HEIGHTENING THE CAPACITY OF OUR NETWORK

2013 DIVERSITY AND INCLUSION ANNUAL REPORT

GIVE. ADVOCATE. VOLUNTEER.

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

**di-vern-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 we 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, PROMOTING HEALTHY LIVES, and mobilizing millions of people to give, advocate and volunteer to improve the conditions in which they live.

BUSINESS CASE FOR DIVERSITY AND INCLUSION
The business rationale for increasing our strategic diversity and inclusion management capability derives 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.
EXECUTIVE MESSAGE

DEAR FRIENDS AND COLLEAGUES:

Capacity! It’s the depth, breadth, power and ability we put behind the things that matter most. This is why United Way’s dedication and commitment to diversity and inclusion are critical to achieving our mission and ambitious goals. Without the capacity of engaged volunteer and professional teams comprised of the broadest and deepest talent we will not be able to truly deliver the impact we have promised to communities.

With great pride we share the 2013 United Way Diversity and Inclusion Annual Report, Heightening The Capacity of Our Network. Within this report you’ll learn about exciting connections being made across the United Way network. You’ll read about the new and creative ways that United Ways are working with diverse partners to create better communities. And you’ll see how we are collectively driving impact through targeted affinity groups.

It’s been an exciting year as the network leveraged new technology and partners to advance our goals. For example, we partnered with Google for The 21, a 21-hour broadcast of live programming supporting worldwide education. This innovative platform engaged young people and increased brand awareness and positioning for the United Way network with this important and emerging population. A segment of this online event highlighted young change makers such as Dahkota Brown, a 14-year-old young man who founded Native Education Raising Dedicated Students (NERDS). This peer-to-peer youth study group helps at-risk Native American youth remain in school, succeed, graduate and plan for the future.

We also want to thank all of the United Way executives, volunteers, and staff as well as our external partners who support this work in their communities and around the world. Special thanks go to the Inclusion Council for the United Way Network. Their leadership and bold vision are helping to give lift to our network goals and priorities.

We invite you to read about these activities and more in the pages to follow. As we are, we know you’ll be inspired by these efforts to advance the common good through diversity and inclusion.

BRIAN A. GALLAGHER
President & CEO
United Way Worldwide

STACEY D. STEWART
U.S. President
United Way Worldwide
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 continues to grow, inclusive strategies and frameworks are critical to creating opportunities for a good life for all. Drawing on research, and collaborating with a broad range of partners, United Way issued these 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 diverse populations of our communities and address gender, racial, socioeconomic, and other disparities.
2012–2015
DIVERSITY AND INCLUSION STATEMENT OF PRINCIPLE

More than 125 years ago, the diverse community leaders who founded United Way crossed cultural, religious, and economic boundaries to make a difference through collective action. Today, diversity and inclusion remain vital to achieving our mission, living our values, and advancing the common good.

United Way Worldwide fosters and promotes an inclusive environment that leverages the unique contributions of diverse individuals and organizations in all aspects of our work. We know that by bringing diverse individuals and viewpoints together we can collectively and more effectively create opportunities for a better life for all.

United Way takes the broadest possible view of diversity, going beyond visible differences to affirm the essence of all individuals including the realities, background, experiences, skills and perspectives that make us who we are. Engaging the power of diverse talent and partners results in innovative solutions and the community ownership necessary to address complex community issues.

Diversity and inclusion are at the heart of what it means to LIVE UNITED.

Approved by the United Way U.S.A. Board of Trustees on September 19, 2012.
KEY NETWORK INITIATIVES AND FOCUS AREAS

PARTNERSHIPS WORK

United Way Worldwide, on behalf of the U.S. Task Force on United Way’s Economic Model and Growth, recruited 33 United Ways to partner on these critical challenges for our nation and our network:

• Graduation: Achieving our 2018 high school graduation goal
• Corporate Engagement: Reenergizing and accelerating our engagement and relationships with companies

Since recruitment and retention of diverse human capital is also a critical network priority, talent-focused work is being built into each of these partnerships as we seek to turn United Way into an employer of choice with the highest quality talent.

We look forward to forging a path for this new way of working, sharing the experiences and learnings with the entire network, and building a foundation for future partnerships.

EDUCATION

ONE MILLION VOLUNTEER READERS, MENTORS AND TUTORS

In 2013 many people took our pledge to become a volunteer reader, tutor or mentor, bolstering achievement United Way’s first recruitment goal focused solely on engaging volunteers.

Since our call to action on June 21, 2011, more than 635 UNITED WAYS and national partners across the U.S. have joined this initiative. What’s even more exciting than the number of volunteers is the impact they are having on education in communities throughout the country.

• Greater Mankato Area United Way (Mankato, MN) introduced a volunteer recruitment component, specifically mentoring, with their annual fundraising campaign. The results have been outstanding:
  • 68 percent of Mankato’s youth who worked with a mentor report an increase in self-confidence and feel they have more options for the future
  • 62 percent have better classroom behavior
  • 66 percent feel there are adults who care
• In partnership with AmeriCorps, **United Way of Bartholomew County** (Columbus, IN) recruits, trains and places volunteer tutors to help second grade students with reading, and volunteer mentors to help fourth grade students with math. The impact has been tremendous. For example, in the Book Buddies reading program, 92 percent of the children are reading at or above grade level by the end of the school year. The number of Book Buddies volunteers has doubled each year.

• **United Way of Central and Northeastern Connecticut**'s (Hartford, CT) volunteer recruitment efforts have helped lay a solid foundation for the next generation of teachers, doctors, engineers and other leaders. Working with volunteers and community partners focused on school readiness and academic achievement, 87 percent of 2,300 children in quality early childhood education programs have gained counting, literacy and other skills needed to succeed in kindergarten, and 78 percent of 3,700 youth have improved their academic performance after participating in a range of after-school programs.

In addition to benefiting children and communities, United Way’s efforts to recruit and engage volunteer readers, tutors and mentors have increased our capacity to create and connect volunteers with meaningful experiences and developed an incredibly deep repository of knowledge, expertise and best practices that can be replicated in the areas of income and health.

**INCOME EMPLOYMENT ACCESSIBILITY RESOURCE NETWORK**

In Ottawa, Canada’s capital, only 43 percent of people with disabilities participate in the labor market – 17 percent below the national average. One in six people with disabilities in Ottawa lives in poverty. **UNITED WAY OTTAWA** brought together more than 30 partner organizations across the community through the Employment Accessibility Resource Network (EARN) to address the pressing need to secure good jobs for people with disabilities.

EARN provides employers with information and resources about workplace accommodation and matches job seekers with disabilities to employment opportunities. EARN delivered more than 20 educational and networking events, provided resources and advice to more than 140 human resources professionals and helped more than 85 people with disabilities find a job. EARN is enabling people with disabilities to contribute to the community and helping local employers access a virtually untapped talent pool.

The EARN initiative helps people with disabilities achieve financial stability through employment and helps employers create inclusive workplaces for people with disabilities.

*Ian Clark and his dog, Pike.*
HEALTH
UNITED BARBERSHOP INITIATIVE FOR PROSTATE HEALTH

UNITED WAY OF GREATER MERCER COUNTY (Lawrenceville, NJ) launched the United Barbershop Initiative to disseminate lifesaving information about prostate exams to minority men through a deeply trusted source, their barbers. United Way of Greater Mercer County (UWGMC) recruits and trains local barbers about prostate health and exams, and the barbers discuss the topic with their clients, who can receive a doctor’s referral for a prostate exam and receive a free haircut afterward.

UWGMC was awarded a USD 36,000 grant from the New Jersey Department of Health, Office of Minority and Multicultural Health, to implement the United Barbershop Initiative. According to Herb Klein, President and CEO of UWGMC, men’s prostate health is an underserved area of the community. As someone who has personally experienced prostate health issues, he understands the severe complications that can arise.

He says many men going through prostate challenges in the targeted communities seek healthcare only when conditions become unbearable and then in the most expensive way possible, often at the emergency room. The men are typically underinsured or uninsured, yet they are guaranteed to receive all the treatment they need through partnerships with New Jersey Cancer Education and Early Detection (NJCEED) and local agencies.

More than 1,500 men received prostate talks from their barbers, and 64 were then screened and received free haircuts. UWGMC has been awarded this grant again for 2014–2015. They expect to increase participation and have an even greater impact.

SANTA CRUZ HONORED BY ROBERT WOOD JOHNSON FOUNDATION

The community of Santa Cruz County (CA) was awarded the first annual Robert Wood Johnson Foundation Roadmaps to Health Prize, joining five other communities selected from more than 160 applicants across the United States. United Way of Santa Cruz County played a leading role in bringing together leaders from government, business, education, public health, nonprofits and other sectors to help people live healthier lives. The Robert Wood Johnson Foundation Culture of Health Prize recognizes communities that are creating powerful partnerships and deep commitments to enable all in our diverse society to lead healthy lives now and for generations to come.
United Barbershop Initiative
Going to the Barbershop to Fight Prostate Cancer
GET A FREE SCREENING, GET A FREE HAIRCUT

Sponsored by: Your Local Barber, NJ CEED, Prostate Net, Henry J. Austin Health Center, and United Way of Greater Mercer County

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@uwgreatermercer

United Way of Greater Mercer County
STRATEGIES FOR DIVERSITY AND INCLUSION

United Way’s diversity and inclusion work continues to focus on four major strategies. These strategies leverage inclusion to achieve United Way’s goals to:

- Manage talent and develop leaders
- Build strategic relationships
- Build cultural competency in the United Way network
- Strengthen presence and engagement

Take a moment to review our exciting work in these areas over the past 12 months.

STRATEGY 1
TALENT PIPELINE MANAGEMENT AND LEADERSHIP

TALENT MANAGEMENT STRATEGY
A high-performing and competent workforce is critical for advancing the United Way mission and strategic priorities worldwide. Over the next three years, United Way Worldwide will be working to meet these goals:

- Build capacity of United Way organizations to recruit, develop and retain talent
- Enhance performance of United Way leaders to lead and execute effectively
- Drive culture across the network to best co-create and share knowledge and resources

In 2013 United Way Worldwide celebrated significant progress in all three areas.
NEW EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM

In partnership with the Center for Creative Leadership and with support of the Annie E. Casey Foundation, United Way Worldwide launched an inaugural Executive Leadership Development Program with 16 CEOs from Brazil, Canada, India, Panama and the U.S. This year-long experience, designed expressly for United Way leaders, includes four learning modules offered in partnership with the Center for Creative Leadership, Harvard University, and Deloitte University.

FELLOWSHIP PROGRAM

The Kresge Foundation has donated $300,000 to United Way Worldwide to conduct a signature year-long leadership development program: The United Way Fellowship Program. The program has recruited a cohort of 28 top performing mid-career professionals from United Ways in Canada, France, Mexico, Romania and strategic markets in the U.S. This is the largest Fellows cohort to date. This accelerated leadership development experience is critical for building a pipeline of future leaders. Participants work on individual goals with a mentor, tackle business challenges in teams and work in their organizations to implement cross-functional projects. Overall satisfaction with the program exceeds 95 percent.

MASTER SERIES FOR DISTINGUISHED LEADERS PROGRAM: THE SKINNER INSTITUTE

Through a partnership with The Skinner Institute, five African-American United Way Leaders participated in the Master Series for Distinguished Leaders. This program helps develop our high-performing African-American leaders and supports our focus on diversity.

RELAUNCH OF MENTOR SCOUT MENTORING PROGRAM

United Way Worldwide Talent Management has re-launched Mentor Scout, an online platform and tool that connects mentors and mentees in the network. These relationships are a valuable and inexpensive way to grow our talent and ensure we transfer and retain institutional knowledge and best practices. Mentors play an important role in shaping career paths for mentees and benefit from meeting new talent. United Way employees value mentoring as a means of professional growth and building new relationships network-wide.
2012 DEMOGRAPHICS AT-A-GLANCE

**GENDER**

- **United Way Worldwide**
  - Female: 63.92%
  - Male: 36.08%

- **United Way Network**
  - Female: 78.50%
  - Male: 21.50%

**AGE**

- **United Way Worldwide**
  - Ages 16–34: 21.13%
  - Ages 35–54: 58.76%
  - Ages 55+: 21.13%

- **United Way Network**
  - Ages 16–34: 25.2%
  - Ages 35–54: 47.2%
  - Ages 55+: 27.7%

**ETHNICITY**

- **United Way Worldwide**
  - Caucasian/White: 58.25%
  - Hispanic/Latino: 9.28%
  - Black or African American: 6.19%
  - Asian, Hawaiian or Pacific Islander: 6.19%
  - Two or more: 24.23%

- **United Way Network**
  - Caucasian/White: 78.3%
  - Hispanic/Latino: 8.8%
  - Black or African American: 15.2%
  - Native American: 0.4%
  - Other: 0.4%
PARTNERSHIPS AND SECTOR LEADERSHIP

United Way works with many new and long-term partners to promote diversity and inclusion within the nonprofit sector. In 2013, United Way Worldwide collaborated with other organizations in three ways:

- Sharing knowledge, experience and expertise
- Serving as sponsors and collaborators
- Contributing to thought leadership around diversity and inclusion

PARTNERING ON THE INCLUSION INDEX

As a member of the National Human Services Assembly (NHSA), United Way Worldwide partnered with the Association of Society Association Executives (ASAE) to introduce The Inclusion Index. This tool helps organizations uncover key strengths in talent management and inclusive practices. The NHSA is an association of the nation’s leading national nonprofits in the fields of health, human and community development, and human services.

LABOR PARTICIPATION

Since 1946, the American Federation of Labor and the Congress of Industrial Organizations (AFL-CIO) and United Way Worldwide have enjoyed a cooperative relationship built around a network of 165 liaisons who serve the mutual interests of the United Way and local labor movements. In Los Angeles, for example, one of the liaisons is dedicated to working with veterans to secure the necessary certification and training through apprenticeship programs to move into building and construction trade jobs. A recently-established working group on veterans’ issues will identify best practices and provide opportunities to build on the model.

Liaisons participate in leadership development and other training opportunities through the AFL-CIO’s constituency organizations: Labor Council for Latin American Advancement, Asian Pacific American Labor Alliance, Coalition of Black Trade Unionists, A Philip Randolph Institute, Pride at Work and Coalition of Labor Union Women.

COLLABORATING WITH CORPORATE COUNTERPARTS

United Way Worldwide Diversity and Inclusion staff participated with external Diversity and Inclusion corporate counterparts by cultivating relationships, serving on committees and gathering corporate best practices to be mirrored within the organization and network. These external engagements included inclusion leaders participating in the Executive Leaders Advisory Board by Cornell University, the DC Metro Diversity Roundtable, the National Urban Fellows, and True Blue Inclusion, a diversity and inclusion thought leadership organization that brings diversity practitioners with high accountability together around thought-provoking inclusion topics that many executives face daily.
THE 21
United Way partnered with Google to host The 21, a 21-hour broadcast of live programming in support of worldwide education. This first-of-its-kind event was broadcasted via Google+ Hangouts On Air and featured celebrities from sports and entertainment, education leaders, corporate partners, and everyday heroes who are making a difference in their communities through work in education.

This event was part of United Way’s annual Day of Action on June 21, 2013, where United Ways throughout the world harness their power to positively change communities. The live broadcast engaged over 30,000 unique viewers and combined town hall style community conversations with viral videos to enhance our education call-to-action.

The 21 had over 109 live, on-screen participants from 69 different organizations including NFL players, local United Way staff, the First Lady of Tennessee, WNBA star Maya Moore, producers from new media company SoulPancake, and Principal Salome Thomas-EL.

The event highlighted local activities taking place across the globe on Day of Action, as well as education success stories tied to year-round efforts. Over 20 United Ways in six countries participated in live programming and others contributed pictures and video. International participation included South Africa, Australia, France, Romania, and countries in Latin America.

COLLEGE STUDENT ENGAGEMENT PROGRAMS
United Way reaches young adults through these popular programs that engage students in giving, advocacy and volunteering.

STUDENT UNITED WAY
During the 2012–13 academic year, Student United Ways expanded to 80 campuses. These student-led clubs participated in locally aligned education, income, and health initiatives including:

• Volunteer reading, tutoring, and mentoring
• Collecting food for families for the holidays
• Raising money through special events

The Student United Way Leadership Retreat, the annual conference for student leaders and United Way staff, grew by 88 percent and included a briefing at the White House from administration officials and a keynote from Svante Myrick, the 26-year-old mayor of Ithaca, NY and a former Student United Way founder at Cornell University. United Ways continue to expand internationally with clubs in India and Canada.
ALTERNATIVE SPRING BREAK

In 2013, nearly 400 college students participated in United Way Alternative Spring Break, a week-long service immersion program. Students traded their beach towels for school supplies, shovels and power tools as they tackled education, income, health and disaster recovery projects in six communities across the U.S. Nearly 3,000 students have participated in this program since its inception in 2006.

United Way partnered with three organizations to deliver corporate-sponsored United Way Alternative Spring Breaks: Deloitte, MTV and Participant Media — the documentary film company behind “An Inconvenient Truth” and “Waiting for Superman.” These events contributed additional revenue to United Way, created opportunities for 120 students to have a quality LIVE UNITED experience and helped us reach millions of people through their earned, owned and social media channels. In fact, 238 media stories about Alternative Spring Break reached 225 million viewers, thanks in large part to MTV’s on-air segments featuring the network’s celebrities participating in our Hurricane Sandy relief efforts.

WOMEN’S LEADERSHIP COUNCILS

The United Way Women’s Leadership Council is a global network of more than 55,000 women, in 145 communities within 6 countries, united around creating a stronger community and inviting women to be a part of the solution. This effort has more members giving more money than any other similar group, raising more than $1 billion in 12 years. In 2013, the United Way Women’s Leadership Council raised $188 million.

While the number of dollars raised by United Way Women’s Leadership Councils is impressive, what really sets them apart is that the members actively drive the change they want to see in their communities. Far from being transactional donors, these women get involved, shake things up and make great change. Over a third of Women’s Leadership Councils have identified a signature issue to focus on in their communities, to achieve the greatest impact. Women’s Leadership Council members invest their time, professional expertise and talent to advance causes they are passionate about, while at the same time connecting with other powerful, committed women in the community.
AFFINITY GROUPS IN THE UNITED WAY NETWORK

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African American Affinity Groups Thriving in the Network

Several times throughout the year, United Way Worldwide gathered African American leaders of local United Way leadership giving societies from across the network to share best practices, trends and tools to advance their goals.
STRATEGY 3
BUILD THE CULTURAL COMPETENCY OF THE NETWORK

THE INCLUSION FORUM

The United Way Inclusion Forum took place in April 2013, immediately prior to the Staff Leaders Conference in Indianapolis, IN. The event brought together 168 United Way leaders to discuss and share strategies for managing diversity and promoting inclusion in all aspects of United Way’s work, with particular emphasis on authentic engagement and outreach efforts to diverse communities.

Led by the United Way Inclusion Council, the event focused on how to leverage diversity and inclusion to build resources, relationships, and results. Eric McDonnell, Chief Operating Officer, United Way of the Bay Area, in San Francisco serves as Council Chair. The Forum was sponsored by Wells Fargo and Familywise.

Brian Gallagher, President and CEO, United Way Worldwide, and Stacey Stewart, U.S. President, United Way Worldwide, presented and participated in the program. The general sessions addressed a wide range of diversity and inclusion topics, with the following inclusion thought leaders participating as guest speakers (listed in order of their presentations):

- **Margaret Regan, CEO, The Futurework Institute**, stimulated thinking about the future workplace and new ways to engage individuals through technology.

- **Sonia Alvarez-Robinson, Director, PriceWaterhouseCoopers**, shared expertise on change management and using diversity and inclusion to improve performance.

- **Jimmie Walton Paschall, Executive Vice President, Enterprise Diversity and Inclusion, Wells Fargo**, served as a panelist, discussing how diversity and inclusion fit with Wells Fargo business goals, community activities and corporate social responsibility initiatives. Ms. Paschall was joined on the panel by Anthony P. Carter, Vice President, Global Diversity & Inclusion and Chief Diversity Officer, Johnson and Johnson, who described how Johnson and Johnson leverages diversity to achieve business goals and strengthen community relationships.


- **Dr. Johnnetta B. Cole, Director, Smithsonian National Museum of African Art and former United Way of America Board Chair**, shared her inspirational thoughts and experience about the journey to becoming more inclusive.

The United Way Inclusion Forum offered participants opportunities to learn, share, and network with colleagues within and outside of the United Way movement.
THE UNITED WAY INCLUSION COUNCIL

A key component in building internal relationships is the Inclusion Council for the United Way Network. Led by Eric McDonnell, Chief Operating Officer, United Way of the Bay Area (San Francisco, CA), the Council began a rigorous strategic planning process in 2013 that led to a new charge and purpose for the group:

The United Way Inclusion Council is a leadership body created to develop strategies and resources for the network that result in greater performance – especially as it relates to leveraging diversity and inclusion to increase supporters, community impact, donors, and trust. Attracting and retaining diverse talent is also a critical area of focus for the Council. The Council works to:

- Develop the network-wide strategy for maximizing diversity and inclusion as drivers of performance against key metrics.
- Identify specific priorities for the network to make progress on and to become more inclusive.
- Develop, in collaboration with others, the resources, solutions, and relationships that will be useful to the network in implementing the recommended strategy.
- Provide thought leadership to the network and nonprofit sector on diversity and inclusion.
- Guide and align the work of the business resource groups (BRG) with network priorities.

Council members lead 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).
STRATEGY 4: GREATER PRESENCE AND ENGAGEMENT

GLOBAL REACH

A NEW START WITH SHANGHAI CHARITY FOUNDATION

United Way Worldwide has worked with Shanghai Charity Foundation for more than 10 years. Both organizations are committed to creating collective impact in Shanghai to improve people’s lives by focusing on education, income, and health.

In September 2013, Shanghai Charity Foundation and United Way Worldwide signed an agreement to establish the Shanghai Charity Foundation-United Way Fund.

The Fund is aimed at engaging nonprofits, educators, governments, and community leaders to take collective actions to identify community needs, develop impact strategies, frame the strategies as investment products and connect them with investor aspirations. The Fund currently focuses on an early childhood education initiative for the children (ages 3 to 6 years) of migrant workers.
UNITED WAY LEADERSHIP FORUM IN GERMANY

In May of 2013, United Way professional and volunteer leaders from 11 countries and territories joined for a 3-day United Way Leadership Forum in Frankfurt, Germany.

Attendees outlined a four-part network strategy to increase impact, grow resources, and build trust and relevance for United Way. The four strategies include:

- Grow and expand Global 500 and other major corporate relations across geography
- Make progress in education with a focus on early childhood education
- Deepen and revitalize relationships through individual employee engagement
- Enhance capacity to improve cross-network engagement

UNITED WAY NIGERIA COMMUNITY CONVERSATION

These photos from a UNITED WAY NIGERIA community conversation show some of our many colleagues around the world. Turning outward is critical to helping United Ways position themselves by building trust, credibility, and relationships — ultimately driving results.
LISTENING PROJECT WITH YOUNG PANAMANIANS

UNITED WAY PANAMÁ, in partnership with Global Shapers and Unidos por la Educación, developed the initiative “Listening to the Community” to learn about the educational aspirations of young adolescents Panamá.

“You cannot learn about the problems that exist in our communities if you only look at the statistics. We must listen and learn from the young adults. We believe that through real and authentic conversations, young people can share the challenges they face and the changes they long to see in their communities and in Panamá,” noted Marisa Arias, Executive Director, United Way Panamá.

One outstanding aspect of this project is the international collaboration. UNITED WAY OF GREATER HOUSTON is coaching United Way Panamá and the Global Shapers Panamá Hub through the process, from implementation to theming the conversations.

Conversations over the course of two months involved people in all of Panamá’s main provinces. More than 25 conversations took place, reaching more than 500 young people. After the conversations are analyzed and themed, findings will be presented to Panamá’s 2014 presidential candidates.

CONCLUSION

United Way’s commitment to diversity and inclusion, shown through these initiatives, leads to heightened capability in our network, greater innovation, and a broader base of resources and support to achieve our mission – a better life for all.
LEADERS IN DIVERSITY AND INCLUSION

ERIC MCDONNELL
Chair
Chief Operating Officer
United Way of the Bay Area
San Francisco, California

JASON R. DANIELS
Convener, Young
Executive Vice President and Chief Strategy Officer
United Way of Greater Cleveland
Cleveland, Ohio

NORIE DEL VALLE
Convener, Latino
Vice President, Development
United Way of Miami-Dade
Miami, FL

SHAYNE N. DOWNTON
Network Advisor
Assistant Vice President
Program Alignment & Diversity and Inclusion
United Way of Central Ohio
Columbus, OH

BOBBI WATT GEER, PH.D.
CEO Resource, Lesbian, Gay, Bisexual and Transgender
President & CEO
United Way of Westmoreland County
Greensburg, PA

EDWIN GOUTIER
UWW Advisor
Manager, Innovation
United Way Worldwide
Alexandria, VA

D.J. HAMPTON II
UWW Liaison, White Engagement
Director: Major, Principal and Planned Giving
United Way Worldwide
Alexandria, VA

BRIAN T. HASSETT
CEO Resource, Young (under 40)
President and CEO
United Way of the Greater Capital Region
Albany, NY

JESSICA KOSCHER
Convener, Lesbian, Gay, Bisexual and Transgender
Executive Vice President
United Way of Elkhart County, Inc.
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Alexandria, VA

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President/CEO
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Chief Operating Officer, Controller  
Valley of the Sun United Way  
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Manager, Corporate Relations  
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