         |
| <input type="checkbox"/> Wednesday - morning | <input type="checkbox"/> Friday - afternoon    |   |
| <input type="checkbox"/> Wednesday - - noon  | <input type="checkbox"/> Friday - evening      |   |

32) How often would you like the Toronto Chapter to hold IN-PERSON events?

- More than once a week
- Once a Week
- Twice a Month
- Once a month
- Less often
- NEVER
- Don't know

33) How often would you like the Toronto Chapter to hold ONLINE/VIRTUAL (e.g., via Zoom) events?

- More than once a week
- Once a Week
- Twice a Month
- Once a month
- Less often
- NEVER
- Don't know

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34) What is your preference for the style of Toronto Chapter IN-PERSON Events?

- More formal (e.g., business attire)
- More casual
- Mix of both formal and casual
- Something else? Please specify: \_\_\_\_\_
- Don't know

35) Please tell us what events you would like to see the Toronto Chapter hosting IN-PERSON. [PLEASE INCLUDE TOPIC/S/OPPORTUNITIES/LOCATIONS YOU ARE MOST INTERESTED IN.]

36) Please tell us what events you would like to see the Toronto Chapter hosting ONLINE (e.g., via Zoom). [PLEASE INCLUDE TOPIC/S/OPPORTUNITIES YOU ARE MOST INTERESTED IN.]

37) Would you be interested in a "What's New At IWF?" annual event? (e.g., how to get the most value from your Membership)

- Yes
- No
- Don't Know

38) How would you prefer to have this event delivered? [PLEASE CHOOSE ONE]

- IN-PERSON event
- VIRTUAL/ONLINE event (e.g., via Zoom)
- Something else? Please specify: \_\_\_\_\_

39) Assuming the necessary precautions are in place (e.g., masks, hand-washing/sanitizing stations, social distancing), how likely are you to attend IN-PERSON Toronto Chapter events in the rest of 2020?

- Definitely will
- Probably will
- Probably will not
- Definitely will not
- Don't know

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# QUESTIONNAIRE [CONTINUED]

40) How likely are you to attend IN-PERSON Toronto Chapter events in 2021?

- Definitely will
- Probably will
- Probably will not
- Definitely will not
- Don't know

41) Please think back to when you joined IWF. What was your primary reason for wanting to be a member? [PLEASE CHECK ALL THAT APPLY]

- To be part of a group of top women leaders from diverse backgrounds
- To be part of a congenial peer group
- For business networking
- For privileged access to cultural and professional organizations
- To advance women's leadership
- To participate in International/World/Global conferences
- To meet IWF Global colleagues when I travel
- To have access to a global network
- For new perspectives on professional or personal concerns
- To be included in and have access to the IWF member directory
- For the privilege or prestige
- Something else? Please specify: \_\_\_\_\_

42) How were you welcomed/onboarded to the IWFC Toronto Chapter? [PLEASE CHECK ALL THAT APPLY]

- Cocktail Reception for New Members
- Dinner where New Members were introduced and welcomed to the Chapter
- Welcome letter from the Chapter Chair
- Welcome letter from IWF Canada's President
- Welcome letter from IWF's Global President
- Welcome letter from IWF's Global CEO
- A "buddy" was assigned/volunteered to introduce you around
- Your nominator introduced you around
- Phone call with Toronto Chapter Membership Chair
- None of the above
- Was not welcomed/on-boarded
- Don't remember
- Something else? Please specify: \_\_\_\_\_

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43) Which of these items would you want to be part of your welcome/onboarding to the IWFC Toronto Chapter? [PLEASE CHECK ALL THAT APPLY]

- Cocktail Reception for New Members
- Dinner where New Members are introduced and welcomed to the Chapter
- Welcome letter from the Chapter Chair
- Welcome letter from IWF Canada's President
- Welcome letter from IWF's Global President
- Welcome letter from IWF's Global CEO
- A "buddy" is assigned/volunteered to introduce you around
- Your nominator introduces you around
- Phone call with Toronto Chapter Membership Chair
- Something else? Please specify: \_\_\_\_\_

44) What else could be done to improve the welcome/onboarding experience? [PLEASE BE SPECIFIC]

\_\_\_\_\_

How involved With IWF Do You Want To Be?

45) We recognize that each member has their own goals and aspirations for IWF. Please tell us about your own feelings. [PLEASE CHECK ALL THAT APPLY]

- I am as involved as I want to be
- I have already contributed as much as I want to
- I would like to be more involved at the Toronto Chapter level
- I would like to be more involved at the National level
- I would like to be more involved at the Global level
- Don't Know

46) How would you like to be involved with the TORONTO CHAPTER? [PLEASE CHECK ALL THAT APPLY]

- As an ambassador at Toronto Chapter Events to welcome and introduce members
- As a new member "buddy" to encourage new members to attend events and to introduce them around
- Hosting a Toronto Chapter Member Experience (with the support of the Programming Committee)
- Taking responsibility for a specific, time-bound task
- Sharing your experience/expertise in a focused topic area
- Participating in a committee - Please specify: \_\_\_\_\_
- Something else? Please specify: \_\_\_\_\_
- Don't Know

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## QUESTIONNAIRE [CONTINUED]

**47) Which of the following TORONTO CHAPTER experiences would you like to take on [PLEASE CHECK ALL THAT APPLY]**

- VIRTUAL/ONLINE event (e.g., Zoom) where you invite expert(s) in a focused topic area
- IN-PERSON social event (e.g., Dine Around)
- IN-PERSON educational event (e.g., panel discussion)
- IN-PERSON behind the scenes event (e.g., tour, hands-on)
- Something else (please specify): \_\_\_\_\_
- Don't Know

**48) Are you open to connections with members you may NOT have met or been introduced to? [PLEASE CHECK ALL THAT APPLY]**

- Yes, for one-off inquiries
- Yes, to mentor members
- Yes, for network connections
- Yes, for something else (please specify): \_\_\_\_\_
- No, I would prefer not to be contacted by members I have not met or been introduced to
- Don't know

**49) How would you prefer that members contact you? [PLEASE CHECK ALL THAT APPLY]**

- By Email
- By Text
- By Phone
- Via Facebook Messenger
- Via LinkedIn
- Something else (please specify): \_\_\_\_\_

**50) Would you like to see the Toronto Chapter engaging with "young women" (who are not members of IWFC) to advance their leadership development?**

- Yes
- No
- Don't Know

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**51) Which of the following age groups do you think this leadership development should be open to? [PLEASE CHECK ALL THAT APPLY]**

- High School age (13-17 years of age)
- University Student age (18-20/21 years of age)
- 20-29 years of age
- 30-39 years of age
- 40-49 years of age
- Something else (please specify): \_\_\_\_\_

**52) What activities/programs/events would you like to see included in this leadership development program? [PLEASE BE SPECIFIC]**

\_\_\_\_\_

**53) Would you be willing to participate in the delivery of leadership development programming?**

- Yes
- No
- Don't Know

**54) Which of the following age groups would you prefer to work with? [PLEASE CHECK ALL THAT APPLY]**

- High School age (13-17 years of age)
- University Student age (18-20/21 years of age)
- 20-29 years of age
- 30-39 years of age
- 40-49 years of age
- Something else (please specify): \_\_\_\_\_

**55) In the 2019 IWF Canada Member Survey, we learned that members were interested in a program to help our members get on Boards (Previously called Members on Boards).**

**In your opinion, is this something the Toronto Chapter should offer?**

- Yes
- No
- Don't Know

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# QUESTIONNAIRE [CONTINUED]

56) What activities/programs/events would you like to see included in this program? [PLEASE BE SPECIFIC]

\_\_\_\_\_

57) How would you like to be involved in the program? [PLEASE CHECK ALL THAT APPLY]

I would like to learn about getting on Boards myself

I would be willing to share my experience getting on Boards

Something else (please specify): \_\_\_\_\_

#### Chapter Growth

58) With these new criteria in mind, how likely are you to nominate a prospective member to the Toronto Chapter? Please use a scale from 0-10 where 10 is "Definitely Will" and zero is "Definitely Will Not."

0 \_\_\_\_\_ [ ] \_\_\_\_\_ 10

Don't Know

\_\_\_\_\_

#### Some Ideas

59) What would you suggest to attract younger women (e.g., women under 55 years of age) to become members of the IWFC Toronto Chapter? [PLEASE BE SPECIFIC]

\_\_\_\_\_

60) Please tell us whether you think the following ideas would be of interest to potential members under 55 years of age. [PLEASE CHECK ALL THAT APPLY]

Public events where younger women can attend, participate, learn about IWF

Inviting younger women to participate as speakers/panel members

Don't Know

Something else (please specify): \_\_\_\_\_

61) Would you be interested in an IWF Membership Pin that you could wear to identify yourself as a member of IWF?

Yes

No

Don't Know

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62) Should this Membership Pin be issued annually (e.g., with the year on it)?

Yes

No

Don't Know

63) How would you like to see the IWF Membership Pin introduced? [PLEASE BE SPECIFIC]

\_\_\_\_\_

64) Would you be interested in having a verbal IWF Pledge that solidifies our commitment to IWF's newly stated purpose "Advancing Women's Leadership. Championing Equality Worldwide"

Yes

No

Don't Know

\_\_\_\_\_

Please tell us about YOU

65) How long have you been a member of IWF Canada?

~~1-2~~

1-

2-

3-

5-

10-

15-

20+ years

66) What year were you born? [NOTE THIS INFORMATION WILL BE USED TO CALCULATE THE AGE OF OUR MEMBERS] \_\_\_\_\_

67) The International Women's Forum has updated its global mandate of *Advancing Women's Leadership* to include *Championing Equality Worldwide*. In support of this mandate, IWF Canada is committed to building a vibrant, diverse, and Inclusive membership: diverse in age, occupation, heritage, cultural and ethnic origin (including women of color). We need to start with a better understanding of the cultural and ethnic origins of our current membership.

Providing this information about yourself is voluntary, of course, but we do hope you will help in developing a profile of the current diversity within our membership. This includes the heritage, cultural, or ethnic origin you most identify with, including whether or not you think of yourself as a woman of color. [PLEASE WRITE IN]

\_\_\_\_\_

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## QUESTIONNAIRE [CONTINUED]

68) Please tell us your CURRENT employment status. [PLEASE CHECK ALL THAT APPLY]

- Employed Full-Time
- Employed Part-Time
- Self-Employed/Consulting
- Retired
- Serving on Paid Boards
- Serving on Unpaid Boards
- Something else? Please specify: \_\_\_\_\_

69) Which of the following industry sectors are you currently involved with as an employee? [Please check ONE only]

Please note that the categories below represent a hybrid of the International Standard Industrial Classifications (ISIC) and the North American Industrial Classifications (NAICS) so we can compare our profile to both recognized sources.

If you need clarification on the category definitions, you may access the ISIC directory here: <https://isiccode.com/isic-code-lookup-directory>

Note: If you consider yourself to be an Independent Consultant, please use category M "Professional, scientific and technical activities."

- Accommodation and food service activities (I)
- Activities of extraterritorial organizations and bodies (U)
- Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use (T)
- Administrative and support service activities (N)
- Agriculture, forestry, and fishing (A)
- Arts, entertainment, and recreation (R)
- Construction (F)
- Education (P)
- Electricity, gas, steam, and air conditioning supply (D)
- Financial and insurance activities (K)
- Human health and social work activities (Q)
- Information and communication (J)
- Management of Companies and Enterprises
- Manufacturing (C)
- Mining and quarrying (B)
- Other service activities (S)
- Professional, scientific, and technical activities (M)
- Public administration and defence; compulsory social security (O)
- Real estate activities (L)

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- Retail Trade (G)
- Transportation and storage (H)
- Water supply; sewerage, waste management and remediation activities (E)
- Wholesale Trade (G)
- Something else? Please specify: \_\_\_\_\_

70) Which of the following industry sectors were you involved with immediately before you retired? [Please check ONE only]

Same as above

71) How likely are you to renew your Membership in IWF?

- Definitely will
- Probably will
- Probably will not
- Definitely will not
- Don't know

72) What makes you feel that way about renewing your Membership? [PLEASE BE SPECIFIC]

\_\_\_\_\_

73) Do you belong to any other women's organizations that focus on Advancing Women's Leadership?

- YES - WXN
- YES- Other - Write in: \_\_\_\_\_
- NO

74) If you had to decide to renew your membership with only ONE organization, which ONE would you choose?

- IWF
- WXN
- Other - Write in: \_\_\_\_\_

75) What are your reason(s) for making that choice? [PLEASE BE SPECIFIC]

\_\_\_\_\_

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## QUESTIONNAIRE [CONTINUED]

76) How would you prefer to receive information from the Toronto Chapter? [PLEASE CHECK ALL THAT APPLY]

- Email
- Text
- Facebook
- LinkedIn
- Twitter
- Instagram
- Phone call
- Some other way - Write in: \_\_\_\_\_

77) Which of the following do you NOT want the Toronto Chapter to use in communicating with you? [PLEASE CHECK ALL THAT APPLY]

- Email
- Text
- Facebook
- LinkedIn
- Twitter
- Instagram
- Phone Call
- Some other way - Write in \_\_\_\_\_

78) Please add any additional comments or suggestions you may have.

\_\_\_\_\_

\_\_\_\_\_

Thank You!

\_\_\_\_\_



# ONBOARDING SUGGESTIONS



## Other Onboarding Suggestions

Member handbook Welcome Webinar - how to get best value from your membership , List of Chapter Members (7)

new members (all members) get introductions to help expand their personal network (5)

A new member spotlight in the newsletter would be great. In our current virtual setting, I'd like to receive a list of new members, with short bios and photos. I nominated a member and received notice that she was accepted. But I haven't seen any announcement to members. (5)

Follow-up/Check in by nominator or Chapter Chair after 6 months and after one year to see if the individual has attended any events and met members (4)

Buddy is a great idea (4)

A more immersive approach in the beginning to understand the difference between the various levels (Chapter, Canada, Global), what's available and how to make the most of the membership (3)

Introductions to Members. Needs to be a focus to expand the IWF network of the new person. Hard to enjoy events & participating when you don't know anyone. Perhaps a first year goal of 10 introductions? (2)

When we gather in person again, we should have a little committee of members who introduce the new members around. Ideally, we'd all take responsibility for this but I doubt if it will happen unless the responsibility is assigned. Nominators organize a small event to welcome and discuss IWF. Perhaps a Dinearound with the new members of the year with a representative from the executive in attendance (2)

Different coloured name tag for first few events

Encourage each member ...part of your role as a member is to engage and welcome new members at times I felt that at first they wanted to understand who or what I was connected to, to explore if they could leverage my contacts - this did not happen that often but I did notice it a bit at the beginning of my orientation. Make sure

Ensure a meeting is set up with a buddy in calendar so it happens Perhaps an email was sent but I receive so many emails the chances of it getting lost is great

I missed the welcome dinner and never heard from anyone after that.

I wasn't aware how important the new member intro event was.

More relaxed and personal interactions

Promote each person's accomplishments and ask them how we can help them succeed in career or business

Welcome/Information package with chapter leadership information, committee information, contact details, mission information, list of key dates for conferences, other events that are then known. Perhaps some historical information about the organization. There is an on boarding document which highlights what you need to know on an IWF local , national and global level - history, important tenets and benefits of membership. This could become a key part of the on boarding process.







**EVENT IDEAS: IN-PERSON**



## Suggestions for In-Person Events

A session with Chrystia Freeland here in her constituency about the daunting task of solving Canada's economic woes and her plan for making tough choices , Also would be interested in hearing her plans for women in leadership roles and in her sensitivity to how women are most at risk job wise.

An improv class in which we play games together. We're a pretty serious bunch and could use lightening up.

Arts events - we should do more of these, the arts community needs our support!

As noted, I really enjoy the dinearounds and would be happy doing those a few times a year. To make them easier to do, we could hold more in private dining rooms in restaurants. In terms of topics, I know I wrote some in the previous survey. Can't remember what they were but I would say that Topics related to Board work would be of interest to me - such as the role of a Board in organizational inclusivity, climate matters and general topics that would enhance our ability to get on Boards and be a stronger Board member. I think this very much aligns with our mission. I also think that when we can do this again, renting some boxes at a sporting event might be fun. I did not check weekend times for events because I don't want them to be regular event days, but for certain activities, like a sporting event or participating in an activity or one off event, Sat or Sunday would be fine. I would not participate in a Standalone Friday night event. Have we ever considered a weekend or overnight event like in Niagara on the Lake or White Oaks? Maybe not this year with COVID, but I would be interested in an overnight event with guest speakers.

Assuming that COVID will be behind us in the near future - I would prefer that all events are in-person.

Behind the scenes - just about anywhere is interesting When heavy parts of COVID over would be great to have Eileen DeVilla speak about her own experiences Defining moments is always great

Behind the scenes access to experiences not available to the general public, perhaps beginning with replicating some of the amazing events we organized for Toronto 2019.

Book club, lunch and learn, wine tasting

breakfasts or dinners with speakers

business, politics, world events, technology trends

cocktail /wine Wednesdays sessions such as getting on boards

Could we start the drinks or dine arounds again with smaller groups?

COVID scientists Coping with Corona For mothers, coping strategies

COVID-19 recovery strategies Indigenous issues and contemporary industries Black Lives Matter AI/Machine Learning and impacts on women

## Suggestions for In-Person Events [continued]

Current events - global affairs, anti-black systemic racism, (downtown location) Business topics - economic disparity, income disparity, impacts of COVID etc.. (downtown) Leadership - women in leadership, leadership styles, leadership motivation  
Depends where we are post-pandemic. Social justice issues, hearing from people disrupting how things are being done now.  
Dine around and cocktail events. Local speakers on topics such as city-building, healthcare and global issues....when COVID restriction end.  
Dine Around Behind the Scenes Workshops - soft skill building Summits on Women's Issues  
Dine around while we can still offer them outdoors - probably through September. Behind the scenes - some indoor, socially distanced and small group. Otherwise outdoor.  
Dine Arouns  
Dine Arouns  
Dine arouns and presentations by women leaders  
Dine arouns Site visits Wine arouns  
Dine Arouns, if possible. Global Conferences - although the London Forum provided excellent online 'behind the scenes' experiences that I would pay for at \$25 per session for a topic that I was interested in.  
dine arouns, informative debates, behind the scene tours, speakers on topical issues, . members sharing their stories  
Dinearounds in people's homes or smaller venues. Access events in places we might not otherwise be able to go.  
Dinearounds, Behind the Scenes, Speakers series highlighting members  
Dinners with a stimulating speaker  
Education and socials  
Engagement on current events - black lives matter; climate change  
Excursions, both learning and for entertainment  
experiential programs special event behind the scenes  
Exploring Toronto Meetings with Politicians to drive our agenda Roundtables on a variety of topics that impact our members

## Suggestions for In-Person Events [continued]

Female hockey they need our support - any female sports that are underfunded private museum and art tours, private home tours of special collections University and hospital events highlighting what research they are funding and why Behind the Scenes with Social Agencies within Canada Events introducing and supporting young females from different sectors and backgrounds to the IWF Music events How to events i.e.: learn about photography, diet, healthy lifestyles, mental health, aging, investing in a COVID market, Guest speakers from our membership or beyond on interesting, unusual topics.

Holiday party Annual meeting Behind the scenes

I have enjoyed hearing speakers during the virtual events. I would go to an event to hear interesting speakers on a variety of topics. Could include: new economics, foreign policy in a time of isolationism, racism in Canada, housing policy and the eradication of homelessness, social enterprises I live and work in the west end of the city so this would be the most convenient location. Dine arounds are great and hopefully we'll be able to resume them in person soon!

I think a lecture series would be great showcasing the depth and breadth of the sectors members are working and excelling in.

I would attend evening events including cultural gatherings e.g. group visit to TIFF or a Luminato or Art Gallery event, especially if it were a behind the scenes opportunity. I would also visit interesting companies like Google or Corus

I would like to see more events that show us the thought leadership of members -- including book launches, presentations, Q+A, panels. Also I love the events that take us inside a cultural venue (i.e. a few years ago at Stratford Theatre)

I would like to see more privileged access type events

informal networking and panel discussions

Leaders speaking about experiences, vision, future.

Learning sessions and/or action-oriented sessions. For e.g., learn to make pottery; attend a gallery together; women's coding program

Liked many of the events from the IWFC held Toronto but I was unable to attend, e.g.. behind the scenes at the national ballet school. I'd love an architectural tour from an architect in the city, behind the scenes leadership in businesses/institutions ran by women (e.g.. a hospital, art institute, university, etc...)

Luncheons. Dinners. All day summit/seminar.

Meet and Greet or Showcasing of Women's Careers and Life Stories - More young women entrepreneurs or activists





## Suggestions for In-Person Events [continued]

Meeting in person on a quarterly basis would be good. Dinner and a speaker who can speak about an interesting and relevant topic. Now that we are used to virtual events, it will be hard to get back to in person events.

More at art exhibitions - regular groups that learn together at the ROM, AGO ETC. - WE COULD CO BRAND AS WE HAVE MEMBERS ON THE BOARDS OR IN ED POSITIONS

More done arounds. I held one and really got to know the ladies. Was marvellous.

More events on anti-racism

networking events - tours of our city that are transforming

Networking events where new members get to know older members etc... Speaking event at Universities/colleges to inspire/motivate young women in the Toronto & GTA. Topics such as increasing your presence, public speaking, career management, finding a sponsor.

networking events, panel discussions

networking lifestyle leadership social responsibility

Networking opportunities Art and Culture Technology and Innovation

Networking to provide an opportunity for newer members to meet other members. Small group (under 50 people) topic-specific presentations followed by networking opportunity. Topics related to leadership, issues in the news that impact workplaces, and career/retirement transition would be of interest.

Networking/Social These can be focused on advancing women, e.g., more women on boards, or welcoming new members, etc...

New Member Cocktail Reception, at a convenient location.

new member reception; dine arounds; 9 & dine

New members dinner, Holiday party, 'fun' experiential activities

None at this time. Networking in safe times

Opportunity to discuss and help BIPOC and LGBTQ community

opportunity to really know the members and the work they do

Participative topics Love some of our recent ideas to expose new technology, innovation, new start-ups, etc... in Toronto - Sidewalk Labs, etc... We should consider how best to highlight the great work of the public service - sometimes we focus only on the elected officials, what about the bureaucrats who make it all work? Perhaps a focus on chefs, cooking, something that is participative and immersive



## Suggestions for In-Person Events [continued]

pat the global conference, there was a meeting at the end of those involved in philanthropy. I would be interested in meeting with corp of personal philanthropists...not with agencies that want the money. It would be good to know who the political activists are. do we want to support Chrystia Freeland as leader of her party in the next election?

Philanthropy Corporate Social Responsibility Planning a post-career life

Please bring back the dine-arounds if possible. This might be hard given public health protocols.

Political , mentoring , career-inspired , women's issues and contributions.

Prince Edward County wine and art. I'm happy to host and help organize

relevant to today's environment, leadership talks/discussion- e.g.. how is leadership being affected by COVID-19, working from home zoom as the new way of communication diversity and inclusion -

Speaker series Cultural events

Speaker series. Boards

Speakers related to social justice - e.g.. Equal Voice - getting women's voices into politics Courage to Act - fighting gender-based violence on campus Jennifer Kesmat - building a city of the future Implementing recommendations from the Truth and Reconciliation Commission report - speakers from the Yellowhead institute for instance. Learning how to be anti-racist - hearing from Marci len. How can we diversify IWF and make it more inclusive and representative - particularly of Toronto

summer dine arounds - in members' homes

Talks and events hosted by members who describe their expertise or particular passion,

Ted Talks/Panel discussions coupled with networking.

The BMW event was such a unique experience. More things like that which take me out of my comfort zone.

Topical speaker/s

Trips round Toronto sites, museums, new developments

wine nights privileged access

Would love some art locations, great unique restaurants in Toronto- anything to bring women out.



**EVENT IDEAS: VIRTUAL/ONLINE**



## Suggestions for Online/Virtual Events

A subject matter presenting a topic, with Q&A  
All Webinars, Speakers, Small group discussion  
any events. if a speaker the talk should be available on website for another time.  
Artificial Intelligence - practical applications and the latest developments  
Arts and culture Indigenous issues and contemporary industries Black Lives Matter AI/Machine Learning and impacts on women  
As few as possible - no matter what the topic or event.  
Authors/Writers/Experts of Publications on Current Affairs (e.g.. Black Lives Matter, Impact of Corona Virus on Women)  
breakfasts or dinners with speakers  
Continue Wine Wednesday. Meditation/Wellness/Health speakers. Art related.  
continue with Path Breaker as it is a wonderful opportunity to learn about our TO members (privileged access)  
Conversations about stress management, staying positive, evolution during and after pandemic  
current affairs  
Current topical discussions  
Current topics that affect our humanity  
Defining Moment types of events to get to know other members better  
Education and socials  
Educational opportunities relevant to either business, advancing women, or racial and social justice. Also, highlighting women with interesting careers and lots to share.  
Educational sessions - 90 minutes or less.  
Educational sessions where we can learn from each other or from a speaker.  
Engagement on current events - black lives matter; climate change  
Experts in city planning, work environments see post pandemic realities and what we can do to keep safe How do we safely recover and what is the new realities -@ How can collectively we make a difference  
feature members and the amazing work they do to lift their profile and promote their career or business





## Suggestions for Online/Virtual Events [continued]

feminist philanthropy, locally, regionally, nationally, internationally. with leaders from the Equality Fund, the CDN Women's Foundation, E Fry etc... -The abuse of the word Gender & its impact on public policy. -The 100 anniversary of The Person's Case is coming up in 2029. we could do a conference on what struggles, barriers either groups had and have in becoming Persons.

for me, this platform is best for presentations, not interaction. So any good speaker.

Guest speakers from our membership or beyond on interesting, unusual topics.

Health, wellness, financial, market reaction to COVID-19, real estate, retirement

High caliber speaking

Honestly, we are all getting tired of online events. It is very difficult now to finish a full day of work online and then get back online for an event....

I AM SO TIRED OF ON LINE - APPRECIATE IT IS A REALITY BUT I SPEND MY DAYS THERE - MAYBE A BOOK CLUB?

I don't want any more zoom or online events - since I will be working from home for the foreseeable future and need a break!

I have enjoyed hearing speakers during the virtual events. I would go to an event to hear interesting speakers on a variety of topics. Could include: new economics, foreign policy in a time of isolationism, racism in Canada, housing policy and the eradication of homelessness, social enterprises

I really have enjoyed all the speakers especially the ones organized by the international Chapter.... Interesting people and a wide variety of subjects. We should aim for the same with our Canadian versions.

I spend the majority of my day on line- so unless a speaker is really unique - I don't like to spend anymore online.

I thought the Pathfinder series worked.

I won't be participating in online events very much. So much of work is online that I am "zoomed out"

I'm not crazy about online....I'd pass on these.

Indigenous Reconciliation Educational topics We should hold online unless there is a need for in-person - greater attendance perhaps?

information and experience related sessions

informative debates, speakers on topical issues, . members sharing their stories

Leaders speaking about experiences, vision, future.

Learning opportunities

## Suggestions for Online/Virtual Events [continued]

Learning opportunities about a variety of topics, and not solely business related

Local speakers (see above) while COVID restrictions are in place. Please continue the high profile global and Canadian speakers by Zoom.

Love a panel of women who achieved firsts - first woman to be a x, first women to graduate as a x, etc... Lessons learned. A conversation with young female leaders today - asking them what we can do better for them, what issues they wish we'd take on, etc...

Loved the National Gallery tour that London offered virtually in the spring. Found the recent Globe article re the Vancouver Gallery (one of the world's greatest !!! Who knew) . They have a new leader and he is committed to CDN ensuring diversity and equality in that institution and within days of assuming his new role , has taken steps to do just that . Find such tours and the discussions of how to resolve the challenges very good for the soul , More events in anti-racism.

networking lifestyle leadership social responsibility

Newsmakers - "inside access" kinds of events.

None post COVID

Once in awhile just a casual wine gathering for Toronto only would be good Judi Cohen must have some fascinating stories about her travels and career transition.

Panel discussions on the impact of COVID on women.

Panel discussions, an expert presenting (topics could include relevant health/political/leadership and things of interest such as the recent Jill Heinerth evening) plus a non-curated Wine Wednesday.

panels with experts on any topics

Pathbreakers, guest speakers

Philanthropy Corporate Social Responsibility Planning a post-career life

presentations from women leaders across Canada and beyond

relevant to today's environment, leadership talks/discussion- e.g.. how is leadership being affected by COVID-19, working from home zoom as the new way of communication diversity and inclusion -

Same as above for topics, plus perhaps one of the female judges from the Supreme Court, Hayley Wickenheiser (ex Olympic hockey star, Ph.D, current medical student, player development for the Maple Leafs), Adrienne Arsenault and/or Lisa LaFlamme. I may have mentioned others in the earlier survey response





## Suggestions for Online/Virtual Events [continued]

Sharon's committee has been doing an amazing job sourcing these events. I'd love to see more experiences like the one with Jill Heinerth, for example. There are also many fabulous people among our members who could be the guests at these sessions. Similar to the topics noted in in person question but include global speakers on specific topics.. Social justice issues, hearing from people disrupting how things are being done now. Some of the webinars offered since COVID look very interesting but being held during the day I am not usually able to attend do you work commitments. Something like the IOC/Tokyo Olympics session where members get a peek into the behind the scenes from the women on the frontline. I think a women's perspective on the takeover of the Toronto Star newspaper would be great. Looks like an old boys play -- again. Sorry, but I'm so zoomed out that I can't really do another zoom meeting or event.

Speaker series  
speaker series - special interest groups  
Speakers on compelling topics relevant to the current environment.  
Speaking event at Universities/colleges to inspire/motivate young women. Topics such as increasing your presence, public speaking, career management, finding a sponsor.  
Talks on different topics from well known individuals  
The conversation with Liz Dowdeswell was outstanding. Her experience and life lessons were excellent. More of this genre?  
The future of air travel, presented by the new female CEO of the airport. An interactive session on creative thinking.  
The Pathbreaker series works well online  
the Tuesday monthly short programs  
Toronto Tuesdays, Wine Wednesdays  
Unless there is a very hot topic or a star speaker, I would not likely attend.  
What we can do and are already doing to increase membership from women of different cultures - how IWF can help such women advance in their careers - problems facing career women in relationships where their partner puts their needs first to block the future success of the woman .



## Suggestions for Online/Virtual Events [continued]

Wine rounds member profiles education and information sessions

Wine tasting Educational - topical (guest speakers)

Wine Wednesday online has been very good.

Workshops - soft skill building Member presentations - who are you and what do you do? Member Ask for Help - not sales but could be how do I build my business

Zoom events have no appeal, after working from home all day in zoom type meetings.



**SUGGESTIONS TO ATTRACT WOMEN UNDER 55**

## Suggestions for Attracting Women Under 55 years of age to IWFC Toronto Chapter

1. A mentoring program 2. A "Meet and Greet" evening 3. An event where each IWF member brings a younger female who would likely meet the criteria.

A younger, more diverse membership Expanded professional fields

Advertise get-to-know-us virtual events on LinkedIn, being clear about the type of diverse women we wish to attract.

Be more clear about how they would and could engage. What the benefits are and have someone who is helping them integrate.

Be relevant to the issues they are facing

Business opportunities/networking

Child care talks Psychology talks Tours, as mentioned before

Coaching and leadership lessons

Community involvement

Do not know whether attempts have been made to recruit < 55s and if not successful, why not. We should ask the younger women why they aren't interested. We older women likely don't have an accurate read on this.

Ensure that there are topic issues that are relevant to them.

Events and ability to try the forum at a reduced cost for the first year

Events that include personal sports such as cycling or tennis or golf. Possibly "younger " venues such as boutique rooftop bars etc...

Family focused topics Career development Health management related content or topics Perhaps a regular series on women's health? with diverse interesting speakers on leading thinking - the importance of sleep, stress management, nutrition, fitness, naturopathic, hormone support, aging well, mental health, etc...

Flexible, high value add sessions that recognize the premium on women's time Juggling leadership and family and community. Time is the biggest barrier to participation for many women

Great speakers/ Fun Events

Hard for me to say. I think it is best to ask women under 55 what would attract them.

Have them in the group already

Have younger faces in leadership roles.

Have younger women lead committees, and member acquisition. Avoid the old club effect Topics of interest and relevance to the generation

Highlight desirable characteristics for new members (e.g.. demographics, profession) in membership drive materials

I don't think young women know about IWFC. I think to attract younger women, each member should have a goal to nominate a younger member and that will help with awareness through word of mouth. An online presence would also help, i.e. LinkedIn posts but that has to be weighed with privacy concerns as well.

## Suggestions for Attracting Women Under 55 years of age to IWFC Toronto Chapter [continued]

I think women from @40 to 55 are making or not making the transition to really senior management. There are a ton of programs for younger women and for girls, but very little for 40 to 55. I think IWF could really make a difference for that group

Identify those who could qualify and Inviting them to events and letting them know what she could benefit from joining the organization. We should diversify our membership too.

In person events that are cognizant of these women's (likely) greater child care responsibilities. Networking and career building opportunities.

Initial program organized in combination with mentorship and leadership skills. One day retreat with qualified speakers/presenters. Buddy system for entire day event.

Introduce a self-nomination process IWF Members need to be more visible to this age group IWF Members need to be on the lookout for potential members

Invite university age young women to attend a an IWF dinner meeting and dine and share ideas of what and how they might want to be involved

.Always need to keep abreast of new ideas - it helps keep an origination vibrant and moving ahead. Coupling that along with accomplished women who have already have achieved a lot means we are always learning from each other.

It's such a busy time in their lives, particularly if there are children to bring up, that we should really ask these younger women. I don't know.

IWF efforts generally to become more well known. I had not heard of the organization before my nominator approached me a couple of years ago.

Becoming better known is I think key, however it may have to be balanced in that we are (and I hope remain) an invitation based organization. Having said this, if we are to enhance women in leadership, and work with younger women to develop their skills, we will have to be more broader based in our outreach.

Let the Fellow's automatically join the year after they finish their program.

Let's ask them.

Members should bring a prospective non- member to a dinner / contact verity club and business organizations we know and ask for suggestions

Membership is invitation - members reviewing women they know who meet criteria

Mentoring and sponsorship programs

Mentoring program Leadership development

Mentoring programs, buddies who have valuable insights to share, exclusive access events

More networking on smaller scales to get people together perhaps by geography so it is easier if there are other commitments

More visibility of IWF

More young people. Lower barriers to entry - both cost and professional achievement. Showcasing younger members - if they don't see themselves, they won't be interested.



## Suggestions for Attracting Women Under 55 years of age to IWFC Toronto Chapter [continued]

My view is that potential members - regardless of age - must meet the first criteria - woman of major accomplishment AND INFLUENCE. From 45-55, women are usually in the C-suite, very busy; what would attract them is the opportunity to meet other high profile women leaders in other sectors. We had great success with luncheons populated with our highest profile members and an equal number of potential members; the older ones explained what IWF meant to them and it was deeply inspirational - and aspirational for the new candidates. None ever turned down our invitation. The challenge was retention if there wasn't adequate 'onboarding' and no time to experience a global conference.

Need to have a buddy system to keep them engaged.

Networking for career changing opportunities mentorship

Networking with male leaders in their field board education

Not too many events per year - all working women are busy, especially those under 55 who may be raising children - so at most 6 in person and 6 virtual events would be my suggestion.

On line events - perhaps larger group to start and breaking into smaller groups. Enjoy some fun activities in small groups like a painting class or wine tasting or book review. Also could debrief a speaker

Opportunities for mentorship in leadership and career advancement

Outreach into our existing companies and networks

Outreach to companies

Partnering with organizations such as Women in Capital Markets and other professional bodies would help.

Pay attention to award programs (Top 40 under 40, RBC entrepreneur of the year, WXN etc..) and proactively invite winners.

Programming excellence I think is relevant to all ages

Programming that reflects their needs

Promote our access to exclusive experiences and our values of supporting each other.

Reaching out to potential members in that age group via member connections

Regularly feature members so as to attract younger women

Set up a feeder organization where members are high potential women who would be great members in the future, they would attend some events and have events focused on their development.

Shake up the thinking. It feels like the domain of the retired. Bring new ideas, even through a mentorship program where THEY are the mentors and our older women learn about the future these women want and are working towards. Let's build that.





## Suggestions for Attracting Women Under 55 years of age to IWFC Toronto Chapter [continued]

Share success stories of how IWF membership enabled career development/networking for similar-aged women.

Show them how membership could be a benefit to their future career growth

Show them the value proposition. Benefits and mentoring of networking

Speed discussion event. I.e. bring prospective qualified members to event with current members, organized by areas of interest for short conversations.

Target Young Females working at Not for Profit Organizations Target Industries to Nominate women from their HR Succession Planning Strategies

Target Health and Education Sectors to nominate women from their HR Succession Planning Strategies

The IWFC brand is strong but seen as EXCLUSIVE. it might be valuable to reflect on the pros and cons of being an ELITE group.

There need to be examples of women who as long standing members were allowed to fluctuate their level of engagement. Join now, even if you can engage little knowing that you may have children and career to juggle, but watch as those ahead of you are transitioning into fuller engagement and benefit from contacts made over the years.

This is a difficult question to answer, hence you are asking it. I am not sure. It would depend on the person's interests, time availability and whether this organization overlaps or compliments her existing commitment to industry/business organizations.

Timing of events to suit their schedules; events that would be of interest to them

Topics

Twice a year have a very interesting event - perhaps something like a behind-the-scenes event - and allow members to bring prospective new members

Very few people know about IWF. Hard to attract people to a "secret" society!

We need to draft & design document that articulates our value to younger members. Begin with small cohort of select candidates to test our plan and success in recruiting and sustaining.

Work with companies to promote IWF within their organizations



# SUGGESTIONS FOR LEADERSHIP DEVELOPMENT PROGRAM

## Suggestions for Leadership Development Programs IWFC Toronto Chapter Could Offer

What activities/programs/events would you like to see included in this leadership development program? [PLEASE BE SPECIFIC] Â

A program developed targeted to the specific groups we will be speaking with. We need to foster the importance of women's leadership giving specific examples of great women leadership and their accomplishments and the global, national regional impact

A program that teaches the importance of networking for women with the how-to

A series of "how to" Authentic storytelling of life and when I had to make tough decisions and step up so to speak I would also hope we use a diverse definition of leadership - broader then what is in the chapter strategy. If nothing else this pandemic showed us true leadership

Career mgmt

Coaching

content: career choices, financial knowledge, global perspective, leadership development, gender bias & cultural issues holding women back

programs: mentoring, career day speakers in high schools, leadership courses - include theory and women stories, IWF women telling their stories in seminars, media etc...

development of tangible skills

Effectively Navigating a Career Addressing Diversity and Black Lives Matter in our Lives Worklife Balance Interpersonal Skill Development for

Advancing a Career Volunteering how to place energy where it means most in work and personal life Women's Health including Mental Health

Entrepreneurship

half day seminar... variety of topics.. variety of speakers in person or zoom

How to market themselves and achieve the careers they seek. Invitations to get out on a golf course for personal/business development.

I think mentoring can be critical, & it doesn't have to be executive coaching. In the NGO world, the pandemic has been very hard for leadership.

Sometimes group learning.

in person exchanges if possible

In person or virtual sessions for 20-29 year olds about women leadership - what it means, how to apply it, who could help, etc..

Insights into how to break barriers -- tried and true experiences shared.

invitations to speaker/networking events

It could be a virtual keynote speaker on a leadership topic and breakout rooms with mentees and mentors to discuss the topic further.

I've learned through interviews for my new business venture that some/many university students don't really appreciate what the day-to-day experiences of their study and career choices will look like. I'd like to give them exposure and a true understanding of what different career choices look like.



## Suggestions for Leadership Development Programs IWFC Toronto Chapter Could Offer [continued]

Lead Yourself Brand Yourself Communication Styles Difficult Conversations Networking Mastery  
Leadership skills Business ethics Diversity and inclusion Communication skills Respect in the workplace  
Learning, networking, and leadership development. Also in reverse - young people teaching long-time members about what is driving their interests and career goals.  
mastermind events. Professional advisory by existing members. Sponsor Diversity of members  
Mentoring  
mentoring  
Mentoring (not just one-on-one, but knowledge sharing in group settings, from panels, networking events, etc...)  
Mentoring advice programs  
Mentoring and sponsorship programs.  
Mentoring is key. Young women need guidance, encouragement and advice to help find their path and be confident in building a career.  
Mentoring, buddy programs, i.e., put together new entrepreneurs with older successful entrepreneurs who may still be working but not necessarily. This could be beneficial to both participants.  
Mentoring, coaching and events that allow them to network with the women to ask various questions and learn more about professional and leadership skills needed to advance in the work place.  
Mentorship  
Mentorship Cross business learning  
mentorship program  
Mentorship program, IWF events  
mentorship relationships leaders presentations  
not knowing what is in place - coaching/mentoring perhaps assessment of style and potential speaker series  
Only as a presenter  
Open.....  
Revisit "Daughters of IWF"?  
Sharing experiences on leadership development. Mentoring programs  
Skill development sessions - various topics, Success stories and sharing of how women have built their business and career, Self Awareness programs, Career reflections,



## Suggestions for Leadership Development Programs IWFC Toronto Chapter Could Offer [continued]

Speaker's series with IWF members. Q&A. Story telling etc...

Speakers where we get their POV on an issue One on one mentoring Group discussions In classroom talks

Testimonials by more senior members and thoughts on key factors to their success that might provide guidance/thoughtful strategies for up-and-coming women.

the Daughters of IWF program was stellar, I think something like that (renamed) would be great. Alternatively, a mentor program where up and coming leaders could apply and be matched with a IWF member for a 12 month (4 meeting) mentorship. I have been a mentor for many years in a similar program at AMA and it is great.

We should cobrand with others in the space not create new programming but lend our network

Women on Boards - Inclusive Women's Leadership

You know, if you don't have a mentor who is 20 years younger than you, you're doing it wrong. And our group suffers from old think. I would love to see mutual mentoring - where we learn about the world from their perspective. I am happy to help with purpose and storytelling.





## SUGGESTIONS FOR PROGRAM TO HELP MEMBERS GET ON BOARDS



## SUGGESTIONS FOR PROGRAM TO HELP MEMBERS GET ON BOARDS

What activities/programs/events would you like to see included in this program?

Board resume writing and mentorship programs.

A "speed dating" set up where Board-ready members could meet Nominating Committee members of corporate/NFP Boards looking for directors.

Continued partnership with other "experts" such as Women Get on Board.

Advocacy and actually getting more of our members on Boards

As a former member of this organizing committee, the panels comprised of our members who shared their stories was well executed and well-received, although the numbers of attendees was never more than 35-40 per event, which was very low, considering the high interest in the topic by our members.

Board connections. Link members to board openings

Board CV, where to register interest, practical tips on being on the short list, interview prep

Certified IWF program.

Concrete specific help to get a first Board appointment.

Governance 101 Realistic opportunities

Help with board ready resume, create a database of available members linked with head-hunters, ICD

How to qualify Opportunities Education

I am familiar with the program and believe it needs updating

I am on a number of not-for-profit boards, and would like to know who might be interesting candidates. A list of members and their bios would be a help, and some way to connect with those I would like to get to know

I am on a number of volunteer boards and I don't believe that is a huge challenge for accomplished women - but getting onto paid boards requires a lot more attention and I would like to know much more about how this happens, the networks, the criteria used to select board members, the barriers, expectations etc..

I attended two sessions that were nearly identical and focused on having to take a \$20,000 directors course. I do not know one male on a board that took such a course. We need networking so women on board can recommend IWF "sisters" without concern.

I noted some topics above; also more specific for Board work - audit, HR, Governance Committee issues/hot topics, such as executive compensation, succession planning at Board and executive level, role of Board on climate and organization diversity and inclusion





## SUGGESTIONS FOR PROGRAM TO HELP MEMBERS GET ON BOARDS [CONTINUED]

I recommend we ask Ani Hotoyan to give guidance on best practices for board candidates to consider .

Information exchange Training Member one on ones with accomplished Board members

Input from current chairs about directors

Learning from people's board experiences, connections to recruiters who fill board seats

Links to opportunities Preparation for Board candidacy

Matching individuals to opportunities - interactions with search firms

Materials similar to those offered by ICD.D

More communication about board opportunities Board buddies

More top notch speakers

My experience has been that this is not a service that can be provided and or done well. It has been tried and there are many other organizations doing it well so partnering would be the best way

Networking

Networking. Resume review, confidential feedback

Offer direct connections to members of board nominating committees

Overview of roles, responsibilities of Boards - how to be a valuable member of a board, Committee member - Audit/Governance/etc..

Panels, mentoring/sponsorship opportunities, on-line content (e.g., updated Members on Boards Roadmap)

Partner with ICD and deliver complimentary programs.

Placement process offered to Corporates and Search firms.







## SUGGESTIONS FOR PROGRAM TO HELP MEMBERS GET ON BOARDS [CONTINUED]

Practical coaching

practical 'how to' and panels with those that have transitioned on to boards.

preparation of board resumes, advice on interviewing, existing connections shared

Programs around corporate governance best practices

Programs around how to prepare for board membership. How to get your first board experience? Critical skills needed to succeed as a women on a board.

Provide list of 'hidden' (non-publicized) open directorships available - ICD and Directors College do not post all available - Provide whom best to contact for those 'hidden' opportunities

Speakers and opps where IWF members champion others for nominations, interview prep, review of CV, network

Sponsorship and introductions. Many of us have board training but need expanded sponsorship.

Sponsorship; very concrete workshops such as on board resumes

Testimonials/panels of women who are directors today.

The most valuable thing would be connecting/sponsoring members to meet decision-makers. Board selection still seems to be a pretty closed circuit.

The program as before was terrific. After completing the program 3 of us decided to personally continue to meet and peer mentor each other in board search. I think this would be a great part to formalize in the program.

Training for Board readiness. Outreach to organizations to identify Board opportunities. Listings or match-making of opportunities with members.

Training for Board work (for profit companies) Board matching

Training on the board recruiting process including resume and application preparation.

Training re good board governance





## SUGGESTIONS FOR PROGRAM TO HELP MEMBERS GET ON BOARDS [CONTINUED]

Training, resources, etc.. A lot of work went into developing a portal for this topic and it should be promoted to members.

Speakers & Events on board level topics

Types of Boards Board Governance Benefits and things to watch out for in Board participation

We should be coordinating activities (and lobbying efforts) with other groups.

We should work with partners to offer this program, like Women Get in Boards, and use the amazing work that was done a number of years ago by Beth and Shirley to bring together documents that we could use to get on boards. I know this was helpful to me. We should also offer a workshop on this which was offered a few ago with Beth Oakes where she helped us with our resumes and interview skills.





**OTHER COMMENTS**



## OTHER COMMENTS

### **Please add any additional comments or suggestions you may have.**

A great survey with excellent thoughtful questions.

Although I'm definitely not a phone person, I don't mind calls from members I know personally.

As modifications are made in our structure, membership, and events, let's keep in mind that this is an amazing organization, and we don't want to lose any of what makes IWF special today. Thank you for giving us the opportunity to provide our feedback.

Crucial to attract young members.

Diversity is important - with respect to race, age, culture and industry experience. It will be important to do things differently if you want to attract and retain a broader membership base. It should be possible to maintain a high level of professional standard without being/appearing elitist.

hope the organization becomes like YPO or EO where the bonds are strong to help one another further succeed

I answered 'no' to the verbal pledge question, but I would love to have an icon of some sort created to connect to my LinkedIn page

I believe in the mission just want to ensure I can provided value

I don't have the time to be engaged on all the social media channels. Let's choose one and stick with it.

I joined IWF at the persuasion of my friend in Vancouver who nominated me. I really knew little about the organization and really had no idea what to expect. Through my profession I am well connected to women (and men) in leadership positions and have multiply opportunities for virtual and in-person professional meetings. Thus, on reflection, perhaps I just don't have the time or a real need for what IWF has to offer. Or perhaps I still just don't understand the true mission of IWF.

I think it's key to get some small in person events going to remind everyone how much our IWF relationships mean to us. Especially while the weather is still good for outside events.

I was more involved in IWF about 10 years ago and was on the Board of the Toronto Chapter. Since then my current responsibilities have precluded me from attending more events so my answers to this survey may not be as helpful or insightful given my limited involvement currently.

I'm not currently on Facebook and know that this is a current communication vehicle. If necessary, I will join. I did the survey before and may have different/ additional comments, if you still have it. Thank you for doing this work, I'm sure it will produce valuable information and we'll be better able to move forward successfully.





## OTHER COMMENTS [continued]

IWF should partner with other organizations to deliver programs to develop women. Don't compete, develop strategic alliances. e.g. women on boards. Rather than get rid of retired members, set up an alumni organization and use their wisdom for events, programs etc.. They now have time to give back. If IWF is not an organization for top tier women, but to develop women leadership, IWF needs to get into the development mode and run programs for women's leadership development not just events for member networking.

Leadership happens in all sectors. I would like IWF to move beyond the Corporate to the NGO community. there is so much to share. I would also like to see IWF have a political 'response' team to talk to the press on various issues. Why is it that no one has said that the Keilbergers have not a feminist bone in their bodies or their platforms. IWF could , with a little research.

Text is fine if it is time sensitive e.g. an event has moved, directions to a location etc.

Thank you for doing this survey. It has made me reflect on what I value about IWF and how I (and others) can help make it more meaningful for others too.

Thank you for taking on this research. It is so important and critical for our growth and longevity as an organization.

thank you for the detailed opportunity to provide feedback and ideas

Thanks for reaching out and doing this engagement survey.

thanks for sending this survey--very thorough and helpful.

thanks for soliciting members' input...important initiative

Thanks for working so hard!

This is a very professional survey. In today's world of intersectionality and inclusivity, the need for IWF remains strong.

This is an excellent survey - good idea!

Uphold the dress protocols at conventions

we have to find a way to have more people interested in joining the Executive team; we also need to continue to work on becoming a more diverse membership; lastly, we need sponsorship for our events!