

Panel Discussion 2

Views on Cooperation from Leaders in the Charitable Sector

Joseph Annotti of the National Fraternal Congress:

I'd like to give you a quick synopsis of what the National Fraternal Congress of America is. We're a trade association. We represent 73 fraternal benefit societies.

But we are a trade association. So that means I spend about half my time dealing with political issues that affect our members, about half my time running the business of the organization and about half my time worrying about what we're going to look like in five years and that latter half of my time is why I'm here today.

We represent societies from the very large members like Thrivent Financial for Lutherans and Knights of Columbus with millions and millions of members and we represent societies, several of whom I met with over the last couple days, like the Providence Association of Ukrainian Catholics. I'm sure that's a name that's always right on the tip of your tongue; 5,000 or 6,000 members. So we represent a wide, wide range of organizations.

We are unique in that we are tax exempt, non-profit organizations but we are self-funding. Our member societies do sell a commercial product, life insurance and annuities to their members, and the proceeds from the sales of those products fund a lot of the charitable and community service activities that we are engaged in. In addition, our members are devoted to volunteerism as was explained earlier by the Knights. They devote millions of hours each year to volunteerism.

Fraternalists have a rich history of community service and for decades the organizations grew up around ethnic, religious, gender and occupation ties. When immigrants came to the United States, there was no Social Security program. There were no social services whatsoever. So who was going to take care of those people except themselves? I mean it's an ultimate example of what's up there, neighbors helping neighbors.

As we grew up, however, some of those common bonds have eroded, particularly the ethnic ones. People have become Americanized. Some of the religious common bonds have eroded. The tradition, at least in my family, of Catholics marrying Catholics, was abandoned with this generation right here. And despite the fact that it has been abandoned and much to my grandmother's warning me that the sun would never rise again if I married a non-Catholic, it in fact still does.

So, some of those bonds have eroded. And as Carl Anderson said this morning, I thought it was rather profound, we've forgotten who our neighbors are. Some of our member fraternal benefit societies have forgotten who our neighbors are. As a result of that and as a result of societal changes that were brought on after the Great Depression really, the fraternal system today is much smaller than it was in its heyday.

I'm absolutely convinced that we are on the cusp of a fraternal renaissance. And that renaissance is going to be driven not by who we are, whether we're Catholics or Lutherans or Ukrainians or Slovaks, or

those kind of longstanding bonds. That will only be a part of it. It's going to be driven by what we do, by who we help and what our cause is. That's what's going to drive the fraternal renaissance.

The need for meaningful community service, as we've discussed many times already today has never been greater. And despite proposals on the table to dramatically expand the presence of the federal government, there are always going to be gaps and they will only be filled by people like you and me and organizations like the ones we represent. That's always going to be the case.

What do fraternalists bring to the table? People. We have millions and millions and millions of people out there who are members of our societies, some of them longstanding members, some new members. But there's a lot of people.

What do the people in the room here represent to me? Purpose. We have a lot of people who sometimes don't have the purpose they once had and they're looking for that. The people and organizations represented in this room give them that purpose and when you put people and purpose together, that is a rather powerful dynamic duo as we sit here in Gotham City. That is a rather powerful dynamic duo that can do an enormous amount of good, more good than we're doing right now. And we're doing wonderful things right now. But we can do more and do it better.

So my purpose here today is very simple: It's to let you know who we are and what we do. Also, it is to invite you to talk to the members that are here and talk to me about how we can form partnerships so that our people can be paired with your purpose. Thus we achieve what the priest said this morning that is written in Scripture: We achieve that mission, feeding the hungry, clothing the naked, doing those things that are so basic to our system.

Paul Bueker of General Electric Foundation:

Today what I want to do is give you the context as to what we do and why we do volunteerism at GE. Corporate citizenship, like integrity at GE, is an integral part of our culture. It's a part of our values. And it's a very broad concept, which I won't take the time to go into, but the three things on which citizenship at GE are built are number one, make money. We've all seen examples of what happens to communities when companies fold and don't make money. When they make bad business decisions, companies go away and the funding for all of our efforts goes away. So number one, you've got to make money. Secondly, you have to make it ethically. And third, you need to make a difference.

And I'll give you a couple examples broadly of how GE makes a difference around the world. One of our two, what we'd call premiere programs, is called Developing Futures. In six school districts in the United States, GE cities, you might imagine -- places like Erie, Louisville, Cincinnati, Atlanta, New York City itself, and Stamford, Connecticut -- we have programs that total \$30 million a year over five years, and it isn't just about giving money to school districts, it's about involving our executives and making fundamental changes and systemic changes in the way school districts operate. In addition to that, we have people from our businesses who jump in and help out with pro bono work as needed. We have facilities guys who have gone into Cincinnati schools and saved them a million dollars a year. We had a team of IT people in Erie who rebuilt the whole infrastructure for the Erie School District IT systems. So that's one example.

The other is developing health globally. You've got to remember that more than half of our people in GE are nationals that reside outside the US. So when we go to recruit new people, we recruit at Fudan University in Shanghai, we recruit at EM Lyon in France. We are a multinational company. So we're improving health globally in places that have really rural poor health delivery systems. We're bringing medical equipment that we make. We're bringing water treatment equipment that we make, power systems equipment and our engineers to do the systems work, as well as training. We're actually in 10 sub-Saharan African countries, Honduras, and Cambodia, where we've already delivered clinics and hospital improvements. And we also follow that up with mentoring from US employees from a distance, to make sure the equipment is continuing to be used.

Now let's get to volunteering. A third element, or a third major program, is something called community building. Now community building is not just the payroll we bring, the training we bring, and the leadership we develop in a given community. Each year GE employees and retirees deliver \$70 million – not quite the same as the Knights deliver worldwide – I'm very impressed with those numbers, by the way – and a million volunteer hours a year in their communities where they live and work. So they have a stake in it. We have 150 volunteer councils in 42 countries. And I can say that I've volunteered in Shanghai and Tokyo, in Munich, and just about everywhere else in the world. It's been a great opportunity. We have about 100,000 people that volunteer a year. Last year we did about 2,500 volunteer-organized projects. About 60% of those were in the US, 20% in Asia, 15% in Europe, the Middle East and Africa, and then the last 5% in Latin America and Canada.

In addition to the volunteering piece, we also have a program called Matching Gifts. We actually provide about \$35 million in matching gifts a year. Last year we registered 86,000 gifts by 26,000 employees, and then we gave that money to 9,600 not-for-profits. Now that includes schools, education, higher learning education and also nonprofits around the country.

Now how about today's economic crisis? It was very interesting. I'm on the board of the GE Foundation, because I happen to be the Secretary and the Controller, and it was very interesting how quickly GE people thought about that crisis and responded to it. At the end of last year, we set up a separate matching gifts program to double the match to organizations whose primary objective was emergency shelter and food. We also increased our giving to United Way. We're a very strong supporter of the United Way and we made sure that they were willing to target that to specifically food and shelter type programs.

We can't forget outside the US. Now donating to and working through not-for-profits and NGOs outside the US is a lot more difficult than inside the US. So one of the things I have to do when I get home this afternoon is start looking at not-for-profits through whom we can deliver those kinds of services outside the US, in countries where we have a population of employees over 5,000 employees.

Today we don't have more money to give. So we redirected money, we found ways to save money, and we did what we had to do to come up with a program that's worth about \$20 million in total. In addition, our volunteers are pitching in. We in headquarters are really trying to influence these volunteer councils to make sure that when they do their global community days projects, they include feeding and shelter type projects and are responsive. And we're trying to lead by example locally where we've already contacted food and shelter programs in Bridgeport and in Shelton, so that we can put our money where our mouths are.

We also have set aside a month's worth of funding for a GE Volunteers Foundation that supports volunteering operations, and to focus only on applications for feeding and shelter-type projects. So again, it's a matter of focus, it's a matter of resources, and it's a matter of directing people and creating the opportunities for them to volunteer.

Rev. Mark Farr of the Points of Light Foundation:

So I work with Points of Light and we have been very blessed by the generosity of the Knights who've been giving us a grant for our daily Point of Light for many years and we're very thankful for that.

We stand at a moment of quite awesome opportunity, where it feels like the wheel of the society is changing, it's turning at this very moment. And I was asked from my little perch in Washington, DC, to say a little bit about the Faith Office in the new administration – there's been a couple of mentions of it earlier, but say a little bit more about that. As many of you know, Josh DuBois the 26-year-old Pentecostal black minister from Chicago is the new head. That in itself I think says something in contrast from some of the previous occupants of that post. I think it's very likely to be much more minority driven, much more diverse, much more interfaith. I think that affects us as Catholics and Episcopalians, for that matter.

Secondly, it now has a council, which it never had before. Some of those folks on that council you may well know. Jim Wallace, my old boss; Judy Vredenburg from Big Brothers, Big Sisters; David Saperstein from the Religious Action Center for Reformed Judaism. So there is quite a lot of diversity. Right there you can see change.

Thirdly, I think that the greatest challenge this nation is facing isn't the economic crisis. Actually, it's how we are going to deal in the next 25 years with our religious minorities. It's on our papers every day, it's in our foreign policy, it's right there with us. Now I think there's a fantastic opportunity, because service and service like yours, the Knights and many of the organizations here, is a fantastic vehicle to reach into those fragmented communities and bring us together in a way that we have not seen in years. This economic crisis will pass, our organizations will continue. The question is: how are we going to deal with faith traditions and welcome them and involve them and bring them in?

Fourthly, I think we have to recast volunteering. It's not about leaf raking anymore. I think we have to recast volunteering as citizenship, as sheer humanity, in fact. Service is a vehicle not of going to somewhere and doing something, it is a vehicle to connect people to people. And as we see it like that, as just the warp and weft of our families and our friends and our churches and for that matter, our mosques, we will make a difference in this community and change the economic climate, and for that matter, the nature of faith.

Finally, on that area, I think in terms of recasting volunteering, I said it wasn't about leaf raking anymore, I think it does have a security aspect. We have to think about how we relate to organizations who think in terms very different from ours about those other faiths and bring to them something much more positive than I think has been the case so far.

What are the action steps? What is the agenda? Here's the agenda as Points of Light sees it in the next few years to respond. I've got 7.5 points for you all.

First of all, we need to develop unusual partnerships, partnerships of the unlike minded. We all spend far too long connecting with organizations we know well. I connect with the United Way. I love Mei Cobb, she was my friend, but Points of Light knows United Way very well. We do not know GE as half as well. That kind of unusual innovative partnership is much more interesting, much more likely to create something innovative and new and different in our communities.

Second point, get out of the ghetto. And this relates to my first point above. It's not a niche market any more.

Third point, be big. It's no longer enough to just be this little tiny organization. We won't manage it like that. There are many, many organizations being born – Service Nation you may have heard of, it's one of them – where it's a conglomeration of all we are trying to do. Many people have different agendas, but we can bring them together and say something which we would never say in the marketplace if we were just a hundred fragmented organizations. We need to bring them together. The Knights have a fantastic opportunity in that marketplace to do exactly that.

Fourthly, be small. What happens with those big organizations is they get heavy and bureaucratic. Sometimes my organization has done that. But the ferment of little people, little organizations doing things in their place of work and things in their communities is really, really crucial. And if we can encourage them to survive and grow and develop, I think that's the fourth point.

Fifthly, we have to get on Fox News. My old friend Naomi Wolf, a feminist author, told me one time when I went to see her, she said, "Mark, you could never get on Fox News." She said, "Look at me." And that's quite right. She's very glamorous and very attractive to look at, talks like an angel. And I couldn't do that. Somehow we have lacked the skills, the media skills to get out there. So they want to talk to us and our standard can't be the local Montgomery County, Maryland, where I live, sort of internal, intra-video camera thing. It's got to be Fox News, CNN. What we've got to say has got to speak to the nation and the marketplace. So think about your standard of market media visibility as getting on Fox News. Could you do that? And if you can't, how do you get to do it?

Sixthly, flip the speakers. Those speakers who we have normally tended to put out front have been just the wrong people. Instead of those highfalutin kinds of well paid people with suits and whatever, we need to take the people from the food banks in our organization. Just a little bit of coaching and they turn into much better spokespeople than all those people who stand at the front and are used to it and do it for a living. They are better in fact because they see it passionately.

Seventhly, we've got to talk to the government. I'll leave that one alone.

And seventh and a half, my last point, I think I have never heard a more stupid or wrong statement as, practice random acts of kindness and senseless acts of beauty, or whatever that phrase is. Erase that from your mind. The one thing we do not need right now are senseless or random acts. We need sustained, long-term committed partnerships in this world. Thank you.

Alex Knopp of Yale University's Dwight Hall:

Dwight Hall is the largest and oldest student run community service organization in the country. It started in 1883 as the YMCA of Yale and became nondenominational and now has about 80 student

groups, about 3,500 Yale students in any given year are involved in our programs. And we're also called The Center for Public Service and Social Justice at Yale.

At these kinds of conferences for many years, it seems like we've come to light a candle about volunteer service. And today I think the difference is that we are here holding up a bright torch on behalf of a new national policy toward community service and volunteerism. And I guess the main message I'd like to bring today is that it's sometimes difficult to shed old ways of thinking as you begin to enter a transformative period in which many institutions will change and relationships will change. But I think as leaders in this society on behalf of the public interest, that's our obligation right now.

For the first time, citizen service is being promoted as a key strategy to address many of the human problems arising out of our economic problems. But the difference is that whereas in the past we might have gathered in a grassroots conference learning from each other, what we have now is a new national leadership, and the outcome of an election in which national service was a bipartisan effort by both parties, and that there was a clear mandate out of this election to move forward with some kind of national service model. It was reinforced when President Obama in his speech at the beginning of this week mentioned it in his address to Congress, there's money in the economic stimulus package to do it, and there are new programs in the budget he presented yesterday to accomplish these same ends. So that's the difference.

And therefore, when we talk about collaboration, somehow over the last seven or eight years when I've been involved in projects, collaboration obviously has been a necessity, whether public or private partnerships, collaborations between municipal and state government, collaborations between municipalities, United Way, and other very important public service organizations. But it's always had a kind of minimalist dimension, into which to some degree collaboration has been an unmentioned word for consolidation. We've all been forced by lack of resources to consolidate our outreach and our operations. We try to extend resources through collaborations, through partnerships, but really we have not had sufficient national resources to deal with the many social service and public interest needs of this country, and therefore have tried to be creative and use smart governing techniques, all of these things that we've talked about the last five, six, or seven years.

Our efforts need more resources, and we are getting ourselves in a position to use those resources wisely, to make sure that they are spent efficiently, but we can't keep doing more with less. I think that period is over. We need to be able to have a commitment from the national and state governments to provide us the resources to provide the important public services that everyone in this country has come to rely on us to have.

I thought I would talk a little bit about students now. In the economic stimulus bill there is, for example, \$200 million to deal with the federal student work program in which the federal government pays 75% and the nonprofit entity or university pays 25% to help students get involved in community service work. Now the difference is that we're not only expanding the quantity of volunteer opportunities through this program, but the legislation and the policy to be developed in Washington will also improve the quality of those opportunities. For example, there's serious talk of a set aside from the Federal Student Work funds so that a portion of that would have to go toward real community service work by students, and not just being bus boys and bus girls in student cafeterias, as important as that experience is to how everybody runs.

Similarly, there's support for what's called service-based learning or community-based learning to give students opportunities for academic credit, and academic enrichment by doing community service work.

These are all ways that we're both expanding the quantity and improving the quality of work that students can do. I've seen at Yale recently the needs that we all see in our community are growing. New Haven ended up closing its men's overflow winter shelter, and as a result, students at Yale joined with United Way and their college and the community to raise \$40,000 in a few weeks, challenging Yale to come up with matching money, going on a fast and donating their student funds, having a sleep out of tents on the New Haven green and on the old Yale campus, where we're located, and raising pledge money. And in a few weeks these great efforts by students also raised the \$40,000 needed to keep the shelter open. But we also made sure there was an advocacy part of that, and had a wonderful panel of experts on homelessness in Connecticut to educate students about the policy reasons why there are so many unmet needs for supportive housing in Connecticut. And now many of these students have gone on to work on legislative initiatives and to try to find other ways to carry on their service work.

I also want to stress that these things are happening nationally. Just last weekend in New York we participated in what was called an Ivy League Summit of student service organizations. Columbia hosted Yale, Harvard, Cornell, UPenn, and the Columbia folks who all do student service work, provide some kind of financial support, some academic credit here and there for service-based learning. And we really learned from each other all of the different models that we use to engage in this kind of work. We are going to start forming a New England regional based college alliance to try to see how we could help each other be effective and work on these issues in the future. One example will be circulating these draft regulations that we hope to see soon about how the new Federal Work Study money will be implemented to make sure that there was a strong community service dimension to these funds.

And finally, let me say one kind of last thing if I could on behalf of students. It's been a fabulous year or fabulous year-and-a-half or so for student activists. And they were registering to vote in record numbers, being engaged in the election in record numbers, came out to vote in record numbers, and now seem willing to engage in volunteerism in record numbers. But I think it's important for us as we do our advocacy work not to get stuck on an out-of-date, one dimensional view about student volunteers. And I would like to suggest to you to remember that students of many families are as much victims of the erosion of the middle class in this economy as anybody else. They leave, from four years of undergraduate school or graduate school, with \$100,000 of debt that will take them 15 or 20 years to payoff, with high credit card debt, find housing unaffordable, daycare unavailable, you name it. And yet we still think of asking these students to volunteer on the same basis as we have in the past.

I don't think it's anything to be ashamed about to suggest national policies to support community service work ought also to support efforts of students to make sure that they can sustain an affordable career in college and come out of it not so saddled with debt and obligations that a career of public service and a career of volunteerism are somehow impossible for them. And I'm glad that so much of the economic stimulus package was dedicated to education related programs to make sure that higher education is more affordable than it is now, that student loans are more available than they are now, that Pell Grants are larger than they are now, that Federal Work Study money is more available than it is now, so that in the end we can give students the opportunity for the same kind of public service opportunities that all of us enjoyed without having to face a lifetime of debt and being engaged in jobs they don't like merely to pay it off. Thank you.

Fr. Larry Snyder, President of Catholic Charities:

I'd like to add my words of thanks for the opportunity to be a part of this summit which is dealing with a very critical issue in society today, that of volunteerism and what we can do to address the current challenges of our country.

I'd like to take the conversation in a little different direction and offer some reflections on the practical necessities of the reality of having volunteers in an organization. These reflections come from the fact that as we look at Catholic Charities nationwide, we have over 60,000 employees but over 200,000 volunteers, which means for every paid staff we have four volunteers. Also, these reflections come very concretely from my experience of running Catholic Charities of Minneapolis-St. Paul, where we had 700 employees and over 10,000 volunteers, so the ratio is a little higher, about 10 volunteers for every paid staff.

There are three practical realities about having volunteers in an organization and the first is if you're going to do it and do it well, you must have an infrastructure that will support it. When you look at just the processes that you have to go through of screening, appropriate placement, orientation into the values of the organization, then monitoring the placement, and finally, recognition of volunteers, you can see this is something that cannot be left to happenstance, that there is a need to have a professionally trained coordinator who is skilled in this. Fortunately I think there are professional organizations now that support this kind of work, because ultimately if you're going to invite volunteers in, your goal is to not only engage them but also to retain them because this is an investment, an investment in people to further the mission of the organization.

Now the challenge that we are facing right now is that this is not really an attractive thing for people to fund, to say we fund the volunteer coordinator. There exist many more attractive things that appeal to donors and yet, I would say to philanthropic organizations and corporations, "Your dollars will have a far greater impact in this area than perhaps in a lot of other areas."

Again, unfortunately, in difficult times when resources become scarce and needs become dramatically increased, unfortunately the role of volunteer coordinator might be one of the first to be cut just because we can get along without that, and we can't get along without somebody actually feeding the poor. I think that's probably not a wise thing to do because ultimately you lose more than you gain.

Just one final thought about that is when you realize that the vast majority of non-profits are actually small organizations, how do you sustain and support an infrastructure like this? And there the challenge becomes exactly what we're talking about today. How do we have smaller non-profits grouped together so that they can access these resources together?

The second reflection that I would offer is that as you invite volunteers into the organization, you need to prepare your staff. You can't just do it without preparing staff as well. A couple of things here: You don't want to give volunteers simply the work that your staff doesn't want to do. They have to be engaged in a significant and meaningful way in the mission of the organization, so much so that in St. Paul-Minneapolis we had paid staff and we had unpaid staff who were our volunteers so that staff realized that they would be given work that was seen to be on a level playing field with them.

Now, the problem becomes that staff may then get the impression that if you get more volunteers you're not going to need me, which I think is a totally wrong impression because actually volunteers are

there to enhance the work of your staff. Volunteers are there to complement the human dimension of providing services to people for the most part whose lives are in crisis.

Now the reality here is again that much of our funding in the social safety network comes from the government but is always incomplete. Usually if you're lucky you can get 75 percent funding from government but you've still got 25 percent to raise. A lot of these programs are programs that deal with children. You don't want to be short staffed when you are providing services to children. Volunteers can and do make an incredible contribution in these people to people kinds of programs so that they should be seen as a partnership. Again, you need to prepare your staff for that kind of a culture.

The third thing I would say in the practical realities is you have to follow the trends. A few years ago it was the fact that most volunteers were individuals coming for a specific time slot and a specific job every week or every month and times are changing. We still have those folks. But we also now see, as somebody mentioned in the first panel, families wanting to volunteer together. And that is an incredible way for parents to help instill values, the values of citizenship but also faith values into their children.

How do we incorporate that? We can't say, "I'm sorry, we only need individual volunteers in this organization." If so, you're cutting out an incredible number of people from sharing in your mission. And along with families I would say there is also a huge interest now in corporations to have corporate volunteering together in groups and we need to accommodate that.

One other group that I think we should not lose sight of in our organizations are the clients who are asking to volunteer as well, even as they themselves are receiving assistance. So don't lose sight of them.

Another thing that we have to look at as we market volunteers or volunteer opportunities is the fact that there's a difference in age groups. People my age have a tremendous brand loyalty, meaning that I am far more likely to volunteer in a Catholic organization because when I grew up that became a very strong part of who I am.

The same is not true for the younger generation. They do not have the same brand loyalty and I think others have mentioned this as well. They're far more likely to volunteer for a cause and they will search until they find who they think is having the greatest impact in this cause and they're going to volunteer there.

So again, you can't have one-size-fits-all for volunteers. You have the brand loyalty folks that you need to engage but you also have the folks who are interested simply in a cause.

I'd like to now make a couple of points. And the first is that to me, having volunteers in an agency is an incredible opportunity if not the best way to bring about social transformation. You cannot substitute a person-to-person exchange for the greatest literature or the greatest videos. It is being able to put a face on this issue of homelessness or hunger or nutrition and being able to really interact with that person.

Nothing can substitute for that because what happens is an understanding of the human situation and I think that is where we actually run into a lot of myths in our society about who the poor are or those accessing social services. We need that understanding and then with that transformation and

understanding, volunteers tend to become our best advocates. And I know that was one of the questions earlier today, "How do you get people to advocate?" Once they understand the population that they are volunteering with, they're going to want to advocate.

And finally, my last observation is about the motivation of volunteers and the motivation for having volunteers in an organization. It's not primarily economic that we can save money and we've seen how incredibly dramatic these figures are about the monetary contribution in services provided that volunteers give us. I speak here primarily as a leader of a faith-based organization. In our tradition, we have a Gospel mandate to serve our neighbor in need and the image of the Good Samaritan could not be more powerful for us. In specifically Catholic terms we see that the Gospel demands that we participate in the corporal works of mercy as we call them. In other words, it's not enough for a believer to say, "Well, here's my \$20. I'll give it to this organization and they'll take care of it for me." You can't do that with the corporal works of mercy. You have to personally be involved.

As I look at the work of Catholic Charities, many other Catholic organizations, many other faith-based organizations, those works are integral to the mission of our church and if we do not invite volunteers in to help fulfill the obligation that they have from their religion, then I think we're doing them a great disservice, for all of us must do their part and we don't all have to do everything but we all have a specific part to do. And in sacramental terms we'd call that our baptismal call to holiness. This is one of the ways we fulfill it.

I bring that up because one of the things we're looking at today is how to collaborate. As we look at the obligations of religion -- and it's not just Christian -- it is Jewish and Muslim religions that have the same obligation, we have an incredible base to build on for collaboration.

Mei Cobb, Vice President of Volunteer Activities at the United Way of America:

My thanks to the Knights of Columbus and to Fairfield University for facilitating this dialogue. I'm pleased to share a slightly different perspective from the national level and actually a worldwide perspective, too. And I think we all know the challenging times that we're in, that are changing and evolving times as well. Historically we look at the nonprofit sector as filling the gaps, the safety net role, and we look for money and for financing to support those activities; but I think this particular time now is where we really need to think creatively about newer solutions and newer ways of framing our response, than some of the traditional or historical ways that we've done this.

We are uniquely positioned to be able to do this. It's a sign of hope and optimism. We have the knowledge of local needs. We see firsthand what's happening, in our communities, to our neighbors. We have solution expertise and a point of view, which is critical in this. We have community-based leadership from our boards, our volunteers that are involved with our organizations, and we have experience with cross-sector relationships and partnerships. And finally, we have the ability to convene, as was demonstrated here today, to bring light to a particular issue, a situation and to challenge us to think of new and innovative ways that we can respond.

This conversation is important and if in this environment we're serious about creating sustainable, long-term solutions, we need to be talking about genuine systems change. So we need to have as our goal, genuine integrated systems of support, not our isolated silos of what we're each doing. So in order to make transformative, sustainable progress in key areas and programs, our institutions, our systems must

come out of their silos and refocus our efforts on integrated results-oriented things. We need to address root causes. We need all public and private systems involved in community change efforts, to make a public commitment to share measurable goals.

We need to leverage our expertise and the expertise of each other. Our objectives must be people centered. When systems and strategies are organized or defined by programs, you can't create the right kind of success. We've heard it from other panelists talking about putting a face on our efforts and understanding and realizing who we're talking about. It's not some issue or some program that we're interested in. Our strategies should really reflect that as well. We need to drive a social movement for change. From our perspective, many nonprofits wrongly believe that this is the time to receive additional money. And while we'd all value and want to have that, and money is critical and important, that alone hinders us from thinking and looking at some really innovative, organic growth change collaborations. And so this culture must change as well.

United Way itself is focused on igniting a social movement in communities to give, to advocate, and to volunteer. This is a significant change from how many folks look at United Way or feel they've known United Way. And through cross-sector partnerships, we are focused on goals in the areas of education, income, and health in order to advance the common good.

The United Way system is a large nonprofit in the United States with over 1300 local community-driven organizations. We are in 46 countries and territories and are a \$5.6 billion global enterprise. But we are a community-impact organization. We've reframed our work in this environment around advancing the common good, through strategic outcome-oriented goals in the areas of education, income, and health. We've outlined bold 10-year national goals and we've put a public stake in the ground, which is very different for United Way. We are seeking results like cutting in half the number of high school drop-outs and cutting in half the number of low-income families who are financially unstable. We believe we must all continue to grow the culture of volunteerism, if we're serious about impact. Live United is our call to action. It's vital to a thriving civil society and it increases community capacity to create change.

So here are three things that I thought we could think about as a way of moving forward collectively. Is there a way for us to establish a prioritized agenda, a shared agenda, not necessarily with all of us, but for those of us that are aligned around particular issues, for us to think of new ways that we can work together? America is not at a loss of deserving philanthropic causes, but not all of these causes are of equal value to our nation's current and future well-being. Basic human services, as well as the need to better educate young people so that they can compete successfully in a global economy, are priorities. We could identify some very specific areas to address nationwide, some strategic outcome-oriented goals, see where our missions align around that, and then to collectively mobilize volunteers where they're needed most for lasting impact.

Secondly, we ought to hold ourselves accountable for performance-based goals. We should publicly establish these goals, and be so bold as to say what those are and then be held accountable by our board, by our volunteers, by each other and our community. Too often success is measured by what we can count, the money we've raised, or the number of people who've participated, or the number of hours of service. Let's focus our volunteering efforts on work to solve the causes of entrenched problems and go beyond addressing only the symptoms.

And the third is that we work at a large enough scale to really make a difference. During the past five years, more than 40,000 nonprofits were established each year in the United States. And unfortunately, the increased capacity has failed to necessarily translate into proportional value for society. Why? The overwhelming majority of these startup charities, despite possessing inherently noble missions, are simply too small to operate, and too independent, to put a dent. It is not that we want to eliminate innovation, but to challenge ourselves to find ways to truly be more innovative and creative in how we can solve the problems we're faced with. We must work together. We are looking for real, tangible ways in order for us to be able to do that. We work best when we do work together.

So we've heard the challenges, we know what we read in the paper and hear on the news, but now is really a time for inspiration. I'm inspired by the conversations and the dialogue in our table discussions. It's not a time for desperation. The number one reason that people don't volunteer is that they haven't been asked. So I challenge each of you to ask yourself again, and get yourselves reengaged in ways to volunteer, to turn to the person to your left, to the right, to your neighbors at home and ask them to be involved. But along with that, make sure there's capacity for people to find the types of opportunities so that they are meaningful, and they are about the long-lasting change that we are looking for in our communities. And while there's a trend of family volunteers, it's very difficult for me and my three children to be able to find an opportunity in my community in order to do that. It's still difficult for me to find opportunities where a group of us can volunteer. It's still difficult for me to find opportunities in the evening or on the weekend where I can volunteer. So I challenge us from that standpoint as well, to find the innovative skill-based volunteering we've talked about, to find family volunteer opportunities, to find virtual opportunities for folks to be involved. And at the same time, asking people different from us, similar to us, different age cohorts, etc., to be involved in this incredibly important work.

So it's time, I believe, to roll up our sleeves, to get shoulder to shoulder with one another, to engage ourselves, to engage our neighbors in this incredibly important work that lies ahead of us.