



*Linked in Friendship, Connected in Service*

# **Elevating Our Impactful Service National Programs Guide**

**February 2023 Edition**

**Link Leslye Miller Fraser  
National Director, Programs**

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# Forward

Dear Link Sisters,

As we continue to advance the mission of our organization as “friends transforming communities through service,” it gives me great pride to applaud the work of the National Program Committee in the creation of this document and for their commitment and dedication in leading the charge of elevating our impactful service!

Many thanks to Link Leslye Miller Fraser, National Director of Programs, and the entire National Program Team (past and present) who have contributed to the ongoing success and stellar reputation that The Links, Incorporated has garnered in the hearts and minds of those we serve.

This National Programs Guide has been developed to provide you with a comprehensive resource at your fingertips that contains information about each of our current twenty-eight programs and initiatives. It is our hope that as members and chapters review, revise, and or refresh plans for continued service in the communities in which you live, that this tool will aid in the alignment of your programming efforts with our national goals and foci. This document is also intended to be an ever-green compilation of those national programs and initiatives which from time to time will evolve and expand, and which updates will be provided as needed.

Finally, to each of you, my Sister Links, I say “*thank you*,” for continuing to soar to higher ground as we elevate our impactful service!

In Friendship and Service,

*Link Ethel*

Link Ethel Isaacs Williams  
National President

Link Sisters,

Greetings from The Links' National Programs Committee! We are committed to ensuring that every member understands our programs and understands how chapters can better integrate and implement the national programs in a way that best meets your community needs; will yield greater, measurable impact; and foster increased collaboration and bonds of friendship! Toward that end, I am pleased to offer this **Elevating Our Impactful Service National Programs Guide** to assist you as you plan your Link Chapter's programming for the 2022-2024 Biennium. The guide gives a top-level overview of the national programs of The Links, Incorporated, which fall within four categories: Signature Programs, National Initiatives, National Pilot Programs, and Supporting Activities and Areas of Concentration.

Currently, we have a total of 28 programs across these four categories. Please note that these should be viewed as a "menu" of programs to inform our members about our programs. Chapters are not expected to implement everything on the menu; rather, as part of being in alignment with our national programming goals, **your chapter should select those programs that best meet your community's needs and your chapter members' areas of interest in which to provide impactful service.** We strongly encourage you to move toward integrated (3 facets) or umbrella (5 facets and all members) programming to increase your efficiency, effectiveness and bonds of friendship!

**This Elevating Our Impactful Service National Programs Guide is arranged into four parts:**

- ❖ Part 1: Descriptions of Our Five Program Facets
- ❖ Part 2: Categories of National Programs and National Partners of The Links, Incorporated
- ❖ Part 3: Descriptions of our National Programs in Alphabetical Order
- ❖ Part 4: Overview of The Links Service Delivery Model Framework

This Guide **supplements the two programming Elevating Your Impactful Service Webinars** that the National Programs Committee conducted on September 22, 2022 (Part 1), and October 18, 2022 (Part 2). During those webinars, we explained in detail the framework for programming within The Links, Incorporated and the 28 national programs summarized herein, and provided examples of how many of our Signature Programs could be used as the platform for integrated or umbrella programming to involve more facets and chapter members, thereby increasing our collective impact! Those webinars, as well as the toolkits referenced on the slides describing each program, may be found in the **Members Only section of our national website ([www.linksinc.org](http://www.linksinc.org)) under Documents > Programs > National Programs Webinars.**

Link sisters, as we build upon the legacy of our founders and return to in-person service, we hope this Programs Guide will help make your task easier. As established by our esteemed founders, **programming is at the heart of who we are as members of The Links, Incorporated as we continue to be Linked in Friendship ~ Connected in Service!** I look forward to continuing to work with you as we elevate our impactful service to our communities.

Yours in Friendship and Service,



Link Leslye Miller Fraser  
National Director, Programs



# Part 1

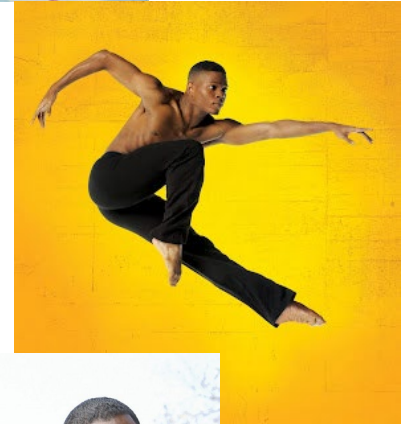
## The Five Program Facets of The Links, Incorporated

# Our Five Program Facets

**Services to Youth (STY) – Est. 1962** to equip black youth to use their intellect and spirit of achievement to become successful and productive citizens.

**The Arts (Arts) – Est. 1964** to increase and expand art activity throughout our communities, including creating and supporting art-related educational opportunities and supporting performances for our youth and accomplished professional artists.

**National Trends and Services (NTS) – Est. 1964** to effectively empower the communities and families with whom we work to eliminate disparities by reducing barriers to services through advocacy, education, and service.



## Our Five Program Facets (cont.)

**International Trends and Services (ITS) – Est. 1978** to provide services and deliver transformational programs to people of African ancestry globally so that they may have a better quality of life, with a focus on women and their families.



**Health and Human Services (HHS) – Est. 2010** to promote and facilitate programs that support the maintenance of good health and the elimination of chronic health disparities in communities of color through education, health advocacy, and optimal utilization of health resources.





# Links Programming Framework 2022-2024 Biennium: “A Reset and Refresh of Our Service Programmatic Focus”

Our Programming Framework defines our existing Links Program Facets  
using the following descriptors to highlight our programmatic focus

Services to Youth (STY)

FOCUS

❖ Links **Connected** to Prepare Our Youth for Success

The Arts (Arts)

FOCUS

❖ Links **Connected** to Advance Our Artistic Heritage

National Trends and Services (NTS)

FOCUS

❖ Links **Connected** to Advocate for Our Communities

International Trends and Services (ITS)

FOCUS

❖ Links **Connected** for Global Impact

Health and Human Services (HHS)

FOCUS

❖ Links **Connected** to Promote Black Family Wellness

# **Part 2**

## **Categories of National Programs of The Links, Incorporated**

# The Links, Incorporated National Programs (28)

## by Lead Facet as of November 1, 2022

Lead Facet	National Signature Programs	National Initiatives	National Pilot Programs	National Supporting Programs and Areas of Concentration
Services to Youth	<ul style="list-style-type: none"> <li>Links to Success</li> <li>LINKS-STEMREADY</li> <li>Links Love HBCUs – <b>New 2022 NA</b></li> </ul>	<ul style="list-style-type: none"> <li>LINKED UP Mentoring Initiative</li> </ul>		<ul style="list-style-type: none"> <li>Young Achievers</li> </ul>
The Arts	<ul style="list-style-type: none"> <li>Classics Through the Ages</li> </ul>		<ul style="list-style-type: none"> <li>Transforming Communities Through Visual Arts</li> <li>Young Master Writers Project</li> </ul>	<ul style="list-style-type: none"> <li>National Poster Art Competition</li> </ul>
National Trends and Services	<ul style="list-style-type: none"> <li>Project LEAD High Expectations</li> </ul>	<ul style="list-style-type: none"> <li>Dressing Her from the Inside Out (<i>Dress for Success</i>)</li> </ul>	<ul style="list-style-type: none"> <li>PEACE (<i>Police Engagement and Community Education</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Ally Wallet Wise Financial Literacy</li> <li>AARP Are You Ready?</li> </ul>
International Trends and Services	<ul style="list-style-type: none"> <li>Education Across the Miles (<i>Liberia and Jamaica</i>)</li> <li><i>LIFE (Links International Foreign Affairs and Business Empowerment for Youth Program) – New 2022 NA</i></li> </ul>			<ul style="list-style-type: none"> <li>Links Help for Humanity <ul style="list-style-type: none"> <li>Women’s Survival Kits</li> <li>Toilets for Haiti</li> </ul> </li> <li>NGO</li> </ul>
Health and Human Services	<ul style="list-style-type: none"> <li>HeartLinks/ Walk for Healthy Living</li> <li>Linkages to Life</li> </ul>	<ul style="list-style-type: none"> <li>National HIV/AIDS Initiative</li> <li>National Mental Health Initiative</li> <li>National Oral Health Initiative</li> <li>Black K.A.R.E. (<i>Kidney Awareness Resources and Education</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Health Equity Ambassador Program (<i>American Cancer Society</i>)</li> <li>L.A.M.B.S. (Links Aiding Moms to the Strong, in partnership with the March of Dimes)</li> </ul>	<ul style="list-style-type: none"> <li>Childhood Obesity Prevention</li> </ul>

# Categories of National Programs of The Links, Incorporated



- Signature Programs



- National Initiatives



- National Pilot Programs



- National Supporting Programs and Areas of Concentration



# Signature Programs Defined



Signature programs are national programs that **epitomize the core values and mission of The Links, Incorporated**. They are designed and implemented to be transformation and address current issues, concerns and needs that impact the lives of a target population within the global black community.



A program must have run successfully and have proven results, measured using the Service Delivery Model, **for at least five years within all four geographical areas of The Links, Incorporated** before being established as a signature program.



Its **distinctive features** are action, collaboration, leadership, excellence, sustainability and authenticity.



**The Executive Council approves Signature Programs, and Assembly delegates must ratify** both the initiation and discontinuance.

# National Initiatives



National Initiatives are programs **designed and implemented in response to critical national issues** that affect communities of color. Partnerships and participation opportunities are encouraged in all four geographical areas of The Links, Incorporated.



- National Initiatives are carefully **monitored for one to four years** allowing time for programs to develop and evolve and to assess their impact and sustainability, utilizing the Service Delivery Model.



- The National President approves, and the Executive Council ratifies, the establishment of National Initiatives

# National Pilot Programs



- National Pilot Programs are newly established **programs created to address an emerging or current nationwide issue** that is in alignment with the goals and priorities of The Links, Incorporated.



- A National Pilot Program **must be successfully tested and implemented for at least two years**, utilizing the Service Delivery Model, and still be relevant in all four geographical areas before it can be **approved and voted on to become a National Initiative**.

# National Supporting Programs and Areas of Concentration



Program facets have many supporting programs and areas of concentration that uphold the mission, vision and goals of each facet.

These supporting elements may include **other distinguished programs, national partnerships, committees and areas of focus.**



# National Partners and Collaborators of The Links, Incorporated



*As of September 2022*

- Our national partners and collaborators are passionate about their involvement with The Links, Incorporated and play a crucial role in helping to support the overall work and mission of our organization.
- Partnering for the betterment of our communities, our national partners and collaborators support us in executing, upholding and fulfilling the mission, vision and goals of our national programming.
- These relationships, with **defined objectives and outcomes**, help extend our reach and enhance our service to our communities.

- AARP
- Ally Financial
- American Cancer Society (ACS)
- American Heart Association (AHA)
- American Red Cross
- Baxter International
- Black Health Matters
- Colgate-Palmolive
- Donate Life America
- Dress for Success
- Dove
- Girls Inc.
- M Financial Group
- March of Dimes
- NAACP
- National Cares Mentoring Movement
- National Dental Association
- National Medical Association
- National Society of Black Engineers (NSBE)
- National Wildlife Federation (NWF)
- National Organization of Black Law Enforcement (NOBLE)
- St. Jude Children's Research Hospital
- The Sullivan Alliance
- UNICEF
- When We All Vote

# **Part 3**

## **Descriptions of National Programs of The Links, Incorporated**

# Overview of Part 3

For each program in Part 3, the overview slide provides the following information:



# AARP: Are you Ready?

Are You Ready” is a transformational program that brings a new attitude to aging. It is a place to start new conversations about how we want to live and to age. Largely based on the book Disrupt Aging by Link Jo Ann Jenkins, CEO of AARP, this program provides a framework for living your best life at every age. It endeavors to show program participants how to change the way the aging process is perceived by embracing opportunities, staying active, becoming financially unburdened and ultimately remaining happy as they grow older.



- To prepare women of African American and African descent, ages 49 + to address critical issues in their life such as health, wellness, and financial stability.
- To implement a two-pronged program that addresses issues of self-readiness and caregiver-readiness.
- To address Health Reform in detail, impact and educate target audiences about the legislation changes along with opportunities for their future to sustain their quality of life.

**Toolkit:** <https://linksinc.org/heartlinks-welcome/#tab-99a5723eefed19b2234>



# Ally Wallet Wise



## Partnership Overview:

The Links, Incorporated is an affiliate partner of Ally Financial, and has provided community based financial literacy programming for 10 years. Ally works with nonprofit organizations to teach the Ally Wallet Wise sessions. Ally Wallet Wise affiliates, trained on the curriculum prior to teaching classes, help Ally teach financial education in communities nationwide.

Ally Wallet Wise is a free financial education program created by Ally Financial that teaches consumers the basics of budgeting and credit, banking, investing, and financing a vehicle. Ally Wallet Wise can be used in several ways, such as:

- An introduction for those who have never applied for credit or created a budget.
- A refresher on the many aspects of important finance topics.
- A self-study guide for getting up to speed on personal finance for consumers.
- A quick and easy-to-use resource when you have a question about personal finance.

**Toolkit: Website - Documents - Programs - National Trends and Services - Ally Wallet Wise**

# Black K.A.R.E. National Initiative\* (Kidney Awareness Resources and Education)



- Prevention of Chronic Kidney Disease which disproportionally impacts Blacks
- While Black Americans make up about approximately 13 percent of the population, they account for approximately 35 percent of the people with kidney failure in the United States. *National Institutes of Health*
- Areas of Focus: Nutrition – Diet - Exercise
- Detection of Chronic Kidney Disease (CKD)
- Care and Management of CKD

*\*2022-2023 is the first year of the national expansion from the initiative's initial start in 2021-2022 in the Central Area. Participating Links chapters were recommended by their Area Directors and approved by the National President.*

**Toolkit: <https://www.pdempowers.com/black-kare>**

# Childhood Obesity Supporting Program



- This program focuses on the societal challenge to end obesity among children, the number one nutrition-related problem in the United States.
- Multi-Dimensional Issues that contribute to Obesity in the African American children and their families are explored
- Areas of focus include:
  - Preventing Childhood Obesity: Family-Based Approaches
  - Increasing Awareness and Heightened Understanding
  - Partnering with Community Centers, Churches and Schools

**Toolkit: <https://linksinc.org/heartlinks-welcome/#tab-99a5723eefed19b2234>**

# Classics Through the Ages (CTA) National Signature Program

*“Empowering a Wealth of Artistic Talent in Our Communities” Since 2008*



**Classics Through the Ages is a dual Signature Arts program with a focus on education and mentoring. Advancing student success through the arts, this program affords students the opportunity to develop their artistic talents and skills not only in school, but in future careers and beyond.**

- Arts disciplines:
  - Visual Arts (Drawing, Painting, Photography, Sculpture, and Cinematography/Video)
  - Performing Arts (Instrumental and Vocal Music, Dance, Dramatics, and Oratory)
  - Humanities (Music Composition, Original Essay, Playwriting, and Poetry)
- Key Components include Artistic Partners, Student Artists, Formal Training & Master Classes, Dual Mentoring, Community and Parental Involvement and Program Evaluations.

**Toolkit: Website - Documents - Programs - The Arts - Classics Through the Ages**



# Dressing HER from the Inside Out National Initiative



**Dressing HER from the Inside Out is partnership with Dress For Success that focuses on empowering women to achieve economic independence to ensure that she not only survives but thrives.**

- While The Dressing HER from the Inside Out program is focused on women, we recognize that the work of uplifting and empowering women also impacts her children, her household and the community at large. It is a fact that when women thrive everyone in HER ecosystem reaps the benefits.
- With an overall goal of ensuring that women achieve economic empowerment and an integrated well-rounded approach to support,
- Dress for Success provides the resources women need to break the cycle of poverty, find good jobs, and stay in the workforce to become agents of change for their families and communities.

**Toolkit: Website – Documents - Programs - National Trends and Services - Dressing Her from the Inside Out**

# Education Across the Miles

## National Signature Program



### South Africa



- This program started in 1997 and over a 10 -year period, The Links built or refurbished more than 60 schools in communities in South Africa.
- Today, some Links chapters have maintained a relationship with schools in South Africa for close to two decades.
- Educational support, including The LINKS-STEMREADY integrated and umbrella programming, also has added at some schools

**Toolkit: Website – Documents – Programs – International Trends and Services**

# Education Across the Miles

## National Signature Program



### Liberia



- Liberia has a population of about 3 million and is one of the poorest countries in the World.
- Life expectancy is approximately 40 years; the illiteracy rate is just over 38%.
- Liberia has direct ties with the United States, having been founded in the early 1800's by the American Colonization Society to settle freed blacks wanting to return to Africa.
- Liberia elected its first female President in 2005.
- The program goals in Liberia are to provide:
  - Assistance to the School for The Blind
  - Teacher training through a 'Train the Trainer' program
  - Textbooks for selected schools

**Toolkit: Website – Documents - Programs - International Trends and Services**

# Education Across the Miles National Signature Program



## Jamaica



- This initiative started with the generosity of individual Link sisters, expanded to their Link Chapters and became the venue for four Links national mission trips to date.
- Four primary schools in rural underserved communities in Jamaica are being supported through this program, including providing:
  - Professional expertise in curriculum and lesson planning development;
  - In-kind donations;
  - Monetary support;
  - Educational programming, including The LINKS-STEMREADY integrated and umbrella programming.

**Toolkit: Website – Documents - Programs - International Trends and Services**



# Education Across the Miles National Signature Program

The program has had measurable success in all its goals, which are to:

- Increase literacy
- Provide basic clothing and care products and nutritional support
- Enhance the quality of education
- Establish relationships with parents, school administrators and all stakeholders
- Build, repair, and/or support aging non-functional school infrastructure
- Provide Grant-in-Aid funding to support school needs

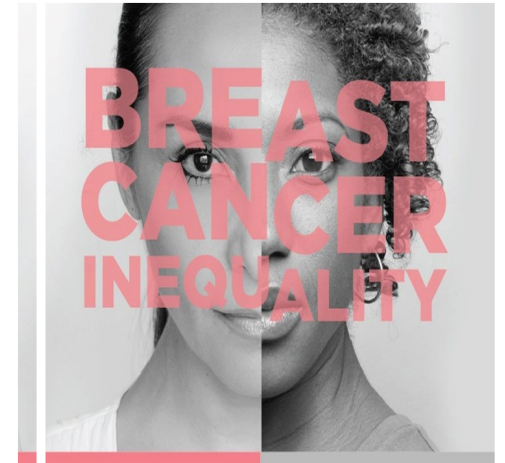


**Toolkit: Website – Documents - Programs - International Trends and Services**



# Health Equity Ambassadors Program (HEAL) National Pilot Program

- Since 2015, The Links, Incorporated and the American Cancer Society have worked together to address cancer disparities and drive health equity in all communities touched by cancer. Through the Health Equity Ambassador program, we seek to eradicate inequities and reduce cancer screening disparities through community outreach and education.
- Ambassadors receive training and ongoing support to effectively provide outreach and education related to breast and colorectal cancer prevention and early detection.
  - Cancer Disparities and Health Equity in Communities
  - Increase Breast and Colorectal Cancer Screenings
  - HEAL Ambassadors
  - Partnerships with the American Cancer Society



**Toolkit: Website - Documents - Programs - Health and Human Services - Health Equity Ambassador Links**

# HeartLinks/Walk for Healthy Living National Signature Program



- Since 2005, The Links Incorporated has proudly collaborated with the National Heart, Lung, and Blood Institute of the National Institutes of Health (NHLBI) as a Heart Truth partner.
- The Heart Truth campaign is a national awareness campaign for women about heart disease. The Links, Incorporated was subsequently funded by NHLBI to implement Heart Truth education programs in the African-American community, which gave rise to the HeartLinks signature program.
- *HeartLinks* provides chapters a unique opportunity to increase awareness and educate about heart disease and promote heart-healthy lifestyles throughout the communities we serve. The program targets African-American women in local communities and members of The Links, Incorporated to motivate women to take personal action to lower or control their risk for heart disease.
- The Links' annual Walk for Healthy Living, held the last weekend in September, is a component of the HeartLinks Program that encourages our members and the community to promote heart healthy behaviors

**Toolkit: <https://linksinc.org/heartlinks-welcome>**

## L.A.M.B.S. National Pilot Program (*Links Aiding Mothers to Be Strong*)



- March of Dimes has teamed up with The Links, Incorporated to work together to promote public awareness through mission and advocacy engagement opportunities focused on legislation, education and community outreach as well as providing support of various fundraising initiatives.
- These volunteer opportunities enable members to engage in a programmatic way year-round and help provide a powerful leading network to assist with the mobilization of others, add another needed voice to affect change, and provide a bold vision for a better future for maternal health, specifically for black women in America.
- Members have an opportunity to engage with March of Dimes in several ways.

**Toolkit: <https://volunteer.marchofdimes.org/wp-content/uploads/2021/11/TLI-MOD-Toolkit-FINAL.pdf>**

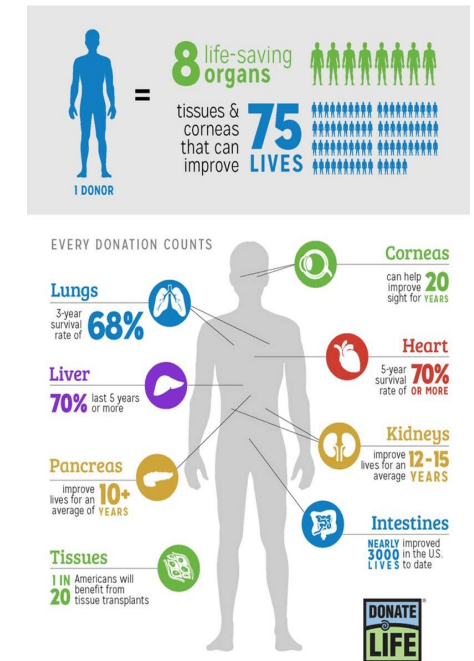
# Linkages to Life National Signature Program

- Organ, Tissue and Bone Marrow Donation Awareness Signature Program Linkages to Life was established in response to the health disparities in organ, eye, and tissue (including bone marrow) transplantation.
- Our goal is to decrease disparities in donor registration and transplantation in the African American community. Our members work to increase the number of registered donors through community-based events and multi-media awareness campaigns. In partnership with the national organization Donate Life America, we strive to register hundreds of donors each year.
- To add your name to the donor registry, please visit <https://Registerme.Org/Campaign/Linkagestolife>.



## What One Donor Can Do

MEASURING THE IMPACT OF ORGAN & TISSUE DONATION



Toolkit: Website – Documents - Programs - Health and Human Services - Linkages to Life Signature Program





# Links Love HBCUs National Signature Program (Historically Black Colleges and Universities)

- This signature program was approved at the 2022 National Assembly and will build upon what is currently being implemented at the Chapter, Area and National levels
- Of note: In 2022, Links Areas / Chapters significantly embraced our HBCU initiative with combined HBCU donations of over \$500,000
- The full weight of our 15,000 members should be engaged in support of this new Signature Program.

**Toolkit: National Programming Links Love HBCUs Toolkit Under Development**



# LINKED UP Mentoring National Initiative



- The Links, Incorporated seeks to intervene and serve children who are growing up without the guidance and support of a caring, responsible adult.
- Research shows that mentoring decreases the likelihood that young people will engage in harmful behaviors, while improving the chances that they will attend school regularly, improve academically, increase self-esteem, and engage in healthier lifestyles.
- Mentoring is strategically integrated into all Services to Youth programs and initiatives. Links members mentor, recruit, register, and support mentors in their communities. The National Mentoring Initiative also supports the Young Achievers and Links to Success: Children Achieving Excellence programs

girls  
inc.



**Toolkit: Website - Documents - Programs - Services to Youth - National Mentoring Initiative**

# LINKS-STEMREADY National Signature Program



- The LINKS-STEMREADY Signature Program was created out of The Links, Incorporated's dedication to ensuring quality STEM education at all grade levels so that youth may be exposed to and prepared for STEM related careers.
- By preparing and encouraging students to attend colleges and universities with STEM related programs, The Links, Incorporated equips students of African Americans and other students of African descent with the skills to compete and excel in a global workforce that increasingly relies on individuals with STEM related proficiencies.
- **Implement STEM educational programming pre-K – 16**, including toolkit applications to support all five facets programming



**Toolkit: Website - Documents - Programs - Services to Youth – LINKS-STEMREADY Signature Program**

# Links to Success: Children Achieving Excellence

## National Signature Program



- **Pre-K to 3rd Grade ~ “An Early Literacy Program”** This signature program is based on the belief that reading is the foundation enabling all children to succeed and that effective teaching of reading must begin at the earliest age with effective literacy practices.
- **How:**
  - Partner with national organizations to promote early childhood literacy
  - Emphasize closing the elementary achievement gap
  - Mentoring and assisting the students
  - Teach critical thinking skills
  - Introduce STEM education and career readiness programs
  - Expand education and career awareness

# L.I.F.E. National Signature Program

(Links International Foreign Affairs And Business Empowerment For Youth)



- Links International Foreign Affairs and Business Empowerment for Youth (LIFE) program exposes minority high school students to career possibilities in foreign affairs and international business to close the race and gender divide in corporate and governmental jobs, and foreign service appointments.
- Chapters of The Links, Incorporated partner with local high school, college and university faculty and administrators to implement a program curriculum that includes site visits, guest speakers, webcasts and case studies on business and foreign service.
- The LIFE program curriculum is patterned after the successful Howard University Summer Enrichment program at the Ralph J. Bunche International Affairs Center. Each year, nearly 400 students participate in this program.

**Toolkit: National Programming L.I.F.E. National Signature Program Toolkit Under Development**



# Links Help For Humanity Supporting Activity



The depth of poverty and the continuing compelling need, several chapters continue to support Haiti through the Supporting Program **Links Help for Humanity**.

- It is a program that provides help overseas and it is not educational
- All supplies and efforts assist people of African ancestry to live with dignity
- The needs are dire and as an organization, we continue to find reliable ways of providing help.

Efforts include; Basic Survival Kits with underwear, sanitary and personal health items and toilets:

- More than 2/3 of Haitians living in urban settings have no access to improved sanitation and toilets.
- This has resulted in health issues, such as high instances of cholera, and crimes against women.
- The goal of this program is to provide toilets for the use of women and girls in Haiti.

**Toolkit: Website – Documents – Programs – International Trends and Services**



# National HIV/AIDS Initiative



- The National HIV/AIDS Initiative ensures that Links members and the communities we serve understand the incidence and prevalence of HIV/AIDS in the African-American community, how these infections are transmitted, and how the disease can be prevented.
- Through this initiative we partner with national organizations that specialize in educating and preventing HIV/AIDS as well as partner with HBCUs and other African-American organizations that share our commitment to fighting this disease.
- The current focus of this initiative is “Know Your Status”. While there is no cure for HIV, there is effective treatment. The goal of treatment is to have the virus under control (viral suppression; amount of HIV in the body is undetectable). We know that education and access is the key to slowing the spread of this disease and ultimately saving lives.

**Toolkit: Website – Documents – Programs – Health and Human Services – National HIV Initiative**

# National Mental Health Initiative



- The goal of the National Mental Health Initiative is to educate Links members about depression, anxiety, and social issues that impact our physical and mental health so that our members can take this knowledge into our communities.
- The National Mental Health Initiative collaborates with each Links programming facet to incorporate a wellness component into all Links programs. By strategically partnering with organizations that specialize in black mental health issues and by identifying and sharing resources that educate on how to seek and find treatment, we are helping to eliminate the stigma of mental illness within the black community.
- Our work with the national organization Mental Health First Aid will allow 1,000 Links members to be trained in recognizing certain mental health issues.

**Toolkit: Website – Documents - Programs - Health and Human Services - National Mental Health Initiative**

# National Oral Health Initiative



- The Links, Incorporated aims to increase awareness of ongoing disparities and inequities in oral health among adults and children through our National Oral Health Initiative. In partnership with Colgate, we implement their Bright Smiles, Bright Futures program to teach youth about proper oral care. The Bright Smiles, Bright Futures program provides Links chapters the opportunity to impact their communities by:
  - Helping families become knowledgeable on how oral health affects the body
  - Providing children free education and screenings (via the Colgate dental van)
  - Providing families referrals to dentists willing to provide services for free and/or at nominal costs
  - Helping families become knowledgeable about how diet affects dental care

**Toolkit:** <https://linksinc.org/heartlinks-welcome/#tab-99a5723eefed19b2234>

# National Poster Art Competition



The National Poster Art Competition was created in 1995 in conjunction with The Links, Incorporated's national walk-a-thon.

- The National Poster Art Competition runs biennially from October through June, commencing in uneven years. Between December and March. Links chapters conduct their own contests to determine winners in each of four age categories:

**Category I: Grades 1-3/Category II: Grades 4-6/Category III: Grades 7-9/Category IV: Grades 10-12**

- In April and May, an online public contest is held. Links members and supporters vote for student submissions.
- Winners from each category are announced and work is displayed at The Links National Assembly.

**Toolkit: Website – Documents - Programs - The Arts - National Poster Art Competition**



# Non-Governmental Organization (NGO) of the United Nations Supporting Activity



- This Supporting Activity serves as an information resource to Chapters on activities and programs rolled out by the United Nations. It also acts as the liaison to two UN departments with which The Links, Incorporated was granted consultative status.
- The Links, Incorporated became a registered NGO in 2004 and has consultative status with two departments in the United Nations.
- The primary goal is to assist communities we serve in developing a deeper understanding and appreciation of global issues.

**Toolkit: Website – Documents - Programs - International Trends and Services**



# PEACE Program

## (Police Engagement And Community Education) Program



Born out of the Black Lives Matter movement, this initiative was established to bring awareness and education to our communities about how we engage with law enforcement as people of color. The Links, Incorporated and the National Organization of Black Law Enforcement Executives (NOBLE) have come together to improve relations between communities of color and law enforcement.

This program endeavors to change how law enforcement and our communities interact with the possibility of lifesaving outcomes. The Links, Incorporated and NOBLE will collaboratively work to help produce solutions as stakeholders continue to strive for equity in the administration of justice for all communities.

### Objectives:

Through the PEACE Program, Chapters of The Links, Incorporated will engage in panel discussions, town halls and workshops as well as share educational and training materials in their communities. These efforts will promote understanding between the police and communities of color leading to positively transformed relationships and ultimately reduced police violence in global communities.

**Toolkit: Website – Documents - Programs - National Trends and Services - PEACE**

# Project LEAD High Expectations National Signature Program

(Links Erase Alcohol and Drug Abuse)



- Project LEAD originally was developed by the Links, Incorporated in the early 1980's through a partnership with the National Institute of Drug Abuse to focus on alcohol and drug abuse among youth. That program was eventually awarded a \$1M grant from the Office of Substance Abuse Prevention.
- The original program consisted of a curriculum with five Modules that included:
  - Values
  - Self-image and self esteem
  - Decision making skills preventing alcohol tobacco and other drug use
  - Preventing early sexual involvement, unintended pregnancy and sexually transmitted diseases
  - High expectations in academic excellence and vocational or career choice
- The program was expanded and now includes:
  - Educational and collaborative outreach programming for high-risk youth particularly in communities of color.
  - Elements that incorporate younger elementary school aged children.

**Toolkit: Website – Documents - Programs - National Trends and Services – Project LEAD**

# Transforming Communities Through Visual Arts

## National Pilot Program



Transforming Communities Through Visual Arts program has been created to use film and multimedia as a platform to create conversations around issues that affect African American communities. For years, mainstream cinema stereotyped African-Americans and told our story from their lens.

Visual arts has since revolutionized the portrayal and the history of both modern African-American life and U.S. history from a black perspective. African American film-makers can now tell our story, so that we control our narrative.

Program Components	Examples
<ul style="list-style-type: none"><li>• First Weekend Club</li><li>• Film and Thought Panels (Host a Screening)</li><li>• Mini Film Festivals (create or support)</li><li>• Supporting a Local Film Festival</li></ul>	<ul style="list-style-type: none"><li>• Partner with Local Performing Arts &amp; Magnet Schools and Colleges</li><li>• Partner with local county/city Cultural Arts Department to promote Visual Arts programming for youth</li><li>• Create a short film contest</li></ul>

**Toolkit: Website – Documents - Programs - The Arts - Transforming Communities Through Film**

# Young Achievers – Developing the Whole Child



- **What:**
  - **9th – 12th Grade ~ The Young Achievers** program addresses issues and challenges facing black high school youth. Through a series of workshops and interactive programs, Young Achievers supports a successful completion of middle school, a seamless transition to high school, successful entry to college and into chosen careers.
- **How:**
  - Implement mentoring programs for youth, geared to either males or females
  - Close the high school academic achievement gap
  - Implement science, technology, engineering, and mathematics related career awareness programs
  - Introduce college readiness programs
  - Promote HBCUs as viable options
  - Introduce financial literacy programs
  - Award college scholarships



# Young Master Writers Program Competition

## National Pilot Program



The Young Master Writers Program Competition (YMWP) promotes participation, pride, and achievement in creative writing among high school students of African ancestry.

- YMWP aims to recognize the vital role of writing in society by encouraging young people to channel their experiences, observations, fears, and hopes into works of expressive, original prose and poetry.
- Chapters partner with schools, libraries, nonprofits, and other organizations to seek out and mentor interested students in their communities. The unique voices of competition entrants shed light on their lives, covering topics such as bullying, heritage, love, community, history, pop culture, and politics.

**Toolkit: Website – Documents - Programs - The Arts - Young Master Writers Competition**



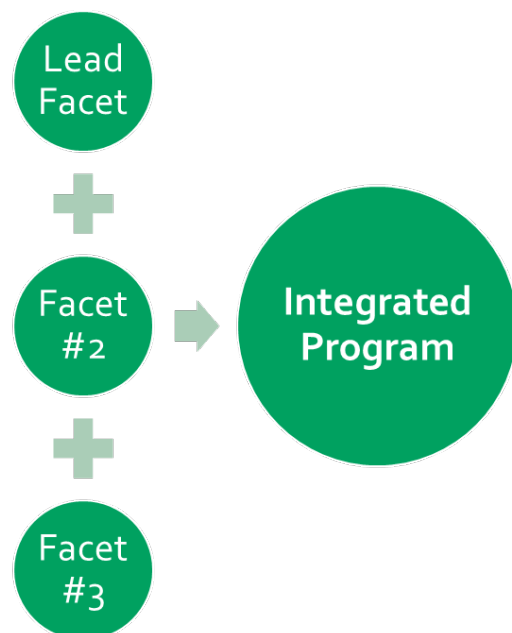
# Part 4

## The Links Programming Structure and Service Delivery Model

# Links Programming Structure

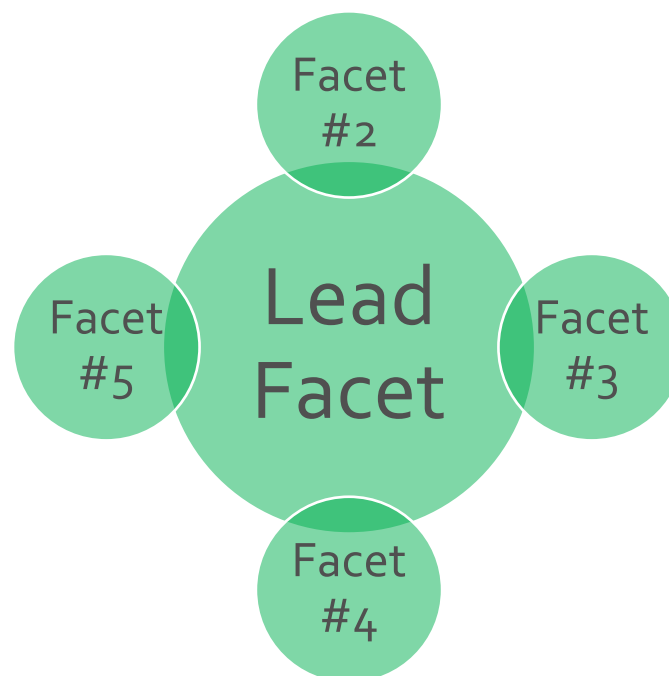
## Integrated Programming

Any 3 Facets in a Links Chapter



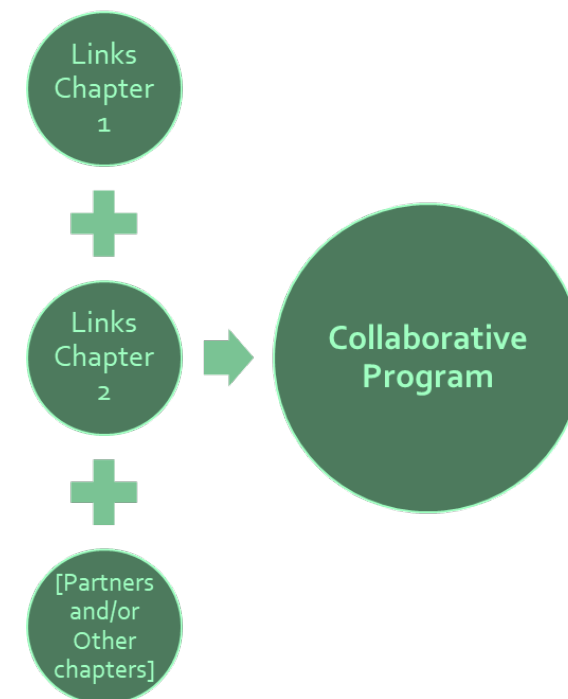
## Umbrella Programming

All 5 Facets in a Links Chapter and  
*all chapter members participating*



## Collaborative Programming

**One** (or more) facets from **two** (or more) Links Chapters participating;  
also can include community partners



# Program Alignment

- Alignment is achieved when a chapter's programming—from planning to evaluation—is consistent with, and supportive of, The Links' national priorities and programmatic agenda
- Advantages of program alignment:
  - Decreases chapter overload
  - Improves operational efficiency as chapters can rely on National toolkits and resources
  - Promotes comprehensive approaches and multifaceted responses to complex problems and issues.
  - Increases The Links' overall impact – helpful in seeking sponsors and partners to assist chapters' service efforts
  - Enhances our branding



# The Links Service Delivery Model (SDM)

- The Links has adopted a service model **for our programs** in order to **build a common language for accountability and evaluation** across the organization.
- It's a useful tool for planning and evaluating programs, committee work and other collaborative projects.
- Our model was adapted from University of Wisconsin-Extension and the W.K. Kellogg Foundation Logic Model. The Logic Model process is a tool that has been used for more than 20 years by program managers and evaluators to describe the effectiveness of their programs.
- Logic models represent a **visual way of expressing the rationale or thought behind a program.**

**Toolkit: Website - Documents - Programs – National Programs Webinars – Elevating Our Impactful Service Part 1 (Slides and/or Recording)**

# SDM Planning Elements

**Planning Elements:** Our Service Delivery Model contains six components with inputs, outputs and outcomes being central to the common basis of the model.

## Situation

Service models are built in response to an existing situation. We identify the problem or priority the program is responding to and the expected benefit to specific audiences.

## Inputs

The inputs are the resources available to make your program work. Resources could include the people, the money or the community resources that are necessary to operate the program. Inputs lead to outputs.

## Outputs

The activities, products, methods, and services you use represent your outputs. Examples of program activities include research, training, technical assistance and other services. Outputs lead to outcomes.

## Outcomes

The results and benefits for groups, individuals or communities represent outcomes. They may include direct products, services or events delivered through planned activities.

## External Factors

These are the outside forces that affect the implementation and success of the program.

## Assumptions

Assumptions are the beliefs we have about why our program will work.



# Seven Key Questions for Developing Your SDM

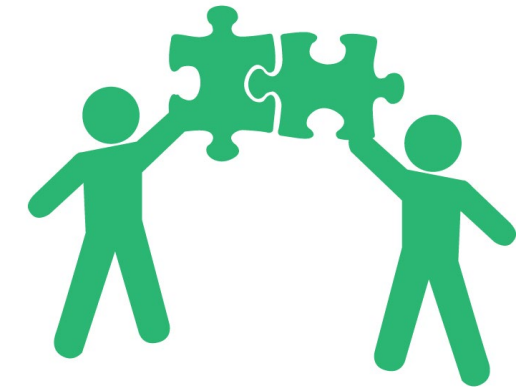
1. Based on your community's needs AND your chapter members' areas of interest in serving, what is the community-level impact (change) that your chapter would like to create as a result of your program?
2. What national programs/initiatives *currently* exist that you can deploy or leverage to meet your programming goals?

*NOTE: Many chapters have developed programs that already fit within one of the Signature Programs – e.g., a reading program for elementary students may fit within Links to Success Signature Program and the National Mentoring Initiative*

3. If your chapter's program currently does not fit within a Signature Program, can it be easily modified by adding certain elements to fit?

Graphical Depiction: Service Delivery Model

Situation (The Problem)		Priorities	Mission/Vision (What drives the outcome?)		
Inputs		Outputs		Outcomes	
Resources	Activities	Participation	Short-Term	Mid-Term	Impact/Long-Term
In order to accomplish our set of activities we will need the following:	In order to address our problem, we will accomplish the following activities:	We must clearly identify the groups we are serving.	If accomplished, we expect these activities will lead to the following changes in 1-2 years:	If accomplished, we expect these activities will lead to the following changes in 3-4 years:	If accomplished, we expect these activities will lead to long-term societal changes.
1. 2. 3. 4.	1. 2. 3. 4.	1. 2. 3. 4.	1. 2. 3. 4.	1. 2. 3. 4.	1. 2. 3. 4.
Assumptions			External Factors (Things that might negatively impact your program - i.e. environment, community, public policy)		
1. 2.			1. 2.		
Evaluation			How will you know it?		
What do you want to know?					

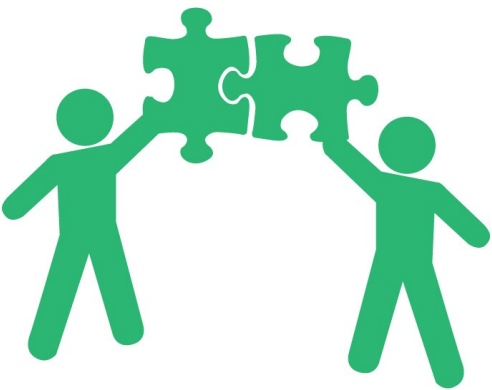


# Seven Key Questions for Developing Your SDM

4. If your chapter currently is not providing integrated or umbrella programming, can your current programs be combined and/or modified easily to become an integrated or umbrella program that meets your community's needs?
5. If you are doing integrated programming, can the two facets that are not within your integrated program work with other Links chapter(s) on a collaborative program of mutual need and interest in your community?

Graphical Depiction: Service Delivery Model

Situation (The Problem)		Priorities	Mission/Vision (What drives the outcome?)		
Inputs	Outputs		Outcomes		
Resources	Activities	Participation	Short-Term	Mid-Term	Impact/Long-Term
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Assumptions			External Factors (Things that might negatively impact your program – i.e. environment, community, public policy)		
1. 2.			1. 2.		
Evaluation					
What do you want to know?			How will you know it?		

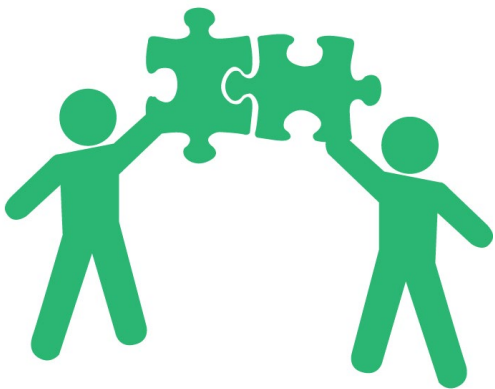


# Seven Key Questions for Developing Your SDM

6. What **National** (and/or Area) **resources** are **available** to implement our selected programming; e.g.,
- National Toolkits
  - Resources from The Links’ National Partners (e.g., AARP Are You Ready?; NWF WildSTEM Monthly Teaching Guides)
  - Resources from Area Partners aligned with National Programs (e.g., Black Girls Code)

Graphical Depiction: Service Delivery Model

Situation (The Problem)		Priorities		Mission/Vision (What drives the outcome?)	
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Assumptions			External Factors (Things that might negatively impact your program – i.e. environment, community, public policy)		
1. 2.			1. 2.		
Evaluation					
What do you want to know?			How will you know it?		



# Seven Key Questions for Developing Your SDM

7. Now address the six SDM elements and establish your SMART goals:

- i. What are the long-term outcomes or behaviors we would like our clients to achieve?
- ii. What are the short-term outcomes we would like our clients to achieve?
- iii. What programs, strategies, or services do we need to achieve the short and long-term outcomes?

Graphical Depiction: Service Delivery Model

Situation (The Problem)		Priorities	Mission/Vision (What drives the outcome?)		
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Assumptions			External Factors (Things that might negatively impact your program – i.e. environment, community, public policy)		
1. 2.			1. 2.		
Evaluation					
What do you want to know?			How will you know it?		

## S.M.A.R.T GOALS

Set **SMART goals** to clarify your ideas, focus your efforts, use your time and resources productively, and achieve what you want.



**Specific:**  
Define the goal in clear language



**Measurable:**  
Track progress to measure outcome



**Attainable:**  
Can the goal be accomplished?



**Realistic:**  
Is the goal practical, visionary and can be applied to the task on hand?



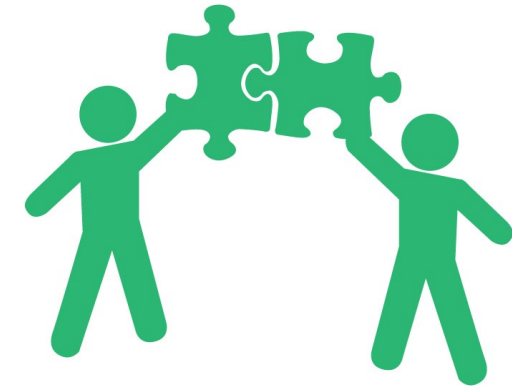
**Timely:**  
Has a time limit been set (for better time management)?

# Seven Key Questions for Developing Your SDM

- iv. What are the resources or inputs do we need to support strategy or service implementation?
- v. What is going on in our community or in our clients' lives that we have no control over but will affect the quality of the success of our program?
- vi. What assumptions are we relying upon about why our program will work?
- vii. How will we evaluate our program?

Graphical Depiction: Service Delivery Model

Situation (The Problem)		Priorities		Mission/Vision (What drives the outcome?)	
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Assumptions			External Factors (Things that might negatively impact your program – i.e. environment, community, public policy)		
1. 2.			1. 2.		
Evaluation					
What do you want to know?			How will you know it?		





# Questions: Please Contact The Links National Programs Committee

## (As of January 1, 2023)

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