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Welcome to Baltimore. This is a special week. It's a special week because it's been two years since we last came together for a community leader's conference, and this week we are 1,850 strong. Thank you. That's more than a 300-person increase from two years ago in Denver. Today, we have colleagues who have traveled to be with us from Ghana, Singapore and France.

Volunteer participation continues to grow. We have a 65% increase in volunteer involvement in this CLC versus two years ago. To all volunteers, especially those who are close to our work, thank you for traveling on behalf of the United Way movement. This is an incredible group of leaders. Thank you for being here and for all that you do.

Important Time

As I was thinking about these remarks today, I realized that this is the seventh opportunity I've had to address my colleagues in a national forum. That is very humbling. I reflected on what an important time we're living in right now. It's never been more important in terms of our movement, our country and the world.

I think it's time for us to think even more boldly and broadly, because the environment in which we're working is so dynamic. In this environment, reality TV is now often our viewing of choice. Maybe the most interesting reality TV these days are the U.S. presidential primaries. These primaries are historic. It's very possible that we could

have our first woman or African-American president by the end of the year in the United States.

This environment is also changing demographic and market dynamics. A few examples: Women are now leading job growth in the U.S. Minorities now make up 33% of the entire U.S. population, with a combined buying power of over \$2 *trillion*. By 2011, the minority population of the U.S. is projected to have a buying power of more than \$3 trillion. Additionally, African-American business ownership has increased over 50% throughout the last decade, with total revenue now at \$100 billion a year. This new environment affects how *all* of us live, work and interact. Our children are more connected to global issues through the Internet. And economies are booming in India, China, Vietnam, and throughout Latin America. Those are changes that are beneficial for us.

The fact is that economic parity, due to more people succeeding in more places around the world, is what brings stability to a global community. Furthermore, human need has never been more compelling than it is today. We have a tremendous opportunity in this dynamic, new environment. United Way is uniquely positioned to provide leadership locally, nationally and increasingly globally.

We've Made Great Progress

As I considered my thoughts today, I reflected on the state of our system. We're a pretty good organization. In fact, we're a very good organization. I think we're now at a point in our history to ask ourselves the question: Are we willing to take the steps required to become a great organization? Achieving this will require a real commitment. I know it's possible. Your commitment continues to be evident through the value that you create in your communities. Think of all of the progress that we've made together over the past year.

We've launched the United Way Financial Stability Partnership, helping people earn more, keep more of their income for their families and build and sustain assets. Born Learning reached an additional 3.7 million parents and caregivers over the last year. That's over six million in the last two years. And when the Governor of Arkansas recently placed the first call to the new statewide 2-1-1 service in Arkansas, it meant that 76% of Americans now have access to 2-1-1 services.

You're also doing more in terms of aligning with the standards of excellence. We now have 828 local United Ways who have performed a self-assessment against the standards. That means 15,000 volunteers, professionals and community stakeholders throughout the country assessing its work, and focusing on continuous improvement.

Last year was the first time in the U.S. that United Way passed the \$4 billion mark in revenue, ranking us number one again in the Chronicle of Philanthropy's "Top 400" non-profits. And we've now raised an additional one billion U.S. dollars outside of the United States as well.

Just as important, the resources under management, that volunteers and professionals have to thoughtfully invest in their communities, continues to rise. For 13 years in a row, the amount of money that people were passing through their local United Way to their favorite agency went up. For the last five years, that number has leveled and now dropped. In contrast, the amount of money that donors invest in issue products, education, income and health is now rising. It's a very important metric.

We continue to find means of best connecting donors with the issues that they most care about. We launched together the first customer relationship pilot program, trying to learn how to move from being a transaction partner with our donors to creating a real relationship.

You've made incredible progress through planned giving and endowments. In 2005, endowment through United Way was about \$65 million. Last year, it was \$106 million.

We're also taking important operational steps, and continue to see mergers and consolidation across the system. Significant consolidations occurred in greater Kansas City and through the dissolution of Tristate and Tristate, New York. This continues our emphasis to involve local United Ways more directly in the account management, relationship management and impact work in the region.

We continue to stay focused on talent. The Alternative Spring Break, which provides young people the opportunity to go to the Gulf coast and spend their spring break in service continues to be very successful. This year for the first time, students also completed service in the Detroit community. These opportunities not only directly affect the lives of those hundreds of young people, but also the people with whom they share these experiences. When they're on-site doing the work, they blog and shoot video every day. The last group that came back posted their DVD on YouTube. It was the most downloaded and viewed clip in the travel section of YouTube for 30 days.

We will have to turn over some of United Way's assets to young people. We are not going to be able to control it all. They'll build on this work through their own initiatives, and that will be good for us.

We launched the Resident Fellows Program, now three years running, so that early career professionals in the United Way system have an opportunity for accelerated development.

We've identified, through the Charmaine Chapman ExecuStep Program, mid-career professionals that we think are prepared to lead even larger United Ways, and they're competing effectively in those communities.

We've continued and deepened our commitment to diversity and inclusion. Our commitment to this work, in my mind, is driven by two things. One is innovation. If we're going to innovate, develop new strategies and new thinking, we can't have the

same people at the same tables. We have to involve new and different people in these conversations. That will change the way we see the world and importantly encourage the creation of different strategies.

The second reason that we have to be deeply committed to inclusion is that the leadership platform of United Way--locally, nationally, and as a global movement--is the diversity and the breadth of our leadership. We were once much more retail when more people were employed in large companies, but we've lost a bit of that. If we get really committed to inclusiveness and the engagement of all people in the work that we do in community, that will be the basis for our leadership.

We have dedicated professionals working out of the Office of the President on diversity and inclusion, and we've created a business plan for the movement. We've established nine different resource groups, including women, young people, African Americans, Asian Americans, Latinos, Native Americans, persons with disabilities, whites and the GLBT community. These groups help us and provide advice and counsel on how to do this work more effectively, starting with talent. We'll go beyond that, but it starts with talent.

And eWay operationally is now a suite of services to help local United Ways provide online giving, processing, distribution, volunteer support, event management for your best customers. These outlets have developed \$600 million of throughput and have become an important system asset.

With Progress Come Challenges

But these kinds of exciting changes and opportunities do come with challenges. The environment is changing around us. Healthy political debate about what to do is important, but we must come together around solutions.

Booming economies can create opportunities while also creating gaps. A global knowledge-based economy will leave some people behind. And as the United Way, I would suggest, we suffer some momentum issues. Donor churn sees us losing 30% of our donors one year to the next. That's four million individuals. Last year, you gained them all back except 300,000. The year before, you gained them all back except 1.4 million. This is a significant issue for us.

The most cited reason by donors for not giving is "I wasn't asked." We have to think differently about how to keep donors involved. The work that you're doing, and I will share some spectacular examples of Community Impact, but across the board, is too slow. We're not thinking boldly enough, in my view. We're not thinking aggressively enough to really feel confident that we're going to fulfill the promise we've made to our communities.

Our best customers are, in many cases, looking for partnerships and products and services that we haven't yet developed. I think if we focus on relationship management versus transaction, we'll figure out what it is that those customers need and want and then find a way to develop it.

Finally, 97% of all Americans know about United Way when asked in a survey. However, most don't know what we stand for. The shift from fundraising to impact has been very helpful. You've done it very well. But we have to now start thinking about what it is that we stand for. Addressing these opportunities and challenges are going to require incredible personal and professional leadership. So, in my remarks today I want to focus on three bold action items or steps that I believe we must take.

We Must Be Bold

First, we need to put a stake in the ground on national goals, bold national goals in the areas of education, income and health. We need to stand for something. Secondly, we need a true call to action. LIVE UNITED is about a call to action. We need to be

recommitted to engaging people in their communities. It's not just about institutions, or funding services, it's about people being involved.

Finally, the third bold step must be to take on the organizational structure and create a system design that provides us the confidence to actually move on that agenda. We have to move beyond the rhetoric and really start to act like a movement. And our communities are watching. The panel that comes next includes Paul Light. Paul is a noted academic who has written a recent report called "How Americans View Charities." If you read that report, one of his conclusions is that Americans are still very skeptical about the performance of nonprofit organizations.

But, people aren't skeptical when they get involved in the work themselves. So as we go through this, we need to be thinking about true partnerships, not organization, but genuine integrated systems and strategies. Not institutionally driven strategies, but actually standing for something that allows communities to understand that we're all interconnected and to see their place in this work.

We've been thinking about and working on this question over the last 18 months. The impact work is the right direction, but what do we stand for? We've done four things. First, we asked Mike Durkin, the CEO of the United Way in Boston, to lead a group of professionals to see if we, as a United Way movement, could come to agreement around the metrics and issues that we share in common. We can argue about whether it's school readiness, vocabulary rates or different cognitive skills, or whether it's third or fourth grade proficiency, but could we agree on what we stood for in terms of metrics? So we did that.

Second, we went out and looked at what you were doing. We asked, where are United Ways working? What issues are you spending your time on? Third, we consulted with national experts on the issues that are most important in terms of moving forward in the country. And finally, we asked the American people. The good news is that they all converged. Let me start with the American people.

When asked what you value about United Way, what is it about us that's important to you, the overwhelming answer was, "we like the fact that you're not special interest-oriented. We like the fact that you don't care about one demographic or one geography and that you uniquely care about advancing the common good." Advancing the common good is important. Entire communities see themselves in the work and understand that it seeks to create opportunities for everybody to have a good life.

What also resonated was that our focus is on the areas of education, income and health. If you look at what the metrics task force brought back, at what the American people said, at what you are doing, and at what the experts said to us over the last 18 months, it's all centered around advancing the common good by creating opportunities for a better life in the areas of education, income and health.

Our public polling told us that if we honestly and genuinely work to advance the common good, it will drive our trust numbers. It will drive our revenue numbers. It will drive our reputation. And the polling told us that if a local United Way is working specifically in two of the three areas of education, income and health, the numbers rise even more.

National Ten-Year Goals

So now we have to find a way to live it. How do you advance the common good so that it's a movement, and not a business plan? Our work must be driven by a genuine social movement, a compelling vision, and something that's organic and based on values and principles. At some point a vision takes on a life of its own. You can't control it. You can't manage it. You get people involved in it, and you let them steer it. The next evolution of Community Impact, I believe, will be focused around education, income and health, all with the intent of advancing the common good. However, it won't be easy and will require bold steps on all of our part, locally, nationally and globally.

This work has had me thinking personally about what it means to be bold. Are there examples in our lives, or in my life, when I took a bold step and it moved me in a positive direction? I thought about almost every job I've ever taken, including this one. I took a job that I really wasn't prepared for. I really wasn't. I had to learn the job. Of course, looking back, it was a risk worth taking. It stretched me professionally and made me a better person. That's been true throughout my career.

When we changed our mission six years ago and said we're not in the fundraising business, we're in the community change and impact business because we knew we needed to provide greater value to our communities, that was bold. That was a risk. And it's worked out for us. When we changed the membership requirements in the system, we did that in six months. We had been arguing about it for nearly 60 years. Still, we did it in six months. That was bold and it's been good for us.

I believe we now have to start thinking about defining our success differently. We've always been a bottom-up organization, and fundamentally, we always will be. We're made up of local, independent United Ways. But it took us 18 years to scale Success by 6. We don't have that kind of time anymore. The world is moving at 80 miles an hour, and we're moving at 55. As a result, we have to learn how to be both big and small at the same time.

How do we create a system in which we can make commitments locally, and as a national movement, that don't conflict with each other and are complementary? As I've thought about the evolution that we're going through as an organization, it seems to me that we're moving from what was a federation, comprised of loosely affiliated independent organizations that share a name and common brand mark, to more of a franchise model. Now there are rules of the road. How do you calculate overhead and revenue? How do you govern yourself? What are the codes of ethics and so forth?

Where I think we need to go is towards more of a network. How can we derive real synergy from each other locally, nationally, and globally? We need to do this so we can

make this claim around these bold goals and actually have some promise to make it. Investing in United Way is going to have to be something that people see as bold, something sustainable and something truly transformational. I think we have to be willing to put a stake in the ground starting here in the U.S. And here's why.

If you think of the fact that one million incoming freshmen this fall won't graduate or that half the kids of color won't graduate, that's just not acceptable. The reality is that the price of not graduating is too high today. Too many lower-income families are spending too much of their income on housing, lack mainstream banking accounts or are simply without options in their lives to succeed. This statistic is staggering: only 35% of all high-school students are healthy according to CDC health indexes. The moderate gains and incremental changes that we've been making can't be acceptable anymore.

So, today we take our first bold step by announcing system-wide ten-year national goals in the areas of education, income and health.

First, we must commit to cutting America's drop out rate by half by 2018. Reaching that goal will mean that 560,000 more young people graduate from high school and the high school graduation rate will increase from 74% to 87% over that same period. The price of not graduating today is too high, and results like these are possible. Let me provide an example that should give us some confidence.

Dallas, Texas is facing this difficult issue. In their school district a full 40% of incoming freshmen will not graduate. To address this, United Way of Metropolitan Dallas, working with more than 30 public, corporate, volunteer and nonprofit partners, created "Destination Graduation." This initiative focuses on college preparation and SAT training through parental involvement, mentoring and counseling. The program is customized by school districts and they are already seeing success.

The results at Samuel High School alone ought to provide us some confidence that this is possible. There, the program paired nearly 100 students with adult mentors. Six

hundred and twenty new students completed a Princeton Review course. These students had a rate of next grade level promotion that was 19% greater than students who did not participate. Additionally, their accomplishment drove a 23% increase across the school in terms of promotion from one grade to the next. This is possible. Join me in saying thank you to our colleagues at United Way of Metropolitan Dallas for showing us the way.

It's important to note, that in an earlier session where we were talking about graduation rates and academic achievement, leadership in Dallas asked the question, "how do we scale this?" This is an example of an organization in a community that's making real progress and asking themselves the right next question, "how can we be even more bold?"

Next, we must commit to cutting in half the number of low- to moderate-income families who are not financially stable by 2018. These are families who are earning 250% of the poverty level or less, and spending more than 40% of their income on housing. This will mean raising the percentage of financially stable families in America from only 64% today to over 82% in ten years, affecting nearly two million additional people in our country. This one's possible too. Think about the scale that we have opportunity to impact.

Last year in partnership with Bank of America we launched an initiative to provide Earned Income Tax Credit outreach to 33 targeted markets across the country. Many of you were involved in its success. It began with a \$500,000 commitment by Bank of America, working with local United Ways in these markets and the results were eye-opening. Over 200,000 new EITC filings returned more than \$270 million. With this kind of success this national goal is clearly within our reach.

United Way of Rhode Island also recently took this on in a very bold way. They conducted a needs assessment and found that their community faced serious financial issues including the effects of recession. When residents were asked "what do you

need to be successful,” it wasn’t social services. What people were looking for were jobs and work skills. Rhode Islanders wanted affordable housing, school success, and employment skills.

So the United Way, working with State Department of Education and Labor, the Annie E. Casey Foundation, the Governor’s Office and other corporate and nonprofit partners, created “Skill Up Rhode Island.” The results of their workforce development work have been tremendous. Over a ten year period, they helped to employ more than 1,500 adults. And by the end of their program these adults were at least 150% of state’s minimum wage and now are in full-time positions making a minimum of \$10 per hour.

Importantly, United Way is now viewed as a player in workforce development in Rhode Island because they set the bar high, worked with different partners, created new strategies, and actually moved the needle on these issues. Help me thank our colleagues from the United Way in Rhode Island.

Finally, we have to commit to helping more young people and adults avoid risky behaviors and live healthier lives. By 2018, we must work to increase by a third the number of young people and adults who are healthy and avoiding these behaviors. That would mean increasing the percentage of youths who are deemed healthy from 35% today to 45% in ten years time. The result is an additional 9 million more young people in American who are healthy. For adults, the percentage needs to rise from 25% today to more than 47% over that same period, equating to more than 29 million more healthy adults in our country. This next example gives me great confidence that this too is possible.

The United Way of Anderson, South Carolina serves a community of approximately 180,000 people. A very active Women’s Leadership Council there decided, as happens in many communities, that they didn’t just want to give, they wanted to make a difference. They wanted to get engaged in an issue. So, working with the local school

system, the faith community, parents, guardians and other partners, they created “IMPACT!,” a prevention initiative to begin to address teen pregnancy.

Each year in South Carolina, teen pregnancy costs taxpayers at least \$156 million in additional Medicaid costs, SCHIP and lost wages. Moreover, young parents are less likely to go to college or even graduate high school. The children of teen moms face a very difficult future. Statistics show that this issue accompanied by more neglect, abuse, a greater likelihood of continuing the cycle of poverty, and less academic achievement. The Women’s Leadership Council saw this issue as a critical link to other important issues that their United Way was working on.

Over a four-year period, they invested \$40,000 in designing a program that addressed peer norms and embedded it into the school curriculum and after-school programs. Teachers and educators in Anderson say this program is trusted and seen as a place to get confidential advice. They targeted the school district that had the most teen pregnancies in the area and a thousand young people have since benefited from it. When the program started four years ago there were 33 pregnancies in that school district. Today, zero. Just four years later, there are none.

There are a number of leaders here from Anderson, but we’re also privileged to have Whitney Miller, a program participant, with us. Whitney will be the first person in her family to graduate high school and go to college. And what’s even more inspiring about her story is that Whitney is with us this week to teach. She was with the National Women’s Leadership Council yesterday in their all-day session talking about this program. Whitney, thank you for being here. And to our colleagues from Anderson, thank you for your leadership.

LIVE UNITED

As I said, if this is really going to happen, we’re going to have to have to start thinking differently about how we do our work. Advancing the common good is going to

necessitate a different way of working and engaging people. It must be viewed as a movement of people with a common vision committed to changing conditions together. That's what we mean by LIVE UNITED. It is our community-wide invitation to get involved in the work. That's why I'm really proud to say that this week we are officially launching the LIVE UNITED community engagement campaign.

I've expressed a bit of concern about the buzz around the campaign and that some may understand it or see it as more of a campaign slogan. It is not. It is a strategy. It is a strategy to get people involved and give lift to a larger movement which is about advancing the common good. The days when United Way invites you to simply make a contribution have to be behind us. We have to make a broader invitation. LIVE UNITED has to be about a social movement—crossing borders, new and non-traditional strategies, and engaging all people, all organizations, and all sectors.

I can't say it any better than the people who created this campaign. "Underneath everything we are, underneath everything we do, we are all people, connected, interdependent, united. And when we reach out a hand to one, we influence the condition of all. That's what it means to LIVE UNITED."

United Way is focused on the building blocks for a better life: education, income and health. While philanthropic engagement may be motivated by different circumstances and have a different definition to each person, it will be most meaningful when it is an experience. Give, advocate and volunteer.

LIVE UNITED is cutting drop-out rates because a single mom wanted to contribute and volunteered at her son or daughter's school. LIVE UNITED is improving the health of a community because local businesses approached a hospital about funding and staffing volunteer diabetes and cancer screenings. And LIVE UNITED is helping a young couple struggling to make ends meet because a group of local volunteers decided to share their experiences and knowledge as mentors and help them with their Earned Income Tax Credit.

As a system, I am absolutely convinced that LIVE UNITED can help us speed our transformation, generate more resources, and build an even more powerful brand. You'll learn a lot more about this here at the conference, but to conclude, let me say this.

LIVE UNITED is also our reengagement, our reemergence, and our recommitment to volunteerism. We dropped it a decade or more ago. It's time for us to get back in and see the importance of mobilizing individuals in the work of their communities.

I'd like to thank two important organizations that have helped make this happen: McCann-Erickson World Group, the largest global advertising agency in the world, whose Chairman and CEO is John Dooner, a member of the United Way of America Board of Trustees. I'd also like to thank the Ad Council and their president and CEO Peggy Conlon who is also a valued member of the United Way of America board. McCann developed LIVE UNITED and Born Learning. The Ad Council ran the media for Born Learning and now LIVE UNITED is a dedicated Ad Council campaign. Help me say thank you for the leadership provided by these two great organizations.

System Design That Gives Us a Chance to Succeed

LIVE UNITED is about putting stakes in the ground on the issues that matter. It's inviting folks into a social movement to change. It must also mean looking internally at what is be for our own make up. In the area of design and structure, I have hesitated for six and a half years. When we take this one on, it fights back. You have to ask yourself, is this the right thing to do right now? I'm convinced that bold ambitions require a similar set of bold decisions around your organization. We have to take a look at our structure, both in the U.S. and around the world.

Our system was built for a different time, economy, set of geographies, and political environment. I've spent a lot of time on this stage and others talking about the

healthcare system, the education system, and the public welfare system that were built for a different economy. The United Way system was *also* built for a different time.

As we look at what our structure needs to be, and what our challenges are, we have to realize that our difficulties and opportunities are not defined just by city and county. They're regional. They're national. And, they're global. We have got to integrate the work to support advancing the common good, creating opportunities in education, income and health for *all* people.

There are cost implications in terms of getting the challenges out of the system, but this is really about our mission. We need to achieve more cooperation amongst ourselves. We need to design ourselves in a way to provide more resources for these critical objectives in order to give us an opportunity to make greater progress.

Our communities have changed. Donors cross borders all the time. Institutions that we work with have changed. How many local United Ways in this room have a single YMCA or Girl Scout council that's coming to multiple United Ways for an allocation? Nonprofit organizations have made these kinds of changes. Leadership organizations have made these kinds of changes. This is about advancing the common good. This is about mission. It is also, I will say, in some ways, about cost. I've personally arrived to the point where I don't think it's responsible for us to continue to have the duplication of cost and business processes that we have in our system. We're getting to be expensive.

Being a product of the United Way movement, I also know that we can't build it at United Way of America and present it to you for your support and adoration. So in 2008, we will invite the entire system in defining the process and determining the best way to do this work. There are many different options. And then with an eye toward redesigning the system we will start moving towards that execution in 2009. It's important that the new structure also be part of a larger global network.

Advancing the common good is, I think, the perfect framework for what is an emerging new social contract in the world. We are quickly becoming, and arguably already are, a global community. We're more independent or interdependent. Business always goes first, right? Business is globalized, but there's no global government. The voluntary sector has a unique opportunity to play a very key part in addressing global issues. We all know that every healthy community has three sectors that are working in unison: the marketplace, government and citizens.

We have this opportunity to be part of relationship building between countries that will build a healthy, global community. Why would we do it? Our donors are already there. Young people in other key markets want to be a part of an organization that is global. If we are truly committed to being a learning organization, then we have to take advantage of the learning, wherever it is.

We've now decided with our sister organization, United Way International, to take this journey together. Our two boards, United Way of America and United Way International, have approved identical resolutions. First, we will integrate our staffs and start operating in an integrated fashion beginning in June. We will continue forward with an eye toward merging and officially integrating the two organizations in the beginning of 2009.

I think we have an opportunity to be part of sustaining, philanthropic investment around the world. If you watch USAID, the Gates Foundation, the Ford Foundation and other corporations that invest money in countries around the world, many times there's no local infrastructure that is built from *local* leadership. That's who we are. We have the opportunity to be the partner of choice for those philanthropic leaders in a way that I think is very compelling.

I've seen the benefits of a global network personally as I've traveled over the last two or three years. We can learn from our colleagues outside of the United States. The United Way of Venezuela, for example, is involved in a public/private partnership to

build affordable housing for people living in deep poverty. They've entered the hills around Caracas and worked with the public sector to strengthen their infrastructure and, through a community-based organization, create hundreds of units of housing for low-income people.

On the Island of St. Croix, the United Way is working with volunteer doctors and nurses to provide screenings for prostate and breast cancer. These health practices are not always performed in that culture, but the rates are coming down dramatically because the United Way there was bold and took on the issue.

In Ghana, the United Way is connecting with traditional leaders like the Queen Mothers and other leaders in villages across the country to provide opportunities for children who have been orphaned by HIV/AIDS. It's a program that gives children access to education while at the same time allowing them to live in a nurturing, family environment. It's been so well thought out that development experts have internationally recognized the program as a global best practice. We clearly have something to learn from our colleagues outside of the United States and vice versa.

Next month in Vancouver, British Columbia, we will hold the first-ever Global Summit, consisting of the United Way members and affiliates from more than 40 countries and territories, including the United States, that are co-creating this global enterprise. We have an opportunity to help lead this effort, probably even a responsibility. But it can't be a U.S.-centric organization. It has to be a global organization. We've received significant help from our colleagues from around the world over the last five years to make this a reality.

This is an everyone-wins scenario. We can help our corporate partners with their corporate social responsibility objectives. There's no question that U.S.-based global corporations are looking for partners to invest with outside of the U.S., but the opposite is also happening. Especially with the value of the dollar, the investment is coming into this country, and there are corporations that are looking for partners like you. And,

importantly, we can deliver game-changing programs in key social areas in the areas of education, income and health.

I was in the Middle East two weeks ago giving a speech in the United Arab Emirates. While I was there I met with TAQA, an energy company that was set up by the Abu Dhabi Energy Corporation. The company is run by an American and former BP employee. The company has made \$15 billion in investments and acquisitions in the last 12 months. TAQA's last two acquisitions were both great United Way supporters in Calgary, Alberta, Canada. United Way in Calgary is now nervous because a company in the Middle East has acquired two of their biggest companies.

So while I was there, I did what you do—I made a CEO call. Our approaches are going to be increasingly in that direction. I asked him if he would be willing to continue his investment in the United Way in Calgary. He answered, “Yes, I love United Way. My Mom and Dad taught me to give. He was a Marine pilot. I gave to the CFC forever.” We've got to connect with these folks, and that's the opportunity I'm talking about.

I firmly believe that we can't continue to be a great United Way movement in the United States unless we are part of a global United Way movement. Let me conclude with these thoughts.

We Must Commit Together

For the benefit of our communities and the long-term success of our movement, I think we must make commitments to these bold actions. If we're truly willing to take the risk, I know we can grow significantly. I believe it's possible to go from being a \$5 billion global organization to a \$10 billion organization, with even millions of more volunteers and donors.

I think it's possible to be the most respected brand in the sector. I think it's possible to be the local, national and global partners of choice for our donors and our volunteers.

And obviously, I believe it's possible to change the lives of millions of people in our communities, in our country and in the world. But it's going to take leadership. This is about volunteer and professional leadership. This is about you. You are the brand. You create the experience. But it's going to take a different kind of leadership.

You will be asked to do things that you haven't been asked to do before and we may find ourselves in unfamiliar territory. And I think we're up for it. The stakes have never been higher. We're at one of those turning points in our movement that seems to be coming on faster and faster.

If we put stakes in the ground on the issues that are most important to our communities, to our country and to the globe, if we really live this business model of actively involving people and inviting them through the LIVE UNITED effort, and if we create a structure that actually allows us to make that kind of progress, I think what we imagine is very possible. I think it's all possible.

And I think the question for us, as we look back on this moment, is how will we be remembered in this historic time? Did we make the bold decisions necessary to become a great organization at an unprecedented time? Did we advocate for the common good in our communities and across the globe through a new social movement that invited all people to LIVE UNITED? I think that for our children, for our grandchildren and for all citizens of the world, the answer has to be yes!

Thank you very much.

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