

United Way



United Way
Retirees Association

UPDATES

Issue 2, 2020

UNLEASHING THE GRIP OF ASSUMPTION: A Leader's Guide to Recognizing & Managing Implicit Bias

By UWRA Members, Roger Frick, Peace Learning Center, Indianapolis and Jeffrey Wilcox, CFRE, Third Sector Company, Seattle

Throughout our careers, we've watched skilled facilitators work with our boards, volunteers, and staff to drive home the idea that assumptions are among the largest roadblocks to building bridges to others. A large sheet of flipchart paper, a marker, and the written word "assume" was all that was needed to remind us that adding a slash on either side of the "u" creates three words that represent the inevitable result of assumption.

Assumptions are not a word game. Their destructive nature has life and death consequences. Today, people throughout the nation are issuing loud cries and sharing first-hand stories that show exactly how assumptions have impacted or ended the lives of generations. Recognizing and managing the complexity of implicit bias was the focus of an eye-opening presentation and roundtable conversation in June for UWRA members.

Using techniques of storytelling and small group exercises, Roger Frick engaged with his UWRA colleagues to project the natural discomfort, awkwardness, and remorse that comes from uncovering the implicit bias that lies within each of us, awakening what it represents and demonstrating its impact on a systemic scale.

To illustrate the concept, Roger told the story of a friend who noticed a group of Hispanic workers doing craft work on a neighbor's home. He saw an older, rust-covered car parked nearby and assumed it belonged to one of the workers. He admitted to being surprised when a white visitor to the neighborhood got into the vehicle and drove off.

Implicit bias is how each of us creates a story, an assumption, or a circumstance about a person or a group of persons when we don't know the facts. Over time, we begin to view these assumptions as factual, and we make judgements or decisions accordingly. Those judgements can be as simple as surmising who is the likely driver of a particular automobile or which house someone may live in or visit.

Even the language we use can create or reinforce implicit bias. For example, a reference to someone who is drinking a lot may conjure up different images beyond the simple explanation that an individual is drinking more water to stay hydrated in the summer heat.

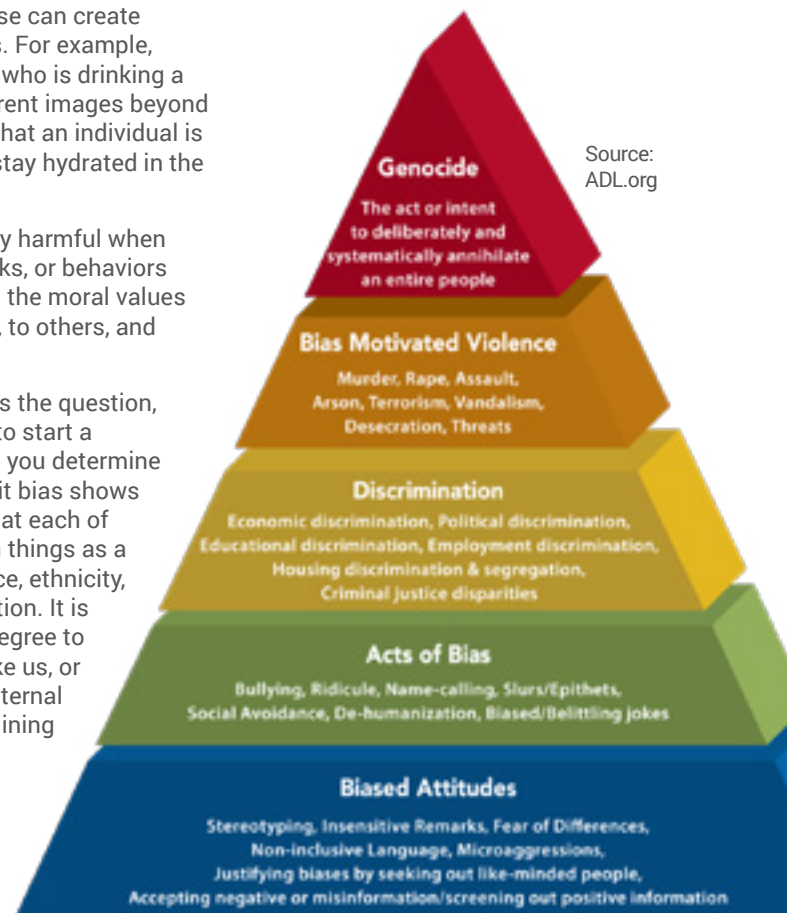
Implicit bias is especially harmful when it fuels decisions, remarks, or behaviors that don't reconcile with the moral values we profess to ourselves, to others, and in public.

Roger asked participants the question, "Do you feel compelled to start a conversation with those you determine are not like you?" Implicit bias shows up in perception cues that each of us associates with such things as a person's gender, age, race, ethnicity, ability, or sexual orientation. It is used to determine the degree to which an individual is like us, or not. It also creates an internal radar system for determining whether to approach or distance ourselves from someone. Roger challenged the group to widen our spheres

and shorten the distance between others who are not like us.

One of the most impactful tools Roger provided to the group was the Pyramid of Hate illustration (see inset), developed by the Anti-Defamation League. The pyramid is a sobering graphic depicting what happens when bias is allowed to escalate.

Continued on page 10

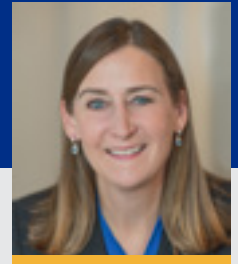


Source:
ADL.org

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GREETINGS TO UWRA MEMBERS!



From Carl Zapora (Board Chair, UWRA) and Amber Kelleher (President & CEO, UWRA)

2020 continues to be a year like no other. Fortunately, resilience, adaptability, and responsiveness have defined United Way for over 130 years, as Dick Aft appropriately reminds us in his Historical Perspectives column (back page). Working together, we will respond, recover, and rebuild.

Evidence surrounds us.

- United Ways around the world have collectively raised nearly \$1 billion through COVID-19 relief funds.
- United Way Worldwide (UWW) is visibly championing the institutionalization of equity requirements as a fundamental nature of our business with the formal adoption of new membership requirements (page 4).
- United Way professionals like Brian Hassett (page 5) and Claudia Brooks (page 6) are finding creative ways to forge new partnerships
- United way colleagues are having thoughtful conversations about implicit bias and its effects on fund distribution, volunteer engagement, and workplace campaigns (cover article).

At UWRA, we've turned these tumultuous times into new opportunities to **Make Connections** and **Make a Difference**, the heart of our mission. Our portfolio of events for individual members (page 3) and United Way colleagues has increased ten-fold this year, a direct response to member feedback and the needs of the network. The energy generated when former colleagues reconnect never gets old. Join us some time.

Challenges are ahead, but we will persevere. United Way was built for times like these.

In collaboration,

Carl & Amber



WELCOME NEW MEMBERS

and those who re-joined after a gap in their membership

Ann Breidenstein (Palm Coast, FL)

Claudia Brooks (Columbia, SC)

Ann Daane (East Point, GA)

Nancy Dean (Chandler, AZ)

Robert Herman (Cincinnati, OH)

Gary Johnson (Milford, CT)

Orv Kimbrough (Wildwood, MO)

Joe McKinley (Dublin, OH)

Marcia Miner (Mesa, AZ)

Gary Ostroske (New Orleans, LA)

Neil Parekh (Springfield, VA)

Sylvia Rabb (Saint Johns, FL)

Al Sassone (Fort Myers, FL)

Gordan Thibedeau (Fort Collins, CO)

Merl Waschler (Scottsdale, AZ)

Stephen Webster (Madison, WI)

UPCOMING EVENTS

The following events are open to current UWRA members. Visit www.uwra.org to register and receive access information.



<p>September 9th <i>3pm ET</i></p>	<p>UWRA TOWN HALL WITH UNITED WAY WORLDWIDE</p> <p>Interested in hearing what's happening across the United Way network? Brian Lachance, UWW Chief of Staff and liaison to UWRA, is hosting quarterly Town Halls for UWRA members. Featured speakers for September's conversation include Marveen Hart, VP of Diversity, Equity & Inclusion for UWW, and Suzanne McCormick, US President for UWW.</p>
<p>September 15th <i>3pm ET</i></p>	<p>MENTORING UNITED WAY CEOs AND LEAD COLLEAGUES</p> <p>Join an informal conversation with UWW's Talent Team to discuss opportunities to advise, connect with, and mentor new United Way CEOs and Leaders Engaged in Accelerated Development [LEAD] colleagues. A brief overview of the Mentor Match platform will also be provided.</p>
<p>September 16th October 21st November 18th December 16th <i>3pm ET</i></p>	<p>HISTORY HANGOUTS</p> <p>History Hangouts are an opportunity for current and former United Way colleagues to come together to reminisce and recollect different aspects of United Way history. Zoom calls are hosted on the third Wednesday of each month by Dick Aft, United Way Historian and UWRA Emeritus Board Member.</p>
<p>September 21st <i>2pm ET</i></p>	<p>INTRODUCTION TO IMPLICIT BIAS</p> <p>Following rave reviews from the May workshop, this interactive discussion is back by popular demand. Hosted by Roger Frick, Peace Learning Center facilitator and UWRA Board member, participants will explore what implicit bias is, how to recognize our own bias, and how we can move past bias through action.</p>
<p>October 6th November 5th December 1st <i>4pm ET</i></p>	<p>MEMBER MASTERCLASSES</p> <p>Part educational but mostly social, these online discussions (re)connect UWRA members with new friends and former colleagues. On the first Tuesday of each month, one of your fellow members will briefly present a personal passion or reveal a lesser known talent. The remainder of the hour is open discussion.</p>
<p>October 29th <i>2pm ET</i></p>	<p>UWRA OVERVIEW FOR NEW(ER) MEMBERS</p> <p>(Re)connect with fellow UWRA members, discover the benefits of your membership, and learn about the important work UWRA is leading. Content is aimed at new(er) members, but this overview is open to all members.</p>
<p>Date TBD 2021</p>	<p>UWRA GATHERING</p> <p>Joe & Terry Tolan are awaiting the 'all clear' signal to host the next UWRA Gathering in their home community of Louisville, Kentucky. It promises to be a fantastic itinerary filled with racing at Churchill Downs, a river cruise on the Belle Louisville, a tour of the Louisville Slugger bat factory and baseball museum, visits to bourbon distilleries, and much more.</p>

UNITED WAY EQUITY MEMBERSHIP REQUIREMENT VOTE

Brian Lachance, UWW Chief of Staff and liaison to UWRA

On July 28, the United Way network voted in favor of the United Way Worldwide Board of Trustees' recommendation to adopt new membership requirements focused on advancing racial equity and tackling ethnic discrimination. Taking a stand on the issue will go a long way towards enabling United Way to lead by example in communities all over the world and will position the organization well in relation to shifting donor and partner priorities. As President and CEO Brian Gallagher noted, "any time conscious or unconscious bias exists, it runs in the face of the values of United Way. Our vision is that every person in every community succeeds. With the barrier of racism and ethnic discrimination, that is just not possible."

In the wake of the murder of George Floyd, and the resulting protests against police brutality and systemic discrimination within the U.S. and more broadly around the globe, the leadership of United Way Worldwide took immediate action to connect with the network. While United Way has been deeply engaged in and committed to the work of diversity, equity, and inclusion, it was clear more needed to be done. Resulting conversations, ranging from informal check-ins to facilitated discussions and more formal panels, with groups like United Way's Black Professionals Leadership Alliance, underscored the need for white allies to become co-leaders on the issue and the need to institutionalize equity requirements as a fundamental nature of our business, which would ensure accountability and action.

The most immediate and relevant action was to adopt new membership requirements, which are detailed in United Way Worldwide's Bylaws. Changes to the Bylaws require approval by membership and thus the call for the Special Meeting of the Members on July 28. More specifically, the new membership requirements as approved are:

1. **Develop, maintain, and publicly post an organization position opposing all forms of racism;**
2. **Annually, provide racial equity training for all board members and staff; and,**
3. **Develop and use racial equity as one of the criteria in making community investments.**

Recognizing that discrimination on a global scale is more often associated with ethnicity, membership requirements for non-U.S. members and partners reference both racial and ethnic discrimination. The new requirements are intended to set a common foundation that is strong in principle and value.

In practical terms, the new membership requirements mean: publicly stating what we believe; raising our own personal and organizational awareness of racism and ethnic discrimination and committing to a lifelong journey of learning and understanding; and, being clear about how we spend our money and ensuring support is racially and ethnically equitable. The good news is that many United Ways are already in compliance with the new requirements or will be with some incremental effort. It should also be noted this is not a new area of work for United Ways with many local organizations already engaged in diversity, equity, and inclusion programming. In addition, United Way Worldwide, in partnership with local United Ways, has developed an Equity Framework and set of tools and resources available to members to help them on their equity journey.

The July 28 Special Meeting of the Members was well attended with record turnout. Worldwide Chair Dr. Juliette Tuakli, U.S.A. Chair Neeraj Mehta, and President and CEO Brian Gallagher provided opening remarks before the vote. Members will have one year to implement the new requirements.

The collective and swift action underscored United Way's ability to work as one network for the greater good of our local communities around the world. As Brian Gallagher noted shortly after the July 28 meeting, "this is a good day for all of us." Indeed, it is.

UWRA TOWN HALL WITH UNITED WAY WORLDWIDE SEPTEMBER 9TH AT 3PM ET

Interested in hearing more about what is happening across the United Way network?

UWRA is hosting quarterly Town Halls for UWRA members, co-hosted by Brian Lachance, UWW Chief of Staff and liaison to UWRA.

Featured speakers for September's conversation include Marveen Hart, VP of Diversity, Equity & Inclusion for UWW, and Suzanne McCormick, US President for UWW.

Visit uwra.org/events to register.



MEET BRIAN HASSETT

CEO of United Way of Greater Nashville

The state selected us to distribute \$40 million in CARES Act funding based on our COVID-19 response, and the city is allocating another \$10 million for COVID-19 support. The 2-1-1 data and Charity Tracker are real differentiators for us; we know exactly what people need. We will be able to move \$50 million into our community before the end of the year.

Equally important, United Way of Greater Nashville is taking a lead in community discussions about equity and inclusion. I see a real chance for change right now.

UWRA: You are an ardent supporter of UWRA, personally as a Leadership member and through the contributions made by the United Ways you've served. Why is that a priority for you?

Hassett: UWRA provides valuable services in the form of mentors, consultants, and interim leadership. I also see it as a resource for younger people to learn from those who built the United Way we have today. Personally, I find UWRA to be a great way to maintain fellowship with friends and former colleagues. Very few people know how hard these jobs can be, but UWRA members get it.

UWRA: You have been fortunate to work with and for several United Way icons. What have you learned from them?

Hassett: Joe Calabrese is a great golfer; when he bought new clubs, he'd have them shipped to the office, so his wife didn't know. I have used that idea a number of times over the years.

Seriously though, I was very lucky to have people looking after me early in my career.

My association with them helped me learn how to become a CEO. I try to do the same now for others, especially those who come to United Way from other roles. After all these years, I believe the network of individuals leading United Ways at all levels is what makes us great.

UWRA: Take us through your 40-year journey with United Way, including some of the many highlights.

Hassett: I've been fortunate to work for 10 different United Ways over the course of my career; is that a record of some sort? I think it may be.

I started as an intern with United Way of Greater Rochester (NY) when I was only 22 years old and then joined the United Way of America Intern program. In those early years, I moved around so much – everything fit in my car. It was a great way to gain experience and build my network of friends and mentors.

I went to Cleveland (OH) after my UWA internship ended. I thought it would be a great place to learn fundraising, and I was right. The team there was phenomenal. I was fortunate to work with people like Bill Kerrigan, Joe Calabrese, Craig Chancellor, Harve Mogul, Ralph Dickerson, Karen Hummell, Irv Lauber, Viney Chandler and Ed Littig.

My next stops included Richmond (VA) with Larry Walton, who I worked for as an intern in Erie, PA. While there, I became friends with Brian Gallagher and Mike Durkin, who had similar jobs in the network. My first CEO role was in Worcester (MA) and then on to Valley of the Sun United Way in Phoenix (AZ). Our campaign grew from \$24-48 million over the course of my seven-year career in Phoenix. It was an incredible experience. Larry got me into the Key Cities Group at that time, and I am still a member today.

Many UWRA members will remember that Mark O'Connell orchestrated United Way as the organizer of the famous Olympic torch relay for the 1996 Summer Olympics in Atlanta, Georgia. That was a definite highlight.

In 2001, I moved to Chicago to help unite the 50+ United Ways in the area. We also changed the name from Crusade of Mercy to United Way of Metro Chicago. That was the same year I worked with Merl Waschler to launch United eWay, a highlight of my career. After Chicago, I moved back to Phoenix, due to a family health issue, and ran the Big Brothers/Big Sisters organization there.

My son ended up going east to play basketball in college, so I took a position as the CEO in Albany (NY), where I would be close enough to watch him play. That was a great experience leading a smaller United Way.

Finally, in 2017, I moved to Nashville (TN). It is a wonderful community. 2020 looks much different than we'd planned for, but we've built strong momentum.

UWRA: 2020 has been a challenging year, especially for Nashville. How are you managing?

Hassett: A devastating tornado hit Nashville in early March, displacing a large part of our community – including me. We were hit with COVID-19 shortly afterward. I have been through crises before, but this year took it to a new level.

United Way of Greater Nashville raised \$1 million right after the tornado hit and \$5 million for COVID-19 relief. Thousands of those impacted by recent events have never accessed social services before. We were able to push money into the community very quickly, helping to keep people in their homes, providing childcare, and funding places where people turn for help.



SPOTLIGHTING SUCCESS IN THE NETWORK

ACTIVATING 600+ ALWAYS UNITED MEMBERS IN SOUTH CAROLINA

This feature story is an extension of UWRA's Aging in Place research conducted in 2019, funded by a grant from the Cinda A. Hallman Memorial Fund, which addresses two of the recommendations made by UWRA: 1) Amplify United Way's commitments to older adults, and 2) Drive knowledge sharing across the United Way network.

ALWAYS UNITED

In mid-2016, Claudia led the launch of **Always United**, an affinity group of United Way of the Midlands, to increase donor retention and engagement among retirees. Claudia saw an opportunity to connect and engage an entire population – if only she could reach them. Faced with the enormous barrier of tracking down contact information for people who had already left the workforce, Claudia's to-do list was lengthy. "Luckily, I had a core group of determined volunteers who were willing to roll up their sleeves and meet this challenge with me," she says. Claudia and her team spent more than six months collecting information, holding focus groups, and meeting with other retiree organizations to establish a game plan for their Always United group. Their efforts paid off; by the end 2017, Always United boasted more than 100 members. Only three years later, that number has increased to more than 600.

What's the secret to their success? In short, it's designed by and for those in their late careers and retirement, making it a perfect fit for its target audience. The Always United leadership team has been committed to its membership from day one, acknowledging the unique strengths of late-career professionals and designing events suited for retirees. Programs include a Lunch and Learn series, Evenings with an Author, a Mentor Match program with the Young Leaders Society, a Santa for a Senior program, and numerous donation and collection efforts.

LEAVING ROOM TO GROW

As Claudia re-enters retirement (this time for good, we think), she's confident that Always United will continue to grow. "Always United leaders have a desire to develop a reputation for supplying active, skills-based volunteers for the community," she says. "And, to quote a member, 'We can use our years of experience to help organizations without workplace pressure... meaning our efforts come solely from our hearts, not to advance our careers.'" This unique perspective, supported by the group's strong leadership, presents opportunities for significant impact.

Over the past two years, Claudia has worked closely with UWRA CEO Amber Kelleher to advocate for other United Ways to consider establishing an Always United affinity program in their communities.

What's next for Claudia? She's looking forward to spending time with grandchildren, taking online courses, consulting, and traveling during retirement. And, of course, she's already completed the first item on her retirement checklist: joining UWRA.

Contact info@uwra.org for more information on establishing an affinity group for engaging late-career professionals and retirees in your community.

Claudia Brooks may refer to her 14 years with United Way of the Midlands (Columbia, SC) as her "encore career," but to her United Way family, her time with the organization is anything but a repeat performance. Claudia's initiative, creativity, and passion helped guide United Way of the Midlands in new directions, overcome challenges, and expand its donor base.

RE-ENTERING THE WORKFORCE, REINVIGORATING AN ORGANIZATION

Claudia began donating to United Way back in 1974, through a workplace campaign, and continued to give during her 30-year career in television and media.

"After decades of hearing the heartwarming stories of how my donations changed lives, I decided I wanted to continue to support United Way," she says. "I realized that retirement wasn't for me and accepted a position with United Way of the Midlands."

Claudia held numerous roles during her time with United Way, including VP of Communications and her most recent position as Director of Always United, a group of more than 600 late-career professionals and retirees in Columbia. Claudia's many achievements during her time with United Way include developing stronger connections with partners in rural areas, establishing the Live United Storytellers group, and increasing donor retention and retiree engagement. In addition to working with talented and enthusiastic volunteers, Claudia says, "the best part has been meeting people who have weathered some of life's most difficult storms, thanks to the work of United Way."



MEMBER MUSINGS

Thoughts About Life, Liberty, and the Pursuit of Happiness – from a retired community builder

COVID-19 and its aftermath will cause these three tenets of our society to reposition themselves in the lives of most Americans. To be sure, we have been asked to forego some of our “liberties” and to redefine what “happiness” means to us and our loved ones in order to position “life” as the preeminent objective of our society.

This new path forward may create opportunities for local United Ways and other organizations to lead community building activities – especially at the neighborhood level. It may be time to re-think how to measure and promote connected and caring communities. When “Life, Liberty, and The Pursuit of Happiness” are at stake, measuring community impact requires new skills, partnerships, and leadership.

Best wishes. Live long and prosper.

Garth Winckler
Former CEO, United Way of Southern Nevada (Las Vegas)

READY TO CONNECT AND SERVE... UNITED WAY RETIREES ASSOCIATION

United Way retirees and alumni talent resources we stand,
Marching forth as a unified band.
Together as one strong force we parade,
Based on commitments that we've made.

We continue to bring together a strong force,
To connect diverse talents and serve as a United Way network resource.
Evidence of our contribution is seen by many,
Results we create is like a horn of plenty.

Helping CEOs and exiting staff to reimagine solutions to solve issues,
Our aim is to navigate to desired impact, which is everybody's wishes.
We stand as a treasure trove of resources ready to aim fire.
That's our goal and our reason why.

We are committed to make our network strong,
And help to solve people problems for what in our communities is wrong.
Together we stand as a united force,
To leverage retirees and alumni as a talent resource.

We're interested in building an even stronger network,
Aimed like a missile, targeted to solve human quirks.
Tap into our reservoir of willing people power.
Our talents are open to contribute to solutions hour by hour.



We are a mighty force ready to serve,
And deal with any United Way issue thrown from any curve.
And we are always guided by the North Star.
Yes, mission focused and impact driven is who we are.

By William L. Mills
Alexandria, Virginia
July 2020

MEMBER BENEFITS



Attend the UWRA Member Gathering in Louisville, Kentucky (2021)



Receive daily Breakfast emails from United Way Worldwide



Receive the UWRA Updates newsletter, published three times each year



Access United Way Online (UWO)



Search job postings across the United Way network



Join Workplace, the online community for UWRA members (<https://unitedway.workplace.com>)



Volunteer for coaching, mentoring, and specialized consultative support for United Ways

MEMBER UPDATES

PAMELA HAAS (FOREST HILLS, NY)

After a successful and fulfilling 20-year career in Corporate Philanthropy/CSR and Employee Engagement, Pamela Haas has left IBM to pursue her next adventure.

Pamela spent her early work years in corporate fundraising and development at United Way of Tri-State, NY, United Way of NYC, and on the staff of National Corporate Leadership (NCL) at United Way of America in Alexandria. She has fond memories of her years with United Way and has developed life-long friendships with many UW colleagues.

Pamela remains a Trustee on the Education and Research Foundation of the BBB Board, NYC and a member of the board at the Day

Care Council of NYC. She is also pursuing consulting projects. As Pamela says, "I have spent my working life on activities and programs to improve our communities and to improve the lives of our neighbors. I see a great need to continue my efforts, especially after the effects of COVID-19 on our communities and on the nonprofit sector, as well as the magnified focus on social injustice."

PATRICK HANRAHAN (WICHITA, KS)

Pat Hanrahan, former CEO of United Way of the Plains (Wichita, KS) retired in June after 35 years in his role. Pat's first executive director role was with United Way in Iowa City (IA) at the age of 23. He spent 10 years

as the executive in Brazoria County (TX), before making Wichita his home. Pat said, "If the Midwest is the belt of generosity, then Wichita is the gold belt buckle."

Some of Pat's proudest accomplishments with United Way include taking the 2-1-1 program system statewide in Kansas, and sharing the Mary M. Gates volunteer and staff achievement award in 2000 for his work establishing the Project Access organization, a partnership between local physicians, hospitals, and low income populations. Pat acknowledged that the COVID-19 pandemic was the most challenging event in his career and believes that organizing help during the pandemic became his last gift to the community.

MEMBER REFLECTIONS

TOM LAING (WATERFORD, MI)

Greetings to my United Way Colleagues (old and new).

I've read, with much interest, the career highlights of many of your submissions for our UWRA newsletter. I hope you will enjoy some insights, and a touch of humor, from a long-time professional in smaller communities.

In 1956, I graduated with a Master's degree from Kent State University. After flying three years in the Air Force, including a Christmas Bob Hope/Jayne Mansfield show overseas, a former college professor suggested a career in United Way as a shortcut to better pay in industry, because I would meet important industrial leaders. This proved true, but despite other offers, I stayed with UW for 39 years, beginning with my first career stop in Lorain, OH, as an associate with Amos Burrows.

My next move, 1963, was as an associate in Canton, OH, with Doug Worth, my most enjoyable and humorous mentor. Doug was, perhaps, the most unforgettable character ever to grace United Way. I loved, learned from, and proudly note this unique leader.

In 1968, Gus Shea, UWA executive search, recommended me for my first executive director position in St. Joseph, MO. I was graciously received and offered the job; a TV news crew was waiting to interview me, assuming my acceptance. My first permanent assignment was to join the country club and

play golf to cultivate power structure leaders on Wednesday afternoons. It worked!

Five years later, John Garber asked me to interview for the top position in South Bend, Indiana. Among questions the search committee asked: "What do you think of Notre Dame football?" My reply: "I'm not biased because I don't really care who beats them." Somehow, I got the invitation to move to South Bend. Both of my children later graduated from Notre Dame and are proud alumni.

My final move in my non-big city career path was to Pontiac, MI, spending 22 years as executive prior to retirement. We attained solid growth in fundraising and were recognized for a number of cutting-edge programs. One unique initiative was Bluegrass in Schools, an "ahead of the times" partnership with public schools. It was particularly appropriate based upon the migration of southerners escaping poverty in Appalachia to work in Detroit-area auto factories.

A love of bluegrass led to my 40-year hobby of organizing and promoting bluegrass concerts and festivals for nonprofit organizations. I even sponsored a Grammy-nominated band, Special Consensus, in the second-floor conference room at UWA. Tom Nunan, UWA professional, suggested my nickname as Mr. Bluegrass, which I carry today on my phone's screen saver. Special Consensus has now toured for nearly 46 years.

RALPH DISANTO (DEERFIELD BEACH, FL)

Ralph's professional career spanned more than 22 years in the Community Chest / United Way system. Dick Aft describes Ralph as "a very kind 'big city' United Way planning council exec who willingly took a very young 'small city exec' under his wing." Ralph currently resides in Florida where he reminisces about a life well-lived in the service to others. His philosophy: "You have not lived today until you have done something for someone who can never repay you."

ED O'BRIEN (HIXSON, TN)

Ed joined United Way in 1965. He served several different communities throughout his 31-year United Way career, as evidenced by the driver's licenses he held in eight different states. Tennessee became home, and he's been there for 44 years. According to Ed, "I wouldn't trade Chattanooga for anywhere else." Following his retirement, Ed ran a personal income tax business for another 18 years. When asked what advice he would give to today's execs, Ed stressed the importance of getting to know agencies personally. He acknowledged, "It makes things easier if people like you." Ed also knew the value of volunteers. He recommends "finding a good group of volunteers who are motivated and they'll do their job." A UWRA member for nearly 25 years, Ed turns 86 in September.

NAMED ENDOWMENT FUNDS

Dick & Mary Lu Aft *+ Tom & Carol Brown *+ Alan & Selma Cooper *+ Dan & Kathleen Dunne +

\$2,500+

Carl Zapora +*

\$1,000-\$2,499

Judith Tieman Bird Tom Brown *+ Susan Dunn * J. Thomas Laing *+ Ed Rivera *

\$500 - \$999

Deborah Bayle * Denise Durel Janet Jackson * Michael McLarney *+
 Maria Chavez-Wilcox Roger Frick * Ed John *+ & Joyce Wilbur + Don Sanders *+
 Leo Cornelius + Susan Gilmore * Amber Kelleher Joe * & Terry Tolan
 Ralph DiSanto Ralph Gregory *+ John Kuropchak Jeffrey Wilcox

\$250 - \$499

Edward Allard, III Barbara Edmond * Patrick Hanrahan William Mills * Patricia Smith +
 Deborah Allsop Jack R. Evans Brian Hassett H. Lovell Mosely * James Taylor
 Meg Baxter Winston Faircloth Connie S. Hodges Dennis Murphy + Alice Thacker *+
 Eugene Berres *+ Deborah Foster Barbara (Perry) Kaplinsky Edward O'Brien Tom Toronto
 Vincent Crawford Thelma Garza * Mildred Keely Sarah Smith Orr Claude Townsend
 Barbara Cronin Frank Hagel Christopher Kerrigan Beverly Pruetter Marcia Walker
 Dale DePoy Joe Haggerty + Toni Lanford-Ferguson + Robert Reifsnyder * Carole M. Watson *
 Michael Durkin Teresa Hall Bartels Myron Liner *+ Glenn Richter

\$100 - \$249

Shannon Abitbol * Sarah Caruso John Geist Elizabeth Kelly Katherine Pelham
 Dick Aft Viney Chandler *+ Pat Gobble Fekete *+ Diana Kelly Jerry Powell
 Carlos Lee Bonnie Cole Ted Granger Kenneth Kemerling Robert Rains
 Carol Aquino Sharron Cornelius Mike Green David Kennedy Arthur Redding
 Ruth Ascher Greg Cott Richard Grigos Orv Kimbrough Lauren Segal
 Elizabeth Barron Bobbie Creque * Phil Grzewinski Michael Kint Russy Sumariwalla
 Keith Barsuhn Don Custis Susan Hager Sharon Kish Sue Suter
 Bob Beggan Family Karen Davie Sharon Hamilton *+ Elizabeth Knowles + Beth Terry
 Gerald Beggs Nancy Dean Ron Hatch Todd Kuckkahn Gordan Thibedeau
 K. Michael Benz John DiCesare Marian L. Heard Robert Kulinski Michael Thompson +
 Gil Betz G. Paul Didier Winifred Helton *+ Carlos E. Lee Dirk Van Den Bosch
 Bud Biscardo Eva Dillard Kathleen V. Hemmesch David Lee *+ James van der Klok
 Kerry Blume Daniel J. Dunne + Ted Hendry Brook Manville Merl Waschler
 Eugene Blyther Maurine Dyer Stevens Robert R. Hines Sara Matta Lyanne Wassermann +
 Phillip Bond Cynthia Eberhart Bette Hoffman David L. Maurer George Wilkinson
 Ann Breidenstein Susan C. Eckert John (Jack) Holmes Tish McCutchen Anne Wilson
 Claudia Brooks John G. Emge Leslie Ann Howard Joseph McKinley Roger Wood
 Jack Brooks Brenda Episcopo * Mike Hughes *+ Ned Montgomery Robert Woods
 Eleanor Brown Monica Estabrooke Bernie Hyman James Morrison Douglas Yeiser
 Robert Brown Scott Ferguson Rudolph Jackson Richard O'Brien Cathy Yowell
 Carol Burger * Robert Ferriday III Janet Jokisch Elizabeth O'Mara
 Joe Capita Mary Fogarty Ty Joubert Jennifer Palazzo
 John Carey Richard Fusco * Irv Katz Sue Panek

* Current / Former Board Member
 + Endowment Founder / Contributor

Please notify info@uwra.org if you notice information that needs to be updated.



Bob Beggan Forever Remembered Through a UWRA Named Endowment Fund

Friends and family of Bob Beggan recently came together to establish a UWRA named endowment fund for Bob, a lifelong United Way leader and UWRA Leadership Giving Circle member. Bob passed away on May 2, 2018, at age 74.

ABOUT BOB BEGGAN

Bob Beggan spent his entire career with United Way, starting as a planning director of United Community Services in New Brunswick, N.J. He later served as campaign director at United Way of Dade County in Florida before becoming SVP for United Way of America. In 1998, Bob became president of United Way International, where he expanded United Way's impact around the world. He served in that role for six years and remained an active supporter of the United Way community after retiring. Bob is remembered for his commitment to serve, his capability to lead, his mentorship skills, and his ability to foster strong relationships at all levels of the organization.

ABOUT THE NAMED ENDOWMENT FUND

In April 2020, Bob's wife Pamela contacted UWRA to continue Bob's leadership gift. Inspired by her gift, a small group of Bob's colleagues established a named endowment fund for Bob with a lead gift from UWW President and CEO Brian Gallagher. Additional notable gifts included those from UWRA members Teresa Hall Bartels, Joe Haggerty, and Carl Zapora. The funds will become part of UWRA's unrestricted endowment fund that supports important programs and advisory services for UWRA members and the broader United Way network. Most importantly, it will honor Bob's contributions to United Way for years to come.

UWRA NAMED ENDOWMENT FUNDS

The Bob Beggan fund will join the growing list of UWRA named endowment funds - including those created by Gordon Berg, Dick and Mary Lu Aft, Tom and Carol Brown, Alan and Selma Cooper,

and Dan and Kathleen Dunne - which honor the incredible life experiences, lasting friendships, and positive differences made possible by their service to United Way. A posthumous fund, like the one for Bob Beggan, allows friends, families, and communities to come together in appreciation of a service leader.

HOW TO ESTABLISH A NAMED ENDOWMENT FUND

The minimum threshold for a UWRA named endowment fund is \$11,000, and contributions can be made in any amount over an extended period of time.

Contact UWRA for more information on how to establish a named endowment fund.

Visit <https://www.uwra.org/bob-beggan-fund.html> to view a list of the lead contributors or to donate to the Bob Beggan endowment.

Continued from page 1

Powerful assumptions about people or situations can lead to individual acts of prejudice. Growing prejudice contributes to a culture of discrimination that can breed bias-motivated crimes against individuals and groups. At the pinnacle of the pyramid, widespread contempt, which was ignited by bias, can lead to genocide, the elimination people, groups, or communities en masse.

The roundtable created a space for colleagues to reflect on how implicit bias might appear in their own words and actions. Some reflected on specific moments in their careers when implicit bias played an unintentional role in their leadership decision-making.

As seasoned United Way advocates, we had a thoughtful discussion about the role implicit bias might play in the most valued traditions of the organization, including the

citizen-review process of fund distribution, volunteer recruitment and advancement, and campaigning in diverse workplaces and amongst diverse workers.

Everyone agreed this conversation must continue. UWRA members can and must be catalysts for reflection and tough conversations about race, equity, and elimination of bias. Individually and collectively, we have a responsibility to make a difference for future generations of United Way employees and volunteers who are in community with us. As individuals who are deeply rooted in carrying forward the mission of United Way in so many facets of our lives, we must start by challenging our own assumptions as an essential first step towards fostering sustainable, healthy, and safe communities that are the cornerstone of our life's work.

Roger Frick facilitates Implicit Bias workshops for the Peace Learning Center in Indianapolis, Indiana. He is the retired president of the Indiana Association of United Ways.

Jeffrey Wilcox, CFRE, is President and Chief Mission Advancement Officer of Third Sector Company in Seattle, Washington. He is the former Senior Vice President for Community Development for United Way of Greater Los Angeles.

Register Today!
Introduction to Implicit Bias
September 21st at 2pm ET

[uwra.org/events.html#/](https://www.uwra.org/events.html#/)

REMEMBERING FRIENDS



Charles (Chuck) Edward Heiden

Charles (Chuck) Edward Heiden, 82, of Lakeland, Florida passed away peacefully at his home on August 18, 2020.

Chuck's early career included coaching, teaching, and working for 20 years for the State of Illinois Department of Mental Health. His love of community led him to an executive director role with United Way of Decatur, Illinois. After his marriage to wife Dorothea, Chuck worked in the communities they lived, following his love of social service and development. He was most proud of their time in Nashville, Tennessee, where he was hired by Vanderbilt University in the area of fundraising development.

In 2002, Chuck and Dorothea formed Strategic Philanthropic Development, Inc. to share their love of nonprofit board development, strategic planning and organization, and fundraising development.

Chuck is survived by his wife Dorothea, their children, nephew, seven grandchildren, and six great-grandchildren.



HAVE YOU CONSIDERED ENDOWING YOUR LEADERSHIP GIFT TO UWRA?



John R. Nazzaro

John R. Nazzaro, a 40-year veteran of United Way, passed away June 6, 2020.

John was born in Columbus, Ohio. He served in the US Army until 1972, when he was honorably discharged. After leaving the Army, John dedicated the next four decades of his career to strengthening community with United Way. He began his United Way career as the president and CEO at the United Way of Western Connecticut. He then served as executive vice president of the United Way of South Hampton Roads in Norfolk, Virginia. He was appointed president and CEO of United Way of Pulaski County, now Heart of Arkansas United Way, in 1997. Mr. Nazzaro served as the president and CEO of the Heart of Arkansas United Way for almost 20 years, retiring in 2017.

John is survived by his wife, Lisa; son, John; granddaughter, Olivia; and his brother, James.

IN MEMORIAM

Please visit the UWRA Memorial Wall at <http://www.uwra.org/acknowledgements> to view a recent list of gifts made to UWRA to honor colleagues, friends, and family from the United Way community.

Many UWRA members are acknowledging their United Way career by making an endowment contribution to UWRA. It only takes twenty-five times the amount of your annual gift to establish a legacy contribution and help sustain the future of the organization. Contributions can be made in any amount over an extended period of time.



Isadore "Sam" Seeman

Isadore (Sam) Seeman, a founding UWRA member, passed away on March 21, 2020, in Silver Spring, Maryland.

Sam was a leader in organizing the community to improve health and welfare services in the Washington Metropolitan Region for more than 58 years. He was a founder and for 18 years the executive director of the Health and Welfare Council of the National Capital Area, which united nine formerly independent Community Chests and health and welfare planning councils in the D.C. metro area.

Sam also served as Chief of the Health Branch in the Budget Office of the U.S. Department of Health, Education, and Welfare. He later served as Chief of the Health Evaluation Branch in the Office of Planning and Evaluation in the Office of the Secretary of the Department of Health and Human Services. He headed the Division of Research in the Office of the Assistant Secretary for Health, U.S. Public Health Service.

Sam was born in Baltimore. He had a life-long interest in the theatre, and was known as Sam from a theatrical role he played in his youth.

Sam was married for 63 years to the late Shirley Seeman. He is survived by three sons, four granddaughters, and two grandsons. Also surviving is his beloved friend, Marilyn Willner.

Contact info@uwra.org for more information about UWRA's endowment, or simply direct a contribution to:

**UWRA - Gordon Berg Endowment Fund
c/o Foundation for the Carolinas
220 N Tryon St, Charlotte, NC 28202**

HISTORICAL PERSPECTIVES

A HISTORY OF RESILIENCE AND ADAPTABILITY DEFINE UNITED WAY RESPONSE TO CRISIS

by Dick Aft, United Way Historian and UWRA Emeritus Board Member

Resilient? Adaptable? Responsive? Yes! Those characteristics have defined the United Way movement for over 130 years as it leads and mobilizes the caring power of individuals and organizations. Pandemics, disasters, wars, and recessions caused social and economic sea changes. Each time, United Way transforms itself again and again, building on its foundation of contributor and agency confidence. The result: continued capacity to help caring communities respond to human needs. History suggests two major reasons that donors have continued to look to United Way during periods of significant economic, social and health crises. First: capacity. Second: reliability.

For over a century, United Way organizations have developed and applied practices that articulate clear cases for support and convenient procedures for giving. Their skill in assessing need and allocating resources is almost universally valued. Volunteers and staff demonstrate fiduciary responsibility. Tools and practices have kept pace with the practical, fiscal, and legal best practices in the world of organized philanthropy. Corporations, organized labor, foundations, and individuals value these attributes far beyond brand loyalty.

In a 1988 collection of studies entitled Community Organizations, Susan Rose-Ackerman, then Director of Columbia University's Center for Law and Economic Studies, attributed United Way's success to its capacity to "assure donors that their money is supporting reputable organizations." Further, she identifies United Way as "an efficient response to donors' uncertainty."

So often, the immediacy of needs that warrant an outpouring of support overwhelms donors with more choices than they can evaluate. For decades, United Way has identified its capacity to match givers' motivations with agencies and services that will most likely make the greatest impact.

Examples are not difficult to find. Here are just a few:

- During the 1918 Spanish Flu pandemic, a United Way predecessor, Federations of Social Agencies, focused resources on life-saving relief services, as well as fostering community health planning among hospitals and service providers.
- Following the Great Depression, Community Chest campaigns entered workplaces where hourly employees added their payroll contributions to those of the wealthy individuals and community leaders who created the United Way movement during the 19th century.
- A plethora of well-meaning assistance has followed closely on the heels of disasters ranging from floods and hurricanes to the 9/11 attacks. The United Way system has served countless corporations and individual donors who wanted to reach out to comfort, heal, and rebuild the lives of survivors.

Looking for a human service "silver lining" in today's pandemic and unemployment clouds? History suggests you need look no further than your closest United Way. It is there that plans are being made and programs are being

put into action to Respond, to Recover and, as made so clear in this 1934 campaign poster painted by Walter Beach Humphrey, to Rebuild.



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