LEVERAGING DIVERSITY AND INCLUSION TO LIVE UNITED

2011 DIVERSITY AND INCLUSION ANNUAL REPORT

GIVE. ADVOCATE. VOLUNTEER.

UnitedWay.org
DIVERSITY AND INCLUSION IN THE UNITED WAY NETWORK

United Way Worldwide strives to be a model of diversity and inclusion – with our Board of Trustees, staff and volunteers – reflecting the many faces, cultures and walks of life within the communities we serve.

We respect, value, and celebrate the unique attributes, characteristics and perspectives that make each person who they are. We also believe that bringing diverse individuals together allows us to collectively and more effectively address the issues that face our communities. It is our aim, therefore, that our partners, strategies and investments reflect these core values.

di·ver·si·ty, noun
the quality of being different or unique at the individual or group level. This includes age; ethnicity; gender; gender identity; language differences; nationality; parental status; physical, mental and developmental abilities; race; religion; sexual orientation; skin color; socio-economic status; work and behavioral styles; the perspectives of each individual shaped by their nation, experiences and culture – and more. Even when people appear the same on the outside, they are different!

in·clu·sion, noun
a strategy to leverage diversity. Diversity always exists in social systems. Inclusion, on the other hand, must be created. In order to leverage diversity, an environment must be created where people feel supported, listened to and able to do their personal best.
OUR MISSION

United Way improves lives by mobilizing the caring power of communities around the world to advance the common good.

OUR VALUE PROPOSITION

We galvanize and connect a diverse set of individuals and institutions, and mobilize resources, to create long-term change.

ABOUT UNITED WAY

United Way Worldwide is the leadership and support organization for the network of nearly 1,800 community-based United Ways in 41 countries and territories. We advance the common good by focusing on improving education, helping people achieve financial stability and promoting healthy lives, and by mobilizing millions of people to give, advocate and volunteer to improve the conditions in which they live.

THE BUSINESS CASE FOR DIVERSITY AND INCLUSION

The business rationale for increasing our strategic diversity and inclusion management capability is derived from our mission to strengthen local communities and change lives. By engaging the power of collaborative partners in richly diverse environments, United Way can bring transformative solutions and sustained change to complex community issues.
Dear Friends:

It is with great pride that we share United Way Worldwide’s 2011 Diversity and Inclusion Annual Report. This report summarizes United Way’s efforts to advance the common good through diversity and inclusion. Our commitment starts at the top and extends throughout our network.

Our accomplishments would not have materialized without the extraordinary effort of many people. We want to first thank all of the United Way executives, staff and volunteers and our external partners who support this work in their communities and around the world. Special thanks go to Kerry Blume, President and CEO, United Way of Northern Arizona, and Eric McDonnell, Executive Vice President, United Way of the Bay Area, for their leadership as co-chairs of the Inclusion Council for the United Way Network. We also appreciate the members of the Inclusion Council and the more than 400 staff and volunteers who participate in our Business Resource Groups. Their engagement in this work is integral to our ongoing success.

United Way Worldwide envisions a world where all individuals and families achieve their human potential through education, income stability and healthy lives. With United Way’s focus on providing opportunities to give, advocate and volunteer, it is imperative that our outreach efforts speak to and engage the entire community. This requires ongoing effort with a relentless pursuit of diversity and a steadfast commitment to inclusion. Within these pages we hope you will celebrate our shared successes and be inspired by all that is possible.
ADVANCING THE COMMON GOOD:
CREATING OPPORTUNITIES FOR
A BETTER LIFE FOR ALL

We all win when a child succeeds in school, when families are financially stable, when people are healthy. As our work in the areas of education, income and health advances, inclusive strategies and frameworks are critical to creating opportunities for a good life for all. Drawing on research and conferring with a broad range of partners, United Way issued our Goals for the Common Good:

- Cut by half the number of young people who drop out of high school
- Cut by half the number of lower income families that lack financial stability
- Increase by a third the number of youths and adults who are healthy and avoid risky behaviors

To achieve these goals, United Way Worldwide is committed to developing and implementing culturally competent strategies that engage the many diverse populations of our communities and address gender, racial, socioeconomic and other disparities.
MOBILIZATION GROUPS

United Way Worldwide continues to expand efforts to work with a core group of United Ways in the U.S. dedicated to building the capacity of their community to better meet its needs and address issues. These United Ways are working with multiple partners to align community efforts around education, income, early grade reading and health. Diversity and inclusion are embedded throughout this work. Some examples include the following:

- Engaging in diverse and authentic community conversations to truly learn what all segments of a community care about and invite them to get involved. In 2011, more than 400 community conversations were held in multiple languages with diverse stakeholders.

- Developing the cultural competencies of local United Ways to be able to effectively engage with diverse segments of the population.

- Building partnerships and relationships with diverse groups to engage them in sharing ownership and creating solutions to improve education, income and health in their communities.

- Assuring the availability of diverse and relevant opportunities that will allow all segments of the community to give, advocate and volunteer to improve community conditions.

- Encouraging the development of affinity groups that promote involvement in the work within a community.

Through the Mobilization Groups, United Ways are able to help communities engage diverse individuals, organizations and other stakeholders to shape and guide efforts to improve community conditions.

ONE MILLION VOLUNTEER READERS, TUTORS AND MENTORS

Research proves that caring volunteers working with students of all ages have the power to help kids boost academic achievement and put young people on track for a bright future. United Way has launched an historic new effort to recruit one million new volunteer readers, tutors and mentors in the U.S. This effort will require the support and participation of a diverse cross-sector of communities throughout the United States. The result will also impact a diverse group of students. Diversity and inclusion are key considerations for both the recruitment and placement of volunteer readers, mentors and tutors. Targeted outreach to faith-based communities, women, youth, athletes and others are underway.
EDUCATION  HEART OF FLORIDA UNITED WAY’S INTERFAITH SCHOOL TURNAROUND PROJECT

United Way organizations work with diverse partners to improve graduation rates in their community. A great example of this can be found in Orlando, Florida. The Heart of Florida United Way was selected to lead the Interfaith School Turnaround Project in the Orlando community. This is a special initiative that engages the faith-based community in support of Title I public schools and is a collaborative project between the U.S. Department of Education, the White House Office of Faith-Based and Community Partnerships and the Corporation for National and Community Service. The goals of the program are to boost school attendance and reduce chronic tardiness and absenteeism; decrease negative student behavior; improve academic performance; and increase access to post-secondary education.

INCOME  OPPORTUNITY NATION PARTNERSHIP

In 2011, United Way Worldwide partnered with Opportunity Nation, a national campaign to mobilize a diverse cross-sector of business leaders, nonprofit organizations, educational institutions, faith communities and citizens to create innovative policies and programs that promote opportunity and economic mobility in the United States. The Campaign formally launched at a national summit in New York City, co-convened by TIME Magazine, the Ford Foundation, AARP/AARP Foundation and United Way Worldwide. By working together with diverse partners to create better jobs, better skills and better communities, United Way is achieving its goal of advancing the common good by creating opportunities for a better life for all.

HEALTH  PARTNERSHIP HIGHLIGHTS

United Way Worldwide partners with the Prevention Institute, the premier national nonprofit organization dedicated to improving community health and equity through effective primary prevention. This includes development of systematic, comprehensive strategies to prevent illness and injury before they occur. The Prevention Institute is working with 12 local United Ways on a framework to identify strategies that address social determinants of health, placing equity at the heart of all we do, and lifting up the community’s assets – not just its risk factors. Its Spectrum of Prevention framework helps United Ways identify multi-faceted strategies to improve population-based health, all of which are important to make sustainable change: strengthening individual knowledge and skills, promoting community education, educating providers, fostering coalitions and networks, changing organizational practices and influencing policy and legislation.
**DEMOGRAPHICS AT-A-GLANCE**

**GENDER**

- United Way Worldwide: 63% Female, 37% Male
- United Way Network: 77% Female, 23% Male
- United Way Worldwide Board: 67% Male, 33% Female

**AGE**


**ETHNICITY**

- United Way Worldwide Network Staff: 81% White, 16% Black or African American, 10% Hispanic/Latino, 3% Asian & Pacific Islander, 1% Other
- United Way Worldwide Staff: 59% White, 24% Black or African American, 6% Hispanic/Latino, 1% American Indian or Alaska Native, 1% Other
- United Way Worldwide Board: 67% White, 8% Black or African American, 8% Hispanic/Latino, 8% Asian & Pacific Islander, 8% American Indian or Alaska Native

*United Way Worldwide data is from 2011; United Way network data is from 2010.*
STRATEGIES FOR DIVERSITY AND INCLUSION

STRATEGY 1: Talent Pipeline Management and Leadership Development

Attracting diverse talent, as well as retaining and developing talent, is critical to achieving our mission. This includes both staff and volunteers.

LATINO ENGAGEMENT STRATEGY

United Way Worldwide partnered with Diversity Best Practices to develop a strategic plan to better understand and engage the Latino/Hispanic segment in the U.S. The work began with the development of a business case that provides a basis for understanding how the multi-layered Latino/Hispanic population can best be engaged in United Way’s work as staff, donors, advocates and volunteers. This work brings United Way leaders with Hispanic roots together to create a more connected network. Implementation of the overall strategy will continue throughout 2012 and beyond.

EMPLOYEE ENGAGEMENT

As a component of United Way Worldwide’s recruitment and retention strategy, a team was formed in early 2011 to develop and execute a strategic, organization-wide plan to build world-class employee engagement and development. The effort emphasized the organization’s cultural values of long-term, sustainable results; inclusion and relationship building; and the passion, skills and talents of staff, volunteers and retirees. The team set three goals for the organization: to move from strategy to implementation, to create a culture of coaching and to live United Way Worldwide’s values.

TALENT MANAGEMENT STRATEGY

In 2011, United Way designed a high-return initiative to develop a comprehensive talent management strategy. Having diverse talent with the right competencies is critical to driving and sustaining United Way’s business model and progress in communities worldwide. A diverse team of United Way professionals developed this strategy with clear target objectives and strategic priorities for recruitment; development; retention and engagement; and succession management. At the core of this strategy is an understanding that in order to connect with and engage our increasingly diverse communities and stakeholders, we must have a diverse workforce that puts inclusion at the heart of its mission.
STRATEGY 2: Build Strategic Relationships

Building strategic relationships both internally and externally is vital to every aspect of our business. We must deliberately work to build relationships that are mutually beneficial within the United Way network, as well as within the communities we serve.

PARTNERSHIPS AND SECTOR LEADERSHIP

United Way works with many new and long-term partners to promote diversity and inclusion within the nonprofit sector. In 2011, there were three primary ways in which we did this: sharing knowledge and experience; promoting nonprofit careers among diverse talent; and contributing to ongoing research around diversity and inclusion. The following highlights illustrate some of the partnerships and places United Way has provided diversity and inclusion leadership in the public sector:

World Economic Forum – United Way Worldwide President and CEO, Brian Gallagher, served as a member of the World Economic Forum’s Women Leaders and Gender Parity Program. This group is committed to promoting women’s leadership and closing global gender gaps. The program strives to increase the participation of women in the forum’s activities by ensuring their involvement as members in communities and inviting women leaders to be active contributors to the global dialogue.

Sharing Knowledge and Experience – United Way’s diversity and inclusion strategy was highlighted as a best practice at conferences and meetings hosted by numerous organizations, including: Board Source; Association of Junior Leagues International; National Urban League; National Coalition of 100 Black Women; ASAE Foundation and the International Society of Diversity and Inclusion Professionals. These opportunities allow United Way Worldwide to build relationships and promote the value of inclusion.

Promoting Nonprofit Careers among Diverse Talent – United Way Worldwide sponsored and participated in segment specific conferences and meetings to connect with diverse talent and build awareness around United Way career opportunities. Highlights include the National Association of Asian MBAs (NAAMBA) conference and the Nonprofit Leadership Alliance’s annual Management and Leadership Institute (AMI). The AMI events are professional development and networking conference for students interested in entering the nonprofit field. The Alliance Institute is the only national event that is focused on nonprofit workforce and nonprofit pipeline – preparing the next generation of nonprofit leaders.
Contributing to Ongoing Research around Diversity and Inclusion – The National Human Services Assembly (NHSA) Diversity and Inclusion Council, chaired by United Way Worldwide’s Chief Diversity Officer, Deborah Foster, sponsored a study titled Developing Senior Management Diversity. The study included a robust diversity literature review, interviews with search firms and diversity professionals, and analysis of best practice organizations across sectors. The interviews were conducted among 82 leading nonprofit organizations. The results revealed that senior management diversity can help performance outcomes and creativity. The study also suggested that valuing and working with diversity must be a priority across an organization – at all levels, in all policies and in all practices – in order to affect the greatest benefits of diversity.

TARGETED SEGMENT RELATIONSHIP DEVELOPMENT

United Way Worldwide works in multiple ways to develop and build relationships with specific targeted markets. Some examples of this work include:

STUDENT UNITED WAY PROGRAMS United Way reaches the youth market through multiple programs aimed at engaging students in giving, advocating and volunteering. As seen by the results of these programs, the power of young leaders in the philanthropic arena is undeniable.

Student United Way Young people in high schools, technical and trade schools, and colleges and universities across the country are advancing the common good in their local communities. This powerful force is known as Student United Way, a campus-based club or organization led by and for students. During the 2010–2011 academic year, more than 60 clubs raised close to $113,000 toward education, income and health work in their communities. These clubs engaged 195 officers, 1,680 members and 6,300 volunteers who put in more than 32,000 volunteer hours. Those hours add up to $700,000 in human capital and made a difference in the lives of nearly 63,000 individuals. In its inaugural year, the Student United Way Awards recognized Student United Ways and its members across the country for their outstanding individual leadership, exceptional organizations, savvy social media skills and successful program efforts that bring LIVE UNITED to life.
Alternative Spring Break  During spring break, hundreds of student volunteers from across the United States trade swim wear for tool belts and team up with United Way to make a meaningful impact in communities across the country. For more than seven years, through a unique collaboration between United Way and Deloitte, more than 2,500 students have given back during their spring break in dozens of communities across the country, contributing more than 77,000 hours of volunteer service. Nearly 500 students provided 13,500 hours of service in 2011, valued at over $288,300. The initiative includes three separate programs: National Alternative Spring Break in the gulf coast; Deloitte: Maximum Impact ASB, held in Washington, D.C.; and In Your Own Backyard, an initiative that encourages young people to volunteer in their own community.

LABOR  Since 1946, the American Federation of Labor and the Congress of Industrial Organizations (AFL-CIO) and United Way Worldwide have enjoyed a cooperative relationship through which United Way provides services to members of organized labor, their families and their communities. Organized labor is also part of the decision-making process at United Way Worldwide, with AFL-CIO representatives serving on the Board of Trustees. Highlights of this partnership include the National Association of Letter Carrier’s annual food drive for which United Way serves as a primary sponsor. In 2011, the food drive successfully collected 70.2 million pounds of food. This was the eighth consecutive drive surpassing 70 million pounds. The AFL-CIO and United Way have been partners in this effort to “Stamp Out Hunger” since the drive began almost 20 years ago. Through programs like this, United Way and organized labor work to provide opportunities for millions of Americans to give and receive, to collectively build communities and to change lives.

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<tr>
<th>AFFINITY GROUPS IN THE UNITED WAY NETWORK</th>
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<td>Women (WLC)</td>
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<td>Young Leaders</td>
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<td>Other</td>
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“Other” includes African American, Latino, Lesbian, Gay, Transgender and Bisexual, and multicultural affinity groups throughout the network.
STRATEGY 3: Build the Cultural Competency of the Network

Success in engaging increasingly diverse communities requires taking different approaches and considering the diverse cultural values, beliefs, experiences and unique perspectives that individuals and organizations each bring.

CULTURAL COMPETENCY TRAINING

Throughout 2011, United Way Worldwide provided numerous opportunities for individuals to improve their cultural competency skills and build a more inclusive environment within United Way organizations. A training program was created to help United Way staff develop a deeper understanding of their own individual view of the world, what they value, how they process information and how they interact with others. In addition to being offered to individuals from throughout the network at the United Way Staff Leaders Conference, the training was presented at the national, local and state levels for multiple organizations.

THE INCLUSION COUNCIL FOR THE UNITED WAY NETWORK

One of the key components of building internal relationships is the Inclusion Council for the United Way Network. This council is a group of United Way staff members that serves as a vehicle to assist in executing the network’s overall diversity and inclusion strategy. Council members also lead United Way’s nine Business Resource Groups: African American; Asian/Pacific Islander; Latino/Hispanic; Lesbian, Gay, Bisexual and Transgender; Native American; Persons with Disabilities; White Engagement; Women; and Young (under 40). Members of the Inclusion Council and Business Resource Groups represent and promote diversity and inclusion as participants in multiple committees and task force teams working on critical network issues.

In 2011, the Inclusion Council was led by Kerry Blume, President and CEO, United Way of Northern Arizona in Flagstaff and Eric McDonnell, Executive Vice President, United Way of the Bay Area in San Francisco. Under their direction, the council worked to establish a new work plan for 2011–2013 and engage the groups around business issues relevant to each segment. Some of the topics for the engagements were local United Way affinity group support, talent development and partnership and collaboration opportunities within the segments.

THE DIVERSITY AND INCLUSION SELF-ASSESSMENT

After piloting this tool in 2010, the Diversity and Inclusion Self-Assessment launched in 2011 and was made available to all United Way organizations. This tool was developed by the Inclusion Council for the United Way Network to measure a community’s view of their local United Way organization’s level of inclusiveness. The self-assessment provides a clearer understanding of where a United Way is with regard to diversity and inclusion so that organizations can develop and define plans to cultivate greater inclusion within their organization and community. The virtual toolkit includes the survey, step by step instructions, background documents, templates, and case studies from the pilot. Results provide a sense of stakeholders’ perceptions of the organization.
STRATEGY 4: Greater Presence and Engagement

Increasing United Way visibility and building relationships with selected segments is the final key to United Way’s diversity and inclusion strategy. As we strive to reach the Goals for the Common Good and other goals around the world, it is critical that United Way seeks diverse opportunities to tackle community challenges in education, income and health.

WOMEN’S LEADERSHIP COUNCILS

With more than 50,000 members in 130 communities throughout the United States, United Way Women’s Leadership Councils (WLC) are a powerful philanthropic force. There is no greater example of what can be accomplished when a diverse segment comes together and is mobilized into action. Grounded in the idea that addressing the most critical local needs lifts the community as a whole and creates a better life for all, these women stand-up, unite, and take action on issues that hit closest to home by giving, volunteering and advocating. In 2011, the National Women’s Leadership Council (NWLC) celebrated its tenth anniversary. With more members giving more money than any other similar women’s group, the United Way Women's Leadership Council has raised in excess of $832 Million since its inception and has set a target of $1 Billion by 2012.
NATIONAL FOOTBALL LEAGUE PARTNERSHIP

For nearly 40 years, the National Football League – owners, coaches, players and staff – have been working with United Way to strengthen America’s communities. This partnership gives United Way a broad reach into diverse markets that might not hear United Way’s message without the power of the NFL behind it. The NFL is engaged in United Way’s effort to recruit one million volunteer readers, tutors and mentors through a unique initiative that was launched in 2011. United Way TEAM NFL is a core group of civic-minded, college-educated NFL players who have committed to using their relationships and reach to recruit volunteers to help United Way cut the high school dropout rate in half.

INCLUSIVE WORLDWIDE LEADERSHIP

As United Way continues to build and strengthen its international network, inclusive leadership is critical to building interdependent capabilities distributed at the global, regional, national and local levels. Through collective leadership, United Ways in more than 45 countries are able to lay a foundation for advancing the common good around the world. One way we have done this is through the United Way Leadership Forum in Geneva, Switzerland. The objective of this business meeting was to build relationships and shape future goals and strategies for United Way’s worldwide movement. Twenty-five CEOs and board chairs from 12 of the most influential United Way organizations were invited to participate, including: Australia, Canada, China, France, India, Mexico, Panama, South Africa, South Korea, Taiwan, United Kingdom and the United States.
CONCLUSION

Throughout the year, initiatives and efforts like inclusive community conversations, establishing a goal to recruit one million volunteer readers, mentors and tutors, faith-based partnerships and so many others placed great emphasis on reaching out and engaging diverse communities, individuals and organizations in United Way’s work. Just as much effort has been focused on building an inclusive environment internally as well, through self-assessments, employee engagement programs and cultural competency trainings. Collectively, all of this work leads to a more diverse and inclusive network with heightened capability, greater innovation and a broader base of resources and support to achieve our mission. We remain committed to this work and we look forward to fulfilling our goals with a diverse base of investors, advocates and volunteers.
LEADERS IN DIVERSITY AND INCLUSION

2011 INCLUSION COUNCIL FOR THE UNITED WAY NETWORK

Kerry Blume
**CO-CHAIR**
President and CEO
United Way of Northern Arizona
Flagstaff, Arizona

Eric McDonnell
**CO-CHAIR**
Executive Vice President
United Way of the Bay Area
San Francisco, California

Nancy Alrichs
**PERSONS WITH DISABILITIES**
VP, Workforce Development & Diversity
United Way of Central Indiana
Indianapolis, Indiana

Jessica Koscher
**GAY, LESBIAN, BISEXUAL & TRANSGENDER**
Executive Vice President
United Way of Elkhart County, Inc.
Elkhart, Indiana

Holly Baughman
**YOUNG (UNDER 40)**
Director, Resource Development
United Way of San Diego County
San Diego, California

Elise Lee
**WOMEN**
Development Officer
United Way of Central Maryland
Baltimore, Maryland

Shilpa Bavikatte
**ASIAN/PACIFIC ISLANDER**
Manager, Outreach Leadership Giving
United Way of Metropolitan Chicago
Chicago, Illinois

Martha Maksym
**PERSONS WITH DISABILITIES**
Executive Director
United Way of Chittenden County
South Burlington, Vermont

Peter Carpino
**YOUNG (UNDER 40)**
President & CEO
United Way of Greater Rochester
Rochester, New York

Alex Martinez
**LATINO/HISPANIC**
Chief of Staff
United Way of New York City
New York, New York

Rick Carrick
**GAY, LESBIAN, BISEXUAL & TRANSGENDER**
Chief Operating Officer
United Way of Central Ohio
Columbus, Ohio

Suzanne McCormick
**WOMEN**
President and CEO
United Way of Greater Portland
Portland, Maine

Jason Daniels
**YOUNG (UNDER 40)**
Vice President, Strategic Initiatives
United Way of Greater Toledo
Toledo, Ohio

Wilhelm “Bill” Urbina Meierling
**LATINO/HISPANIC**
Director of Media and Public Relations
United Way Worldwide
Alexandria, Virginia

Kari Davis
**PERSONS WITH DISABILITIES**
Director of Diversity and Inclusion
Greater Twin Cities United Way
Minneapolis, Minnesota

Tanya Muñiz
**LATINO/HISPANIC**
Vice President/Controller
Valley of the Sun United Way
Phoenix, Arizona

Norie Del Valle
**LATINO/HISPANIC**
Director, Strategic Investments and Stewardship, United Way of Miami-Dade
Miami, Florida

Ira Murray
**AFRICAN AMERICAN**
Vice President, Community Impact
United Way of the Capital Area
Jackson, Mississippi

Mary-Gwynne Dougherty
**WHITE ENGAGEMENT**
Vice President, Human Resources
Metro United Way
Louisville, Kentucky

Wamite Muthara
**AFRICAN AMERICAN**
Manager, International Network
United Way Worldwide
Alexandria, Virginia

David “D.J.” Hampton
**WHITE ENGAGEMENT**
Director, Major Donor Relations
United Way Worldwide
Alexandria, Virginia

Chris Preston
**YOUNG (UNDER 40)**
Manager, Global Corporate Leadership
United Way Worldwide
Alexandria, Virginia

Randall Punley
**NATIVE AMERICAN**
Director, Corporate Sponsorship
United Way Worldwide
Alexandria, Virginia

Kristin Thomsen
**WOMEN**
Manager, Market Research
United Way Worldwide
Alexandria, Virginia

Angel Towns-Harris
**AFRICAN AMERICAN**
Assistant VP, Corporate Campaigns
United Way Worldwide
Alexandria, Virginia

Brian Wachman
**WHITE ENGAGEMENT**
Executive Director
United Way of Lincoln & Lancaster
Lincoln, Nebraska

Donovan Willeto
**NATIVE AMERICAN**
Campaign Coordinator
United Way of Northern Arizona
Flagstaff, Arizona

Keith Woods
**GAY, LESBIAN, BISEXUAL & TRANSGENDER**
Manager, Global Corporate Leadership
United Way Worldwide
Alexandria, Virginia

Jim Yu
**ASIAN/PACIFIC ISLANDER**
Vice President, Relationship Management
United Way Worldwide
Alexandria, Virginia

Deborah W. Foster
Executive Vice President and Chief Diversity Officer
United Way Worldwide
Alexandria, Virginia

Marveen C. Henderson
Director, Diversity and Inclusion
United Way Worldwide
Alexandria, Virginia

Marty Raines
Manager, Strategic Alliances and Inclusion
United Way Worldwide
Alexandria, Virginia

Ira Murray
**AFRICAN AMERICAN**
Vice President, Community Impact
United Way of the Capital Area
Jackson, Mississippi

Deborah W. Foster
Executive Vice President and Chief Diversity Officer
United Way Worldwide
Alexandria, Virginia

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Director, Diversity and Inclusion
United Way Worldwide
Alexandria, Virginia

Marty Raines
Manager, Strategic Alliances and Inclusion
United Way Worldwide
Alexandria, Virginia

STAFF ADVISORS:
Value

Diversity

EQUITY

INCLUSION

INTERCONNECTED

UNDERSTANDING

SYNERGY

BUSINESS IMPERATIVE

EMPOWER

engage

PERSPECTIVES

STRATEGIC
To learn more about United Way, visit:
UnitedWay.org
facebook.com/UnitedWay
@UnitedWay

For more information about United Way’s diversity and inclusion work please contact:
DEBORAH W. FOSTER
Chief Diversity Officer &
Executive Vice President
Strategic Alliances and Inclusion
Deborah.Foster@unitedway.org

MARVEEN C. HENDERSON
Director, Diversity and Inclusion
703.683.7847
Marveen.Henderson@unitedway.org