

# 2021-2022 ORIENTATION MANUAL

LIVE UNITED®

Last updated  
7/23/2021



**End poverty.**

Greater Greensboro

GIVE • ADVOCATE • VOLUNTEER  
Local impact for 99 years and counting



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## WELCOME FROM PRESIDENT & CEO KHARI GARVIN

Welcome to the United Way of Greater Greensboro (UWGG) family!

You are the breath, heartbeat and soul of our efforts to end local poverty. Your willingness to lend your time and talent is a gift to our community.

You are joining us at an exciting time. Thanks to caring and supportive people just like you, UWGG has launched a new Bold Goal to take our efforts of ending poverty to the next level:

*As a community united in equity and lasting solutions, 3,000 households in greater Greensboro will leave generational poverty by 2030.*

Thanks to you, the anti-poverty work that UWGG has undertaken in partnership with the greater Greensboro community will flourish.

While you learn more about our efforts, please know that I and others are here to offer support and answer any questions you may have. We do not approach this work independently.

Collectively, we are here to listen to and serve this community. The great things that we will accomplish together will happen thanks to your voice and support, the great work of our partners and our incredibly talented staff.

I am completely convinced that, when united, we can achieve anything.

As we work together, we are going to change lives and continue to secure a positive future for everyone in our community.

Again, welcome and thank you for your commitment to serve.

Sincerely,

Khari Garvin  
President and CEO  
United Way of Greater Greensboro



# UNITED WAY OF GREATER GREENSBORO

## INTRODUCTION

Your new United Way is developing the brains and minds of children by engaging in preschool child development to simulate learning. We are growing the workforce, by moving people from poverty to prosperity. We are increasing incomes through trained employment. We are preparing people for jobs through education and training. We are meeting unique needs of adults and entire families. Our goal is to be the leader in convening people and organizations together to empower the 57,000 people in our community who are struggling to obtain basic needs.

### History

UWGG has provided a strong foundation to improve lives since its creation in 1922. Originally called the Greensboro Community Chest, the organization was created in response to fundraising techniques established during World War I.

Through our evolution from the Greensboro Community Chest to UWGG, we have successfully served as a central fundraising organization for local nonprofits for more than 90 years.

Just as the economic, social, and philanthropic landscape has evolved, so has the work of UWGG.

Along with our partners and volunteers, we continuously assess the needs of the community and respond to both long-term and short-term goals focused on achieving sustainable results.

In 2005, UWGG began to implement a new operating model known as Community Impact. The purpose of this model is to create lasting changes in human service issues that people care about most. In 2014, we began focusing our community impact work on breaking the cycle of poverty.

In March, 2022, UWGG will celebrate 100-years in the community!

### VISION

**LIVE UNITED IN A  
THRIVING COMMUNITY**

### MISSION

**IMPROVE LIVES BY  
MOBILIZING AND UNITING  
THE CARING POWER OF  
OUR COMMUNITY**

# WHERE IN THE WORLD IS UNITED WAY?



NEERAJ MEHTA

United Way is engaged in nearly 1,800 communities across more than 40 countries and territories worldwide. We are focused on creating community-based and community-led solutions that strengthen the cornerstones for a good quality of life: education, financial stability and health. For more than 125 years, United Way has evolved to meet the needs of the times. Today, the world needs United Way more than ever.



SUZANNE MCCORMICK

Headquartered in Alexandria, Virginia, United Way Worldwide is led by Interim President and CEO, Neeraj Mehta with Suzanne McCormick serving as the U.S. President. United Way raises 5 billion dollars every year and is the world's largest privately funded nonprofit.



# UNITED WAY OF NORTH CAROLINA

United Way of North Carolina ([unitedwaync.org](http://unitedwaync.org)) is a state organization representing 57 North Carolina United Way organizations. UWNC helps local United Ways by:

- Promoting philanthropy and volunteerism, including partnership with The Atlantic Coast Conference
- Advocating to the North Carolina General Assembly
- Managing NC 2-1-1, a free statewide health and human services information line and website: [nc211.org](http://nc211.org)
- Serving as “Statewide Campaign Organization” of the State Employees Combined Campaign: [ncsecc.org](http://ncsecc.org)
- Convening United Way professionals and volunteers for legislative briefings, regional discussions and professional development
- Providing technical, consultative and unified marketing services to member organizations

## UNITED WAY WORLDWIDE

## UNITED WAY OF NORTH CAROLINA

### LOCAL UNITED WAYS

Albemarle Area United Way  
Beaufort County United Way  
Burke County United Way  
Catawba County United Way  
Davie County United Way  
Granville County United Way  
High Country United Way  
Lenoir/Greene United Way  
McDowell County United Fund  
Person County United Way  
Roanoke Valley United Way  
Rowan County United Way  
United Fund of Surry  
United Way of Alamance County  
United Way of Alexander County  
United Way of Asheville and  
Buncombe County  
United Way of Bladen County  
United Way of Caldwell County  
United Way of Caswell County  
United Way of Central Carolinas  
United Way of Chatham County  
United Way of Cherokee and Clay  
Counties  
United Way of Cleveland County  
United Way of Coastal Carolina

United Way of Cumberland County  
United Way of Davidson County  
United Way of Forsyth County  
United Way of Franklin County  
United Way of Gaston County  
United Way of Greater Greensboro  
United Way of Greater High Point  
United Way of Harnett County  
United Way of Haywood County  
United Way of Henderson County  
United Way of Iredell County  
United Way of Lee County, Inc.  
United Way of Lincoln County  
United Way of Moore County  
United Way of Onslow County  
United Way of Pitt County  
United Way of Randolph County  
United Way of Richmond County  
United Way of Robeson County  
United Way of Rockingham County  
United Way of Rutherford County  
United Way of Sampson County  
United Way of Scotland County  
United Way of Stanly County  
United Way of the Cape Fear Area  
United Way of the Greater Triangle

United Way of Transylvania County  
United Way of Vance County  
United Way of Wayne County  
United Way of Wilkes County  
United Way of Wilson County  
United Way Tar River Region  
Yadkin County United Fund

# CREATING IMPACT IN THE COMMUNITY

## MILESTONES OF UNITED WAY OF GREATER GREENSBORO

- 1922: First called the Greensboro Community Chest, its initial campaign under the leadership of H. Smith Richardson raised approximately \$68,000.
- 1940: The first campaign goal was achieved. By this time the number of member agencies had risen to fourteen.
- 1954: This year (and again in 1963, 1967 and 1976) successful capital campaigns for participating agencies were conducted, resulting in new construction projects totaling more than four million dollars.
- 1957: The Chest became the United Fund. The administrative headquarters of the organization was located in the Ceasar Cone memorial building. This structure was built from funds left to the community through bequests of the Cone family.
- 1969: Upon recommendation by a committee of community leaders, the United Fund and Community Council were merged into a single organization, the United Community Services.
- 1974: To conform to the national trend, the name United Way of Greater Greensboro was adopted.
- 1992: United Way of Greater Greensboro moved into a new facility at 1500 Yanceyville Street.
- 1994: Establishment of the United Way In Touch Referral Service, now known as 2-1-1.
- 1999: Forty women joined together creating the first ever Tocqueville Women's Leadership society to honor women who are successful in business, community, and home.
- 2004: United Way of Greater Greensboro conducted a community-wide needs assessment to determine pressing community needs. Three areas of focus emerged: Growing Successful Kids, Helping People Help Themselves, and Caring for Everyone's Health.
- 2005: Tocqueville Women's Leadership launches the Thriving at Three initiative to focus on promoting early childhood development.
- 2009: The second comprehensive health and human services assessment for Greater Greensboro, Voices. Choices, was conducted. Four issues came to the forefront:
  1. Improving the Financial Stability of Individuals and Families
  2. Access to Comprehensive Health Care Services
  3. Successful School Experiences for Every Child
  4. Nurturing Children and Youth for Positive Development

These priorities are aligned with United Way Worldwide's focus on indicators of a high quality of life.
- 2010: UWGG begins a strategic planning process to begin community impact transformation, to evolve solely from fundraising and fund distribution to a direction that involves strong focus on issues, strategies, and actions needed to create lasting change. The 2011-2014 Strategic Plan includes an action plan that supports our direction toward greater Community Impact.
- 2011: African American Male Initiative is piloted by the African American Leadership engagement group to focus on young Black and Latino males, providing mentoring and character/leadership development.
- 2012: United Way celebrates 125<sup>th</sup> Anniversary, and UWGG celebrates 90 years of local investments.
- 2014: On March 12, the UWGG Board of Directors voted to adopt POVERTY as the primary social issue for the organization to address.
- 2015: On March 26, UWGG launched its first Family Success Center.
- 2017: UWGG celebrates 95 years of improving lives and building a stronger community
- 2018: UWGG opens a second Family Success Center on November 4, 2018.
- 2019: UWGG celebrated the full transition into an open funding model.

# UNITED WAY WORLDWIDE STRATEGY

## OUR VALUE PROPOSITION

**United Way is *the* trusted marketplace where problems get solved.**

**People who need help** find the right resources and people who can help in near real-time.

**People who want to help** find a purposeful personal connection to people helped through a seamless, tailored, and modern experience.

**Companies** have a trusted philanthropic adviser and solution provider in employee engagement, reputation, and impact.

## OUR STRATEGIC GOALS & THE 5 BOLD PLAYS

### IMPACT

What's our future state?  
Connect Donors and Impact

### GROWTH

How do we connect?  
Direct, Personal, Digital

### EFFICIENCY

How will we operate?  
Shared Capabilities

### BOLD PLAY 1

**EXECUTE**  
ON A CLEAR  
BUSINESS MODEL

### BOLD PLAY 2

**CREATE**  
GREAT INDIVIDUAL  
EXPERIENCES

### BOLD PLAY 3

**REIGNITE**  
STRATEGIC CORPORATE  
RELATIONSHIPS

### BOLD PLAY 4

**DRIVE**  
TRANSFORMATIONAL  
GIVING

### BOLD PLAY 5

**WORK TOGETHER**  
**AS ONE**  
NETWORK





# UNITED WAY OF GREATER GREENSBORO STRATEGIC PLAN

## 2020 GOALS

1. Progress community impact to reduce generational poverty.
2. Cultivate long-term annual grants & community contributions of \$15+ million to create sustainable poverty solutions.

## PATHWAYS

Partner with the Thought Leaders and Best Community Resources Focused on Reducing Generational Poverty

- Strengthen annual community impact performance.
- Learn and grow through innovative pilots and partnerships.
- Build or expand regional programs and information systems addressing poverty.
- Identify and participate in dialogue addressing root causes of poverty.
- Attract sponsors and advisors to fund innovation and pilots.

Transform Donor Cultivation for Growth

- Make United Way easy to do business with for donors, prospective donors and volunteers.
- Build relationships with each donor through direct interactions and customized communication.
- Attract Major Gift donors to United Way as a path to drive transformational change in Greensboro at the \$1 million+ levels.
- Create agreements with existing and new Corporate and Foundation partners on the shared value of investing in solutions to drive family financial self-sufficiency.

Establish United Way as a Recognized Brand Committed to Positive Community Impact and Social Change

- Enhance brand clarity through storytelling and structured messages.
- Promote community impact to increase engagement and revenue growth.



## COMMUNITY AND COLLECTIVE IMPACT

Community Impact is the change that improves lives across our diverse community through the prioritization of needs in education, income, health and basic needs.

Collective Impact is the idea that large scale social change can only be achieved when all stakeholders work together instead of in competition or isolation.

United Way of Greater Greensboro is leading a local movement to END poverty. Our community has many resources. And we're the only local nonprofit bringing them together to end poverty. Our holistic approach to ending poverty is working and we have the outcomes to prove it. Adults are becoming financially stable now and children have the proper foundations to be successful in the future.

Replacing poverty with self-sufficiency requires more than a handout. It requires everyone in our community working together to help people achieve long-term and sustainable success. When we work together, we create a cycle of success.

## COMMUNITY COLLABORATIONS

Cross-sector institutions that align resources, pass public policies and change systems

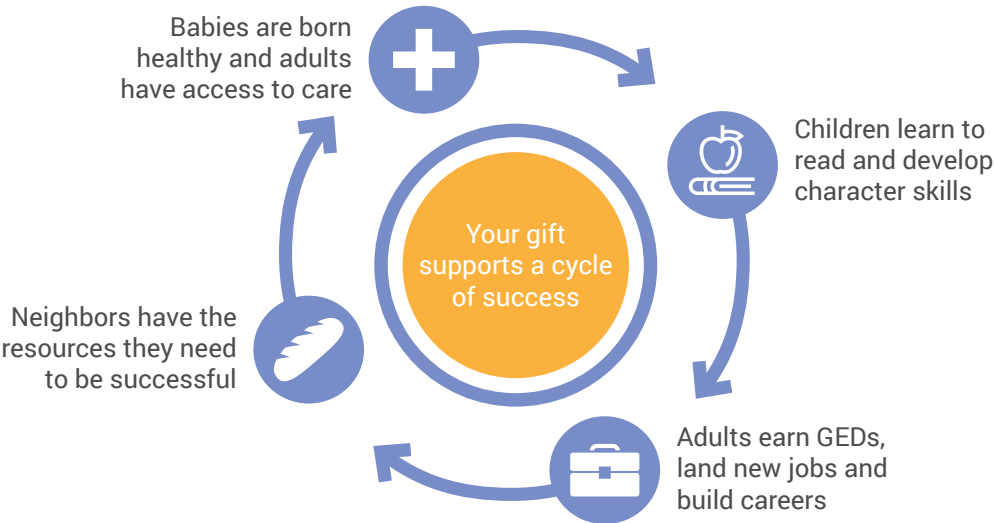
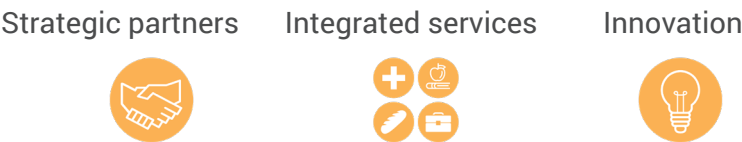


## CRITICAL POPULATIONS

Childre, adults and families living in poverty



## SERVICE DELIVERY METHODS



## VOLUNTEER-LED GOVERNANCE

# FRAMEWORK TO END POVERTY

Local Poverty is 31% above the national average

Focus areas for all stages of life

Pre-birth to 5

Children K-12

Adults

Seniors

Basic needs —————>

Health and wellness —————>

Early learning and educational success —————>

Financial support —————>

Financial capability —————>

Jobs and income —————>

## INVESTMENT STRATEGIES

STRATEGIC PARTNERS

INTEGRATED SERVICES

INNOVATION

**End poverty.**

Greater Greensboro

GIVE • ADVOCATE • VOLUNTEER  
Local impact for 99 years and counting



United Way  
of Greater Greensboro



# COMMUNITY INVESTMENTS

Below is a summary of the 2021-2022 investments made by United Way of Greater Greensboro. All programs work together to help children, adults and ENTIRE families replace poverty with self-sufficiency.

- Helping others achieve education & character success - \$683,677
- Helping others lead a healthy lifestyle - \$993,071
- Helping others reach financial stability & independence - \$475,116
- Helping others access food and other basic resources - \$475,116
- Initiatives and contracts - \$2,009,640

For a full listing of the strategic partner and initiative investments, please visit [unitedwaygso.org/investments](https://unitedwaygso.org/investments).

# IMPACT AREAS

## EDUCATION

### OBJECTIVE 1

Children start kindergarten having reached needed levels of development in 1. approaches to play and learning, 2. emotional and social development, 3. health and physical development, 4. language development and communication, and 5. cognitive development.

### STRATEGIES

- Provide high quality Early Care and Education programs/services to children aged birth to kindergarten entry (examples include but are not limited to 4 and 5 star rated facilities, home visiting, etc.).
- Engage Parents/guardians as their child's first teacher (examples include but are not limited to family literacy, home visiting, kindergarten transition programs, etc.).

### OBJECTIVE 2

Children and youth achieve academic and school success as defined by: entering 4th grade with reading and comprehension skills that provide a strong foundation for learning; successfully transitioning to middle school, gaining the knowledge, skills and abilities they need for high school success, and successfully transitioning into 9th grade; graduating high school on time prepared for college, work, and life.

### STRATEGIES

- Provide academic services.
- Provide mentoring and out-of-school time/extended learning programs.
- Engage parents/guardians.

### OBJECTIVE 3

Young people have access to, prepare for, enroll in, persist in, and complete college or other postsecondary training that helps them get and keep family-sustaining employment and engage fully in community life.

### STRATEGIES

- Assist with College/Postsecondary preparation and transition.
- Engage parents/guardians.
- Provide mentoring.
- Provide opportunities for internships, apprenticeships and career exploration.

# IMPACT AREAS

## INCOME

### OBJECTIVE 1

Individuals and households at risk become more financially secure by increasing net income, managing debt effectively, and saving money for emergencies and other goals.

### STRATEGIES

- Build individuals' financial capability through education, counseling, and coaching.
- Support people in finding qualified and appropriate legal help in financial matters.

### OBJECTIVE 2

Our local workforce has the knowledge, skills, and opportunity to attain and retain stable, family-sustaining employment.

### STRATEGIES

- Guide and support unemployed or underemployed individuals along a path to family-sustaining employment.
- Remove barriers to family-sustaining employment.

## HEALTH

### OBJECTIVE 1

Parents/caregivers will utilize early intervention services that support the family and promote growth and development

### STRATEGIES

- Ensure appropriate prenatal and preventative care for infants, children and parents.
- Improve parenting skills and family functioning.

### OBJECTIVE 2

People will overcome barriers, decrease risks and have access to necessary healthcare services.

### STRATEGIES

- Provide access to local health care services.
- Increase patient well-being and functioning.
- Increase and maintain healthy behaviors.

# IMPACT AREAS

## BASIC NEEDS

### FOOD OBJECTIVE

Hunger and malnutrition are alleviated and prevented.

### STRATEGY

- Ensure people have enough food and there is an adequate food safety net in greater Greensboro.

### HOUSING OBJECTIVE

People are safely housed and/or sheltered.

### STRATEGIES

- Ensure people are in homes that are safe and liveable.
- Ensure people become and/or remain adequately sheltered or housed and there is an adequate housing safety net in greater Greensboro.

### SAFETY OBJECTIVE

Personal safety is provided or enhanced when needed.

### STRATEGY

- Ensure people at risk are protected from a dangerous situation and there is an adequate physical safety net in greater Greensboro.

### ACCESS TO RESOURCES OBJECTIVE

Services and resources that help break the cycle of poverty are readily accessible.

### STRATEGY

- Ensure people who need help are connected to the right supports and services.





## Family Success Center 18-Month Pilot Outcome Report

*The New United Way  
of Greater  
Greensboro is  
creating partnerships  
to reduce poverty.*



United Way  
of Greater Greensboro

On March 26, 2015 United Way of Greater Greensboro (UWGG) launched the pilot of the first Family Success Center with Guilford Child Development (GCD) as the lead partner. GCD serves as the trusted leader and provider of Head Start and Early Head Start services for 1,200 children and their families living in poverty across Guilford County. Twenty percent of adults and over twenty-five percent of children in Greensboro live in poverty, while the national average is 15.5%.

The Family Success Center was established on a foundation of national best practices. The program uses the Integrated Service Delivery (ISD) approach to meet the complex needs of families challenged by poverty. The benefits of the pilot were aimed at families with low incomes living in ZIP code 27406. This innovative and comprehensive approach relies on collaboration to remove barriers and support families on a path to pursue their dreams toward financial self-sufficiency.

The inaugural Family Success Center exceeded the planned 100 families, serving 104 families through partnerships with 28 organizations providing comprehensive services at a single location. Family Success Center members demonstrated higher rates of growth on 26 of 29 indicators of self-sufficiency and stability as compared to a demographically similar comparison group. This report is a journey map outlining operating principles for the 18-month pilot of the Family Success Center, the people, specific outcomes, and next steps.



This Family Success Center 18-Month Pilot Phase Report can be downloaded at  
<http://www.unitedwaygo.org/our-impact/our-focus-on-poverty>

# THE CAMPAIGN

The primary segments solicited for all contributions:

- Workplace campaigns, including \$1,000+ corporate gifts
- Tocqueville Society (\$10,000+)
- Non-company affiliated gifts
- Grants and foundations

2019 Amount Raised: \$8,600,000+

2019 Total Number of Donors: 14,000+

## Top 25 Workplace Campaigns for 2019

Lincoln Financial Group  
Cone Health System  
ITG Brands  
Procter & Gamble Manufacturing Co.  
Syngenta  
UPS  
Guilford County Schools  
Volvo Group  
City of Greensboro  
Principal Financial Group  
VF Corporation  
Bank of America  
Morrisette Paper  
Brooks, Pierce, McLendon, Humphrey & Leonard, L.L.P.  
Wells Fargo  
Guilford County  
Kontoor Brands, Inc.  
Gilbarco Veeder-Root, Inc.  
BB&T  
Elevate Textiles  
Duke Energy Corporation  
Ecolab Kay Chemical Company  
Harris Teeter Corporate Office  
Precision Fabrics Group, Inc.  
Kayser-Roth Corporation

On a yearly basis, United Way of North Carolina recognizes organizations who have succeeded in raising funds to support their community and have dedicated themselves to being part of the long-term solution to build stronger communities. Judges from across North Carolina reviewed more than 50 applications.

**Local 2019 Spirit of NC Award winners include:**

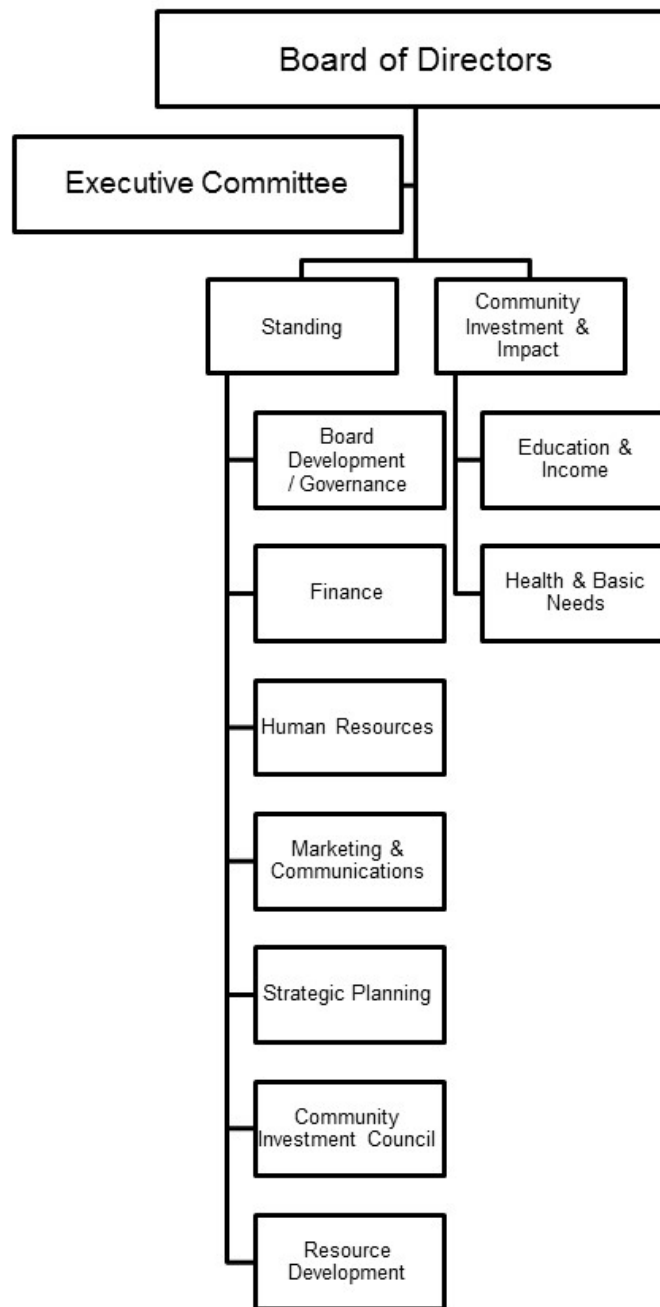
- Vandalia Elementary School
- M.G. Newell Corporation
- Guilford County Schools
- BB&T now TRUIST, “Building a Better Future” award

In addition to United Way of North Carolina ‘s Spirit of NC awards, United Way of Greater Greensboro recognizes additional organizations who have gone above and beyond.

**2019 UWGG Local Campaign Excellence Award winners include:**

- United Way President’s Award: Lincoln Financial Group
- All Hands In: M&F Bank
- All Feet On The Ground: Guilford Technical Community College
- Extraordinary Newcomer Award: Kontoor Brands, Inc and Nexsen Pruet LLC
- Welcome Back Award: Hoffman & Hoffman and First Bank
- Living United Award: Greensboro Coca Cola Bottling
- Loyal Contributor Award: City of Greensboro and Guilford County
- Agent of Change: Tameka Allen, Guilford County Department of Social Services; Deb Harris Richardson, YWCA; Melissa Lord, Syngenta; Adrian McKinney, Procter & Gamble; Melissa Mills, Precision Fabrics Group; Blake Odum, Vandalia Elementary; Justin Pascal, Gilbarco Vedeer-Root; Jamiah Waterman, City of Greensboro

# VOLUNTEER STRUCTURE AND COMMITTEE DESCRIPTIONS





It is through the work of dedicated community members who Volunteer, Give and Advocate that United Way can create lasting change. The volunteer structure of United Way of Greater Greensboro is as follows:

## **Board of Directors and Committees**

The United Way of Greater Greensboro Board of Directors (UWGG Board) is the governing body of the organization and provides leadership and governance for all community impact strategies, investments, fiscal management, and fundraising activities.

The UWGG Board has several standing committees which include:

### **Executive Committee (Meets every other month)**

The Executive Committee consists the chairs of standing committees, including the Chair and Vice Chair of the Board, the President and CEO, and Treasurer along with other members as appointed by the Board Chair. The Executive Committee exercises the authority of the Board of Directors between meetings of the Board.

### **Board Development/Governance Committee (Meets 1-2 time a year in 1st Quarter)**

This committee prepares a slate of nominees for membership on the Board and elected officers of the Corporation.

### **Human Resources Committee (Meets quarterly)**

This committee advises the Board regarding human resource and personnel decisions and related matters, including the annual performance review of the President.

### **Finance Committee (Meets monthly)**

The Finance Committee review and recommend improvements for United Way audit procedures and audit reports. The Finance Committee shall also assist the Treasurer with the investment and safety of the assets of the United Way, as well as with other financial matters.

### **Strategic Planning Committee (Meets quarterly/as needed)**

The Strategic Planning Committee develops United Way's five-year strategic plan and measures progress on the plan.

### **Community Investment Council (Meets monthly)**

The Community Investment Council reviews all applications for, conducts requisite due diligence in connection with, and makes recommendations to the Board of Directors for funding and allocation of United Way investments to strategic partners, other non-profit organizations, and any initiatives. This Committee also provides oversight of the two Impact Councils chaired by Board members: Education & Income and Health & Basic Needs.

### **Marketing & Communications Committee (Meets every other month)**

The Marketing and Communications Committee is responsible for advising the Board of Directors and staff regarding marketing and communication strategies for United Way.

### **Resource Development Committee (Meets monthly during campaign)**

This committee will serve on an advisory basis to support the Campaign Chair and United Way fundraising strategy.

# ENGAGEMENT GROUPS



## WOMEN UNITED

Women United (WU) is comprised of caring citizens who contribute \$1,000 or more annually to United Way of Greater Greensboro.

WU's focus: Empowering and inspiring women to lead community-wide change that ENDS poverty



## AFRICAN AMERICAN LEADERSHIP

African American Leadership (AAL) is comprised of caring citizens who contribute \$1,000 or more annually to United Way of Greater Greensboro.

AAL's focus: Empowering and inspiring communities of color to lead community-wide change that ENDS poverty



## YOUNG LEADERS

Young Leader (YL) is comprised of caring young professionals under 40 who contribute \$120 or more annually to United Way of Greater Greensboro.

YL's focus: Empowering and inspiring young professionals to lead community-wide change that ENDS poverty

# UNITED WAY BOARD OF DIRECTORS

## 2020-2021



### KHARI GARVIN

President and Chief Executive Officer  
United Way of Greater Greensboro  
1500 Yanceyville Street, Greensboro, NC 27405  
336-378-6603 / C: 919-218-3728  
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Executive Assistant: Antionette Enudu  
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Term expiration does not apply



### REV. DR. DARRYL AARON

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Term expires June 2023



### ALANA ALLEN CHAIR, MARKETING & COMMUNICATIONS

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336-433-5576 / C: 336-430-6735  
avallen@ncat.edu  
Term expires June 2022



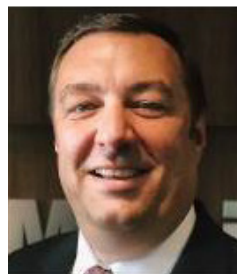
### SCOTT BAKER CHAIR, CAMPAIGN

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Term expires June 2022



### CLAUDIA CANNADY

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Term expires June 2023



### TRACIE CATLETT

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Term Expires: June 2022



**TIFFANY CRENSHAW**  
 Chief Executive Officer  
 Intellect Resources  
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 336-790-8727  
 tcrenshaw@intellectresources.com  
 Term Expires: June 2024



**MICHELE DEUTERMAN**  
**CHAIR, HUMAN RESOURCES**  
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 Term expires June 2023



**TABITHA ALLEN-DRAFT**  
 Founder  
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 Term Expires: June 2024



**MANUEL DUDLEY PH.D.**  
**CHAIR, COMMUNITY INVESTMENT COUNCIL**  
 Vice President of Workforce & Continuing Education GTCC  
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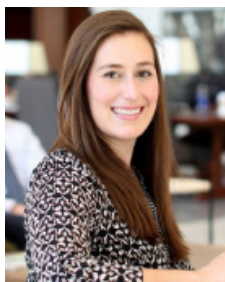
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# VOLUNTEERS LIVE UNITED

## OUR VOLUNTEER VISION

Volunteers are at the heart of United Way of Greater Greensboro. We rely on volunteers in key roles to provide strategic leadership, support fundraising, and monitor financial investments. When volunteers join with United Way of Greater Greensboro to uphold our values of caring, collaboration, innovation, integrity, and achievement, we can create lasting change in our community.

What makes an ideal volunteer? Attributes of an ideal volunteer for United Way include:

- Personal interest in United Way of Greater Greensboro's mission
- Respect for diverse perspectives, ideas, and beliefs
- Ability to maintain confidentiality
- Commitment to fulfill the responsibilities of their volunteer role
- Humility to communicate when help is needed or when unable to fulfill commitments
- Collaborative nature and willingness to help fellow committee members
- Willingness to provide feedback and improve systems
- Ability (or willingness to learn how) to ask other individuals and companies to contribute time, money, or other donations to United Way of Greater Greensboro.
- Conscientiousness to be good stewards of donor dollars
- Commitment to preventing discrimination based on race, color, religion, sex, national origin, citizenship, disability, veteran/military status, age, genetic information, or any protected classification established by law.

What our community needs is you. Through your time, your hard work, and your commitment, you are making that change. Because great things happen when we LIVE UNITED.

# UNITED WAY STAFF

## EXECUTIVE



### ANTIONETTE ENUDU, ASSISTANT MANAGER FOR THE OFFICE OF THE PRESIDENT & CEO

Antionette.enudu@unitedwaygso.org, 336-378-5083

Antionette is a graduate from The University of North Carolina at Greensboro with a Bachelor of Arts degree in Sociology, concentration in Criminology, and a Dance Minor. She is currently pursuing her graduate degree at Northeastern University in Corporate and Organizational Communication. Antionette comes to us from a local partner agency where she served as an Americorp Supervisor, Case Manager, Outreach Coordinator and IY Facilitator. Antionette is excited to be at United Way because she believes that her efforts made here will impact others on a macro-level within our community for generations to come. As an ode to being from Halifax, NC, she enjoys being outdoors, loves laughing and dancing, listening to Christian and Afrobeats music, Joyce Meyer, and volunteering at church and within the community. She currently resides in Greensboro.

## RESOURCE DEVELOPMENT



### NADINE MALPASS, SENIOR VICE PRESIDENT OF RESOURCE DEVELOPMENT

Nadine.malpass@unitedwaygso.org, 336-378-6606

Nadine and her team are responsible for aligning revenue deliverables around the UWGG mission to end poverty. She holds a M.S. in Human Resource Administration from Troy State University and B.S Human Resource Administration from Saint Leo's University. She comes to the United Way from the American Cancer Society where she spent 18 years. While there, she served as State Vice President for North Carolina overseeing all staff and volunteers and recently as Senior Director of Community Engagement for North and South Carolina leading a team focusing on engaging volunteers, board development and high level volunteer relationships. Nadine has relocated to Greensboro from Charlotte NC with her husband, Stuart. They have one daughter, Maggie, and are excited to call Greensboro their new home.





#### ELIZABETH GREEN, VICE PRESIDENT OF MAJOR GIFTS

Elizabeth.green@unitedwaygso.org, 336-378-6607

Elizabeth leads donor relationship management and fundraising for individual gifts of \$10,000 and above. She also works closely with the leadership manager in donor relationship management. She is the link between our Tocqueville Society members, United Way, prospective Tocqueville donors, and community solutions. Elizabeth has extensive fundraising and leadership experience having worked with UNC Lineberger Comprehensive Cancer Center as a development officer and as Executive Director for Multiple Sclerosis Society, Central NC Chapter. Elizabeth earned her undergraduate degree in Public Health from UNC-Chapel Hill. She lives in Greensboro with her husband and they both enjoy Tarheel sports!



#### JULIA THOMAS, CAMPAIGN DIRECTOR

julia.thomas@unitedwaygso.org, 336-378-6605

Julia leads the workplace campaign team and is responsible for analyzing and providing the strategic direction for workplace fundraising. This includes building relationships with corporate partners and employee donors. Julia grew up in California and moved to North Carolina in 2001. Prior to joining United Way in 2013, Julia graduated from NC State University earning both a B.A. in Interpersonal Communications and a Master's in Public Administration with a Certificate in Nonprofit Management. She loves gardening, cooking, the NCSU Wolfpack, traveling, and hiking with her husband and rescue pup, Luna.



#### CARRIE GRISWOLD, MANAGER OF LEADERSHIP GIVING

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Carrie is focused on stewarding established Leadership donors and cultivating new relationships with individuals and small business owners. Carrie graduated from Wheaton College (Norton, MA) then worked in the financial industry in Boston for 10 years before moving with her husband to Greensboro in 1995. Carrie has been an active community volunteer for the past 20 years in Greensboro fundraising on behalf of many local non-profit organizations. In addition to fundraising for numerous Annual and Capital Campaigns, Carrie has served on the Board of Trustees at Greensboro Day School, the Board of Directors at Triad Stage and currently serves on the Board of Directors at Goodwill of Central North Carolina. Carrie and her husband Will have one son, Shepard. Outside of work, she enjoys sailing with her family, walking her loop everyday with the "Walkie Talkies" and loves to cook!

#### TBD DEVELOPMENT MANAGER

TBD@unitedwaygso.org, 336-378-5035

TBD

#### TBD GRANTS MANAGER

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TBD



#### STEPHEN SIMPSON, DEVELOPMENT MANAGER

Stephen.simpson@unitedwaygso.org, 336-378-5027

Stephen graduated from Eastern Illinois University obtaining a B.A. in Psychology with minors in Business Administration as well as Communication Studies May 2016. He continued his education at the University of North Carolina Greensboro obtaining a M.S. in Gerontology focusing on advocacy May 2018 and Masters in Public Affairs focusing on nonprofit management in 2020. Stephen served two years as a UWGG Campaign Associate before obtaining his current role. Born and raised in Chicago Illinois, Stephen currently resides in Greensboro, NC. Stephen believes in advocating for all persons impoverished but especially has a passion for advocating for the elderly. Stephen enjoys spending time with his dog, Bailey, traveling, and listening to music.



#### PHYLLIS BROWN, DATA MANAGER

Phyllis.brown@unitedwaygso.org, 336-378-6615

Phyllis manages our data, and works with each process to integrate data across the organization to maintain data integrity. She has a professional background in technology with experience in data management and analysis, networking, and business process and analysis. She has two daughters, Candice and Lauren, and a Yorkie named Milo. She has lived in Danville, VA most her life and enjoys crafts, golf, gardening, and festivals.



#### MARIE BOULWARE, ADMINISTRATIVE ASSISTANT, RESOURCE DEVELOPMENT & MAJOR GIFTS

Marie.boulware@unitedwaygso.org, 336-378-5033

Marie is responsible for providing support to Major Gifts and Resource Development. Prior to joining United Way in 2006 worked with the NPD Group and Ipsos in the pharmaceutical research department as an office manager for 9 years. She has worked both at United Way of Greater High Point and United Way of Greater Greensboro for 21 years combined. Marie has 3 grown children and 3 grandchildren. She likes cooking, gardening, eating healthy and gardening.

## FINANCE AND ADMINISTRATION



### BRIAN GRAHAM, VICE PRESIDENT OF FINANCE & CHIEF FINANCIAL OFFICER

Brian.Graham@unitedwaygso.org, 336-378-6618

Brian leads the finance team and oversees all of the financial and operational areas, with a focus on strategic management of the organization's resources to maximize return on investment. He is a graduate of NC A&T SU and the University of Virginia and brings a decade of financial leadership in nonprofit organizations as well as 5 years of public accounting experience. Brian was named one of Guilford County's most influential African Americans under 40. Brian is a dedicated husband, father of three children and would rather be on a golf course than in an office.



### KIM BARNER, FINANCE DIRECTOR

Kim.Barner@unitedwaygso.org, 336-378-5040

With over 30 years of experience in finance, Kim brings a wealth of knowledge and expertise to the United Way team. In addition to her accounting degree from York College of Pennsylvania, her experience spans manufacturing, public, and most recently non-profit accounting. Before her move from Pennsylvania to North Carolina, Kim managed all accounting processes for the Pittsburgh Parks Conservancy, a non-profit providing management for environmental programs and projects. Kim and her husband now make their home in Whitsett. She enjoys spending time with her family, especially on the North Carolina beaches.



### SAMANTHA LYONS-KITTRELL, PLEDGE ACCOUNTING & ACCOUNTS RECEIVABLE MANAGER

Samantha.lyons-kittrell@unitedwaygso.org, 336-378-6608

Samantha is an accounting specialist who comes to UWGG from Children's Home Society of NC where she managed account receivables for the growing agency for 8 years. She has served the community as Chair of Women's Leadership (UWGG) and volunteer treasurer and grant writer for several other local nonprofits. Samantha received her A.S. in Interdisciplinary Studies from Kaplan University. She has three adult daughters and five grandkids. Samantha resides in Greensboro with her husband and enjoys music, reading, shopping, and volunteering.



### AMANDA BRADY, STAFF ACCOUNTANT

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Amanda is originally from Chatham & Randolph County. She has lived in 5 different states as far north as Pennsylvania and as far south/west as Louisiana. Her and her husband have 3 adult daughters and 1 teenage son and 4 grandchildren. They are thrilled to be back "home" in North Carolina where they reside in Rockingham County. She has a business degree from Mid-America Christian University, and she brings hands-on accounting experience from non-profit and small/medium private businesses. Amanda is very active in her church singing in the praise team, choir, participating in the women's ministry, senior ministry and youth ministry. Amanda enjoys spending time with her family, watching her son play in his band, and having her grandchildren spend the night (but also enjoys giving them back to their mom and dad).



## COMMUNITY INVESTMENT



### FRANK MCCAIN, VICE PRESIDENT OF COMMUNITY INVESTMENT AND IMPACT

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Frank and his team are responsible for the allocation of over 6 million dollars on an annual basis to nonprofit agencies in the Greensboro community. He holds a B.S. in Business from NCA&T. He started his career at First Union and later served as a Wealth Advisor in the Private Client groups of Merrill Lynch and UBS PaineWebber. Prior to joining United Way, he was with Parish Capital Advisors as director and oversaw their foundation and administration of the Financial Futures/Kenan Flagler Youth Institute. Frank is very active in the Greensboro community and has served on many boards including the YMCA, Reading Connections, Greensboro Chamber of Commerce, Greensboro Center City Corporation and the Greensboro Housing Authority. He is an Elder at St. James Presbyterian and a member of Sigma Pi Phi Fraternity. He and his wife, Vicki, have two children, Taylor and Mac. Frank has a great sense of humor and is a joy to work with.



### SARAH GLOVER, MANAGER, FAMILY SUCCESS CENTERS

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Sarah Glover provides oversight and serves as liaison for UWGG's Family Success Centers. Sarah Glover provides oversight and serves as liaison for UWGG's Family Success Centers. Family Success Centers bring together services in one location for entire families who live on very limited incomes. By integrating education, career readiness, financial education, and supportive services, while removing barriers like hunger, isolation, and lack of transportation and childcare, parents and children can make faster progress toward their goals. Along with colleagues, Sarah also helps manage the Integrated Services Delivery (ISD) "network" project which is designed to improve efficiency and effectiveness for antipoverty services across Guilford County. Sarah has worked with UWGG since July 2009, previously managing the traditional grants process for programs focusing on income and self-sufficiency. Prior to joining UWGG, Sarah worked in research at the Center for Creative Leadership, focusing on innovation, collaboration, and cross-cultural leadership. Her career has been almost entirely in the nonprofit realm, including volunteering for anti-racism and inclusion initiatives. She completed a bachelor's degree in Psychology at Guilford College and graduate coursework in nonprofit management at the University of North Carolina at Greensboro. She loves to write fiction, read, travel, and help other people tell their stories.



### TRACI MCLEMORE, SENIOR MANAGER, COMMUNITY IMPACT INITIATIVES

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Traci is responsible for leading two of United Way's Initiatives, Mentoring Matters and Thriving at Three. She comes to us from the Baltimore Metropolitan area and joined UWGG in March 2011. Traci earned her M.A. in Human Services from Lincoln University and B.S. in Elementary Education from Morgan State University. For more than 30 years, Traci has been committed to implementing client/community based programming. She is an avid reader and has aspirations of traveling the world. Traci believes that people should be inspired by worthwhile work and celebrate significant milestones along the way.



#### CARIE JONES-BARROW, COMMUNITY IMPACT MANAGER - EDUCATION & INCOME

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Carie is responsible for working with partner agencies in the Education and Income Impact Areas. She has a B.A. from Wake Forest University in English and Spanish and an M.A. in English from University of Maryland, College Park. Before joining United Way in 2013, Carie worked in higher education administration and community outreach in the Washington, DC area. Working at United Way allows Carie to help people and bring about positive change in the community. Originally from Annapolis, MD, Carie moved to Greensboro in 2012 with her husband and sons. She enjoys reading, gardening and volunteering.



#### ADEN HAILEMARIAM, ISD MANAGER

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As Integrated Service Delivery (ISD) Manager, Aden is responsible for oversight of the ISD Network design and implementation process. The Network aims to reduce intergenerational poverty in Greater Greensboro through the creation of a networked system based on the principles of integrated service delivery. She works within Community Impact and Investment to ensure the success of the Network to further United Way's vision of a cycle of success for Greensboro families. Previously, Aden served as a navigator in the Affordable Care Act outreach and enrollment effort, working with local, state, and national partners to increase health care access for residents. She received a Masters in Conflict Resolution from UNCG.



#### JANAY JOHNSTON, COMMUNITY IMPACT & INVESTMENTS PROJECT MANAGER

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Janay is a graduate of North Carolina A&T State University with a Bachelor's degree in Sociology. She is currently pursuing her Master's degree in Public Administration with a concentration in Non-profit & Public Management at Liberty University. Prior to becoming a Project Manager at United Way, Janay was an AmeriCorps Vista and worked as an Integrated Service Delivery Specialist at United Way. Her past experiences include over 9 years of working with other local non-profits in Greensboro and private retail management. Janay has a passion and desire to see real tangible and sustainable change for Greensboro- the city she has called home for over 10 years now. For Janay, "Just good enough is not good enough". In her downtime she enjoys spending time with her partner of 8 years and her family. She has dreams of backpacking through Europe and becoming a published book author. Janay hopes to one day retire overseas after first creating significant change and improving the lives of residents here at home.

## MARKETING AND COMMUNICATIONS



### MICHAEL COTTINGHAM, VICE PRESIDENT MARKETING & COMMUNICATIONS

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Michael leads the marketing and communications team and is charged with strategic branding, messaging, volunteer and community outreach and affinity group development. He is a graduate of Mars Hill University and his experience includes company creation, program oversight, executive-level team and management responsibilities, agency board participation and reporting, state legislative and local government relations, news media relations, website development, branding, graphic design, publishing, video production and community event creation. He is an award-winning communications professional, a graduate of leadership development programs and community volunteer. Michael is a dedicated husband, father of two children and would rather be on a boat than in an office.



### JULIE LONGMIRE, DIRECTOR, COMMUNITY AFFAIRS AND ENGAGEMENT

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Julie is responsible for building relationships with donors and corporate partners to encourage their community engagement, volunteerism, sponsorship and event management. Prior to joining United Way, she worked as alumni director for Greensboro College for seven years building community with alumni in cities across the southeast. She was responsible for planning large events such as Homecoming and Alumni Weekend, reunion gatherings, and raising leadership funds for reunion projects. She also had a custom floral design business called Authenticity. In the early 1990's, Julie initiated United Way of Greater High Point's first Tocqueville Society. Julie is a native of Virginia and graduated from Meredith College in Raleigh with a B.A. in Psychology with a Communications Minor. Julie loves bringing people together to help others in need and develop relationships with donors to match their interests.

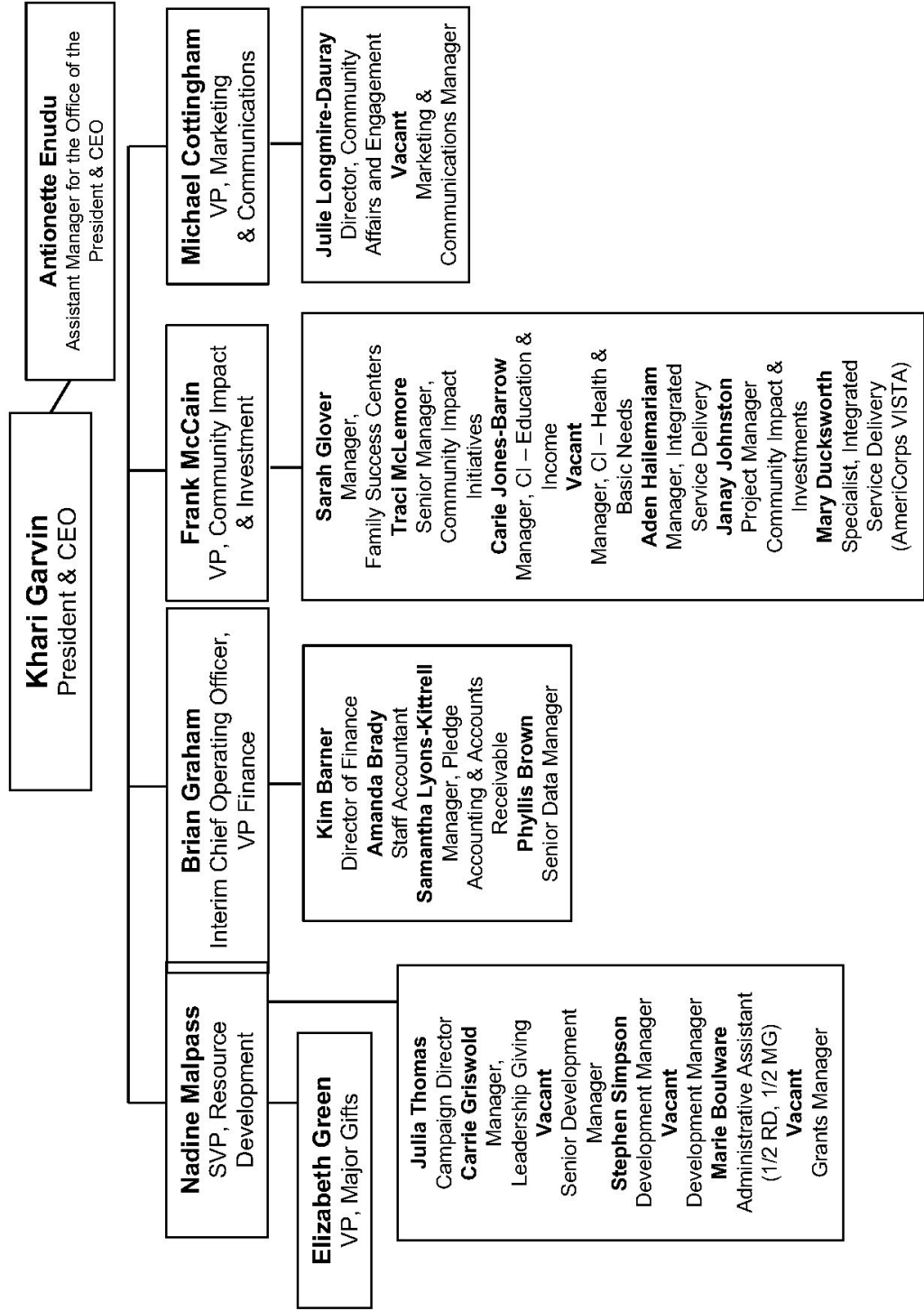
### TBD, MARKETING & COMMUNICATIONS MANAGER

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TBD

# UNITED WAY OF GREATER GREENSBORO ORGANIZATIONAL CHART

Last Revised: August 2021



## **Telling the story: United Way of Greater Greensboro talking points**

**Media inquiries: Please direct all media to Michael Cottingham, Vice President of Marketing and Communications: 336-378-6617, [Michael.cottingham@unitedwaygso.org](mailto:Michael.cottingham@unitedwaygso.org)**

### **Structure your story: Issue, Action, Results**

- Please read through the information below and practice your ability to tell the United Way story in your own words.
- Remember to lead with our issue (poverty), explain the actions we've taken (strategies), and provide an example of a direct result (someone's success story).

### **Response to Coronavirus / COVID-19**

- In times of disaster, City of Greensboro and Guilford County officials include United Way in their response efforts.
- At the City's request, we led collaborative efforts to form the Greensboro Virus Relief Taskforce and helped raise and distribute over \$2.5 million to over 100 local nonprofits helping thousands of people and businesses.
- Six priorities areas include: Food insecurities, education interruptions, employment reductions, housing vulnerabilities, medical access and business disruption.
- At the request of Guilford County, we formed a taskforce to help officials review and distribute an additional \$3 million in federal CARES Act grants.

### **Response to racial equity and justice**

- United Way of Greater Greensboro has led four community conversations around racial equity and justice to identify issues and common themes that need to be addressed in order to create systematic change. These findings are being shared with community members, leaders and corporations.
- Additionally, we are trying to identify and connect people who are willing to volunteer, with leaders and organizations addressing issues.
- Internally, we are examining policies, procedures and bylaws to continue a culture of racial equity.
- Externally, we are evaluating the way we partner to ensure our collaborations and strategies are inclusive and support systems-wide change.

### **Time to focus on recovery: Our movement to end poverty is more important than ever before**

- We've witnessed a pandemic thrust many people into poverty. And we've heard the voices of people who have been systematically forced into poverty for centuries.
- Prior to the pandemic, over 57,000 people in greater Greensboro were living in poverty and that number is undoubtedly increasing as families and businesses struggle with COVID-related unemployment and economic impacts.
- Prior to the pandemic, 25% of Greensboro children were already living in poverty, and Greensboro ranked 31% above the national poverty average.
- Poverty makes it harder to graduate high school, succeed in college and build a career.
- When communities have high rates of poverty, business and economic development suffers, the need for public assistance increases and crime rates are higher.

### **How we're ending poverty**

- United Way of Greater Greensboro is the only local non-profit with a holistic approach to ending poverty.
- We create partnerships and initiatives that work together to end poverty.
- We connect people to opportunities we all deserve like housing, jobs, education and healthcare. We do this work through the following efforts:

### **United Way Family Success Centers**

- We're ending poverty at two Family Success Centers, where children and adults are receiving coordinated services in one location.
- Our Family Success Centers partner with families to support their transition from poverty into financial stability through personalized coaching and strategically bundled and sequenced services offered in a central location.
- The FSC model was built on four main principles: 2-generational, place-based, one-stop shop, and long-term case management. A unique component of this approach is the offering of transportation assistance and high-quality child development services, free to FSC members participating in on-site programming, in order to remove the top participation barriers.

### **2-1-1**

- When someone in need dials 2-1-1, we're ending poverty by connecting them to an operator who offers local services that help.
- This United Way service is offered 24/7/365 and has been used to manage recent tornado and coronavirus needs.

### **Volunteer-led strategy: partnerships & investments**

- We've created a community-wide network of initiatives and partners that provides a path to financial stability at any stage of life.
- Every year, United Way accepts grant applications from local nonprofits through an open and competitive process.
- Volunteer-led committees select and recommend programs based on their abilities to produce outcomes that reduce the number of children, families and adults living in poverty. United Way's volunteer board of directors makes the final funding decision.

### **ADDITIONAL WAYS TO TELL THE STORY**

- Watch and share the "We are UNITED" lead video and share it.
- Check out the "Because of you" one-pager that highlights four individual success stories - they each also have a supporting video that can also be shared.
- Additional video featuring Kim Gatling and Greg Higgins explains how United Way makes funding decisions through a volunteer-led approach.



## Because of you...

### **Kennie is no longer homeless and is leaving poverty behind**

After a few mistakes, Kennie found himself without a job and living on the streets of Greensboro.

Thanks to United Way's holistic strategy to end poverty, Kennie was connected to multiple services that have enabled him to find a home, get a job, and begin attending school.



### **Ahlyse has the education she needs to avoid poverty**

As a middle school student, Ahlyse was great at math but found it hard to focus on reading and writing. Her parents worried that she was losing the academic courage to be successful.

Thanks to United Way's holistic strategy to end poverty, Ahlyse began receiving supports that motivated her and she quickly began excelling inside and outside of the classroom. Ahlyse now has dreams of being a doctor one day.



### **Rick's mental illness is no longer keeping him in poverty**

As an adult trying to build a career and provide for his needs, Rick found living with a mental illness made getting and maintaining a job extremely difficult.

Thanks to United Way's holistic strategy to end poverty, Rick received the support he needed and is now employed as a peer support specialist helping others who are living with mental illness discover their own healthy pathways out of poverty.



### **Boukari is working and lifting his family out of poverty**

When Boukari immigrated to Greensboro from Niger, he arrived with a dream of succeeding in the land of opportunity. Despite a college degree and being a teacher, he quickly discovered he could not teach in the U.S. and needed additional skills.

Thanks to United Way's holistic strategy to end poverty, Boukari is currently working and learning new skills that will help him develop a career and support his family.

