

CELEBRATING  **NATIONALLY**

EIGHTY YEARS IN CHICAGOLAND

UNITED WAY IS CHANGING THE ODDS

for Children and Families in Need

LIVE UNITED



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Advancing Education, Income
and Health

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United Way of Metropolitan Chicago

PROVIDING A NETWORK OF SUPPORT:

United Way of DuPage/West Cook, North Shore United Way, Northwest Suburban United Way, South-Southwest Suburban United Way

Help build a better quality of life.

United Way is working to advance the common good by creating opportunities for a better life for all, focusing on education, income and health—the building blocks for a good quality life. When you pledge to support your local United Way, you are making a difference in your community.

This campaign is a demonstration of Bank of America's commitment to addressing critical needs in the communities we serve, improving the lives of the individuals and families and enabling a better quality of life for all.

Together we can GIVE, ADVOCATE, VOLUNTEER and LIVE UNITED.



It only takes a moment.

Make your pledge at www.uw-mc.org today.

“As Chairman of United Way’s 2012 Community Impact Committee, I have been working with corporate leaders in the Chicago area to improve the odds for children and families across our region. Now I invite you to LIVE UNITED.”

Tim Maloney
Illinois President
Bank of America



125 years in the making: Looking back and moving forward

Many of the world's most important movements and organizations are born from very modest circumstances. United Way is a case in point.

In 1887, a Denver woman, a priest, two ministers and a rabbi joined forces to raise funds for local charities and coordinate relief services. This group would kick-start a movement that would expand across the country and eventually the globe. Chicago's own United Way history begins in the Great Depression when watching their fellow citizens struggle to survive, a small community of business people from the Chicago Association of Commerce gathered to help those in deep poverty.

That committee, led by Edward L. Ryerson, Jr., president of a leading metals manufacturing company, would be the foundation and formal beginning of United Way of Metropolitan Chicago (UWMC).

Over the next 80 years, UWMC has advanced the common good by providing the necessary social services to meet the acute needs of the community. It has raised hundreds of millions of dollars and mobilized hundreds of thousands of volunteers. By

1973, Chicago became the largest fundraising entity in the United Way system.

The past decade has seen a restructuring of how UWMC operates: 54 United Way entities have merged under one umbrella with a support system that includes North Shore United Way, Northwest Suburban United Way, United Way of DuPage/West Cook and South-Southwest Suburban United Way. The organization has also increased its accountability, measuring results and tracking their progress.

"Being part of the United Way network of non-profits has been vital to the success of Jumpstart Chicago and many other organizations like ours. It adds credibility in the communities that we serve and among foundation and business leaders that we want to engage in our mission. No one person or entity can do it alone, and it has been refreshing to share that view with United Way of Metropolitan Chicago," says Karina Kelly, executive director of Jumpstart Chicago.

Its objective is to change the odds for children and families by focusing on the building blocks to self-sufficiency: educa-

tion, income and health.

"Raising funds remains a key part of what we do. But the true measure of success is what we do with those funds, who we partner with and how effective we are at uplifting the lives of those we serve," says Wendy DuBoe, president and CEO of UWMC. "While our mission has remained the same, we have sharpened our focus to ensure that our resources are truly transformative. This means mobilizing all our assets; funding, volunteers, legislative advocacy, technology, in-kind resources and corporate partnerships to deliver measurable results."

United Way is now a global symbol of community service, and was recently ranked 26th in Forbes' World's Most Valuable Brands.

"That we are recognized on such a list of global brands is a testament to the effectiveness and stability of this 125 year organization," says Anna Clarke, vice president of marketing and engagement at UWMC. "No-brand can achieve this kind of pervasive public awareness unless it has an impact and relevance to millions of people."



What was started by five people in Denver 125 years ago has now become a global symbol of community service.

Advocacy in Health and Human Services

The raw numbers can be distressing. In August, Illinois' unemployment rate inched up to 9.1 percent. The state's foreclosure rate is one of the highest and one out of every three Illinoisans is considered poor or low-income. State funding to community-based providers has been cut 27 percent in the past three years. This has a negative impact on Illinois' ability to help those most suffering from the downturn.

This is why one of the most important responsibilities of United Way of Metropolitan Chicago (UWMC) is to lend its influential and expert voice to advocate for sustained and improved public funding of human services.

UWMC's advocacy focuses on four key priorities:

1. Advocating for a state budget that preserves the investment in Illinois' health and human services.
2. Promoting fair, efficient and transparent contracting practices between service providers and government funders.
3. Supporting reductions in unnecessary state administrative burdens on human service providers and programs.
4. Enhancing community resources that ensure seamless health and human service support.

"Our advocacy work is guided by our fundamental belief that, community services are part of our state's vital public infrastructure and must be maintained and strengthened," says Wendy DuBoe, president and CEO of UWMC.

Advocacy efforts include lobbying in Springfield, mobilizing grassroots support and building bridges between business communities and policymakers. UWMC sits on the Governor's Human Services Commission and has been an active participant in the systematic review of human service programs in Illinois including, leading the "Budgeting for Results" Initiative.

In education, UWMC supports comprehensive and consistent assessment and measurement from Pre-K through high school graduation. In income, the focus is on training programs that help people prepare for jobs in high-demand sectors. In health care, UWMC supports connecting people to affordable health services.

"Our expertise in the delivery of effective human services gives us a strong and influential voice in the halls of power where funding decisions are made," says Jack Kaplan, director of advocacy and public policy for UWMC.



ChildServ salutes United Way for 80 years in Chicagoland.



We put kids and their families first.

www.childserv.org

LIVE UNITED 2020: Changing the odds for the next generation

In the midst of economic turmoil, United Way of Metropolitan Chicago stands at the intersection of hope and our city's most under-resourced communities.

United Way's reinvention to a community-impact organization began in 2009 when the organization and its stakeholders took a step back to assess how they could harness their resources to address the increasing number of families in need. What evolved was a community-impact plan known as LIVE UNITED 2020: a concentrated effort to truly move the needle on what this region really needs — the building blocks to a good quality of life; education, income and health. By channeling resources into more than 40 communities of greatest need, United Way is now supporting networks of education non-profits working within middle school and early childhood centers, with the plan in place to progressively integrate income and health social service programs to support children and families.

United Way is striving towards true transformational change for Chicagoland by 2020. They aim to help an additional 50,000 under-performing middle school kids enter high school ready to succeed, advance economic stability for 100,000 households, connect 200,000 people with available preventative health services, and answer the immediate crisis needs of 1 million people yearly.

How LIVE UNITED 2020 Works

What would happen if families had access to health care, kids received a quality education and individuals had the jobs and resources they needed to become financially stable? How would their lives be different? How would our communities change? United Way believes the key to this transformation is to support integrated community school and center-based education, income and health programs leveraged through their network of community partners working in tandem. At the very root of this model is education, the

focus initiative of LIVE UNITED 2020.

"Without an education, everything is harder. It's not a critical goal; it's the critical goal. People are far more likely to experience economic stress and poor health outcomes without a good education and that's why it's at the very center of our focus," says Wendy DuBoe, president and chief executive officer of United Way of Metropolitan Chicago.

By focusing on high-quality preschool, home visitation services and mentoring/tutoring programs, United Way aims to ensure our kids start school with the tools they need to succeed and stay on track for graduation. See page 5 for more on education.

United Way's Income Initiative focuses on job training, placement, savings and asset building and financial literacy to ensure Chicagoland is the best place to live, work and do business.

United Way's Health Initiative provides emergency support, shelter, and connections to comprehensive medical care for prevention of chronic disease and screenings.

Advancing LIVE UNITED 2020 rests on United Way's ability to reach and rally thousands of volunteers, donors, in-kind supporters, strong non-profit partners, corporate leaders, local legislators and advocacy champions working together. A United Way income partner, Ladder Up, sees the direct benefits of working with such a strong network.

"Because of the support of United Way, in 2012, we have returned over \$14.6 million in tax refunds by completing more than 8,200 tax returns," says Christine Cheng, director of Ladder Up. This movement is helping individuals and families establish self-sufficiency.

"We are greatly appreciative of all our corporate partners such as Northern Trust, ITW, Bank of America, AT&T and BMO Financial Corp., who are leaders in supporting LIVE UNITED 2020 through their financial

investments and volunteer efforts," says Andrea Bazán, senior vice president of resource development at United Way of Metropolitan Chicago. "An example of a partner program that incentivizes giving across the corporate community is the ITW Challenge Grant program that matches leadership gifts up to \$200,000."

More and more donors are beginning to identify the natural alignment of their philanthropic goals with United Way's mission.

"I believe United Way ensures my donation makes the biggest impact in communities of greatest need through their support of programs that have shown the ability to deliver real results," says Matt Krentz, senior partner and managing director of The Boston Consulting Group, Inc. and long-time United Way donor.

LIVE UNITED 2020 is something for Chicagoland to get behind — action in the midst of challenge. Their reach, reputation and local expertise have turned the heads of people looking to truly make a difference. With increased funding support and a concerted effort to recruit volunteers, LIVE UNITED 2020 hopes to change the odds for kids and families in greatest need across the region.



Communities of Greatest Need

To determine United Way Partner Communities, experts from Metro Chicago Information Center (MCIC), Loyola University and Deloitte LLP developed an analysis based on understanding where the areas of most economic need existed around our region and which of those areas could absorb and sustain United Way grants and in-kind support.

Through an extensive application process, United Way selected more than 48 education non-profits, aligned with LIVE UNITED 2020, working in these communities that supported middle school and early childhood community centers. These non-profits work collaboratively and have the ability to reach key performance indicators set by United Way.

United Way's income and health partners will soon be transitioning to this model and application cycle.

Making Progress

LIVE UNITED 2020 has already begun to show signs of impact:

- 72 schools are on the path to becoming hubs of community enrichment
- 11,000 preschoolers are prepared to enter kindergarten ready to learn
- 11,000 middle schoolers are anticipated to transition into ninth grade successfully
- More than 5,000 individuals found jobs

- \$50 million in tax returns were filed for more than 30,000 individuals
- More than 1,000 people opened new bank accounts
- 40,000 people were connected with a primary care physician and 1 million people in crisis were provided emergency assistance

The Cornerstone of Success: Education

It might begin with a child discovering a new word through a volunteer reading to them. Or perhaps a teen struggling in class receives the additional attention needed to pass a math test. These small acts can trigger years of learning and academic success. And when one child succeeds, an entire community is uplifted.

The achievement gap begins before school does. According to the U.S. Department of Education, 46 percent of kids start school without the skills they need to learn. These numbers tell of a cycle of poverty tied to insufficient resources and

diminishing support. Locally, only 80 percent of suburban students and approximately 60 percent of Chicago Public School students graduate from high school.

At United Way of Metropolitan Chicago, the belief that a quality education is the foundation of lifelong learning, good health and economic success drives the goal to help 50,000 underperforming middle school students enter high school ready to succeed as part of its LIVE UNITED 2020 community-impact plan. United Way began this work with a \$9 million regional investment in two laser-focused strategies; ensure kids 0-5 are ready to succeed in kindergarten and keep middle school students, sixth through eighth grade, on track for high school graduation.

"By focusing on early childhood, children will have the building blocks, through family support and skill attainment, to begin kindergarten poised for lifelong learning," says Richard L. Jones, Ph.D., senior vice president of community investment at United Way of Metropolitan Chicago. "Similarly, by enveloping sixth to eighth grade youth in supportive and enriching educational environments at a formative and sometimes challenging developmental period, students will begin high school with the cognitive and social bedrock necessary to graduate."

Of United Way's investment, approximately \$4 million is directed toward early childhood learning interventions. These interventions encompass key developmental supports, including high-quality preschool and home visitation services. At one partner non-profit, Christopher House, more than 400 children are directly impacted each day by United Way funding through their Early Childhood Development Services program. This program ensures children develop early literacy skills and are encouraged to explore, problem solve and work with classmates.

Research estimates that for every \$1 invested in early childhood programs, communities will see a \$14 return on investment in community savings.

An additional \$5 million of United Way's investment in education focuses on middle school programming through high-quality "community in school" resources, as research shows a strong correlation between being off track in ninth grade and the likelihood to drop out of school before graduation. This work emphasizes parent engagement in their child's academic life, wraparound social service supports inside schools, and academic reinforcement through out-of-school programs. As part of



A United Way volunteer assists a student with math homework as part of the organization's early literacy focus.

the Berwyn Community School Initiative, the non-profit organization Youth Crossroads and Freedom Middle School reach out to middle school students. Supported by United Way of DuPage/West Cook and corporate partner OfficeMax, Freedom students are given access to additional after-school activities that help them continue on to high school and ultimately, graduation.

"It is extremely difficult to catch students up once they have fallen behind without a tremendous amount of resources," says Jim Calabrese, principal at Freedom Middle School. "The benefits are nearly endless for our students and in turn, our community."

Along with OfficeMax, Chicago's corporate community is taking note of the crisis in education. Nicor Gas is supporting the Education Initiative through a Challenge Grant, which matches all donations made to the initiative. The ComEd-Exelon-United Way Stay in School Initiative, focusing on middle school and high school students, provides valuable after-school programming to help students advance to the next grade level and graduate. In addition to yielding higher graduation rates, Stay in School improves grades, attendance rates and social behaviors. Other United Way top supporters like Northern Trust, Illinois Tool Works Inc., BMO Financial Group, Bank of America, Microsoft, Deloitte, PWC and UPS are supporting LIVE UNITED 2020.

"Education continues to be a signature

focus of our corporate philanthropy strategy. The Stay in School program, with the help of our community partners and our employee volunteers serving as mentors, provides that motivation to succeed," says Steve Solomon, vice president of corporate relations at Exelon, adding they have seven years of positive results in the program.

United Way partners with 48 non-profits to provide the on-the-ground services necessary to reach children and youth in our community. United Way funded programs are working in 72 middle schools throughout the region and 67 early childhood centers.

This year, United Way is launching the first-of-its-kind program in a Chicago community. This pilot will demonstrate the work that can be accomplished when local schools transform into community hubs, connecting not only students, but their families and neighbors with the supports and resources they need to rise out of poverty. As community hubs, these schools will offer a range of coordinated programming that supports the academic success of students and the health and stability of their families. When the community joins United Way and their network of partners, dedicated action can turn into real, measurable results. United Way believes small acts can transform an entire community.

Community Close-Up: Brighton Park

As the second fastest-growing neighborhood in the city, Brighton Park is home to a large proportion of Chicago's low-income families and children. Dramatic changes in the last decade have transformed a previously predominant Polish, Irish, Lithuanian, and German population to a primarily Latino (82 percent) 45,000 resident base. The community is one of the most medically under-served in the city with only one primary care provider per 3,000 residents. Between 1990 and 2005, the area saw a 235 percent increase in the number of children living in poverty. With these daunting numbers, United Way and partner corporations see a community ready for change.

Current community services being implemented include after-school academic programs, school-based counseling and case management, skill-based parent enrichment programs, community leadership development and teacher professional development workshops. United Way is working with local community leaders, parents, teachers and partner non-profits in Brighton Park to ensure families have the education, income and health resources they need to become self-sufficient.

"Brighton Park is thrilled to partner with United Way to help develop a new social service infrastructure that can address the growing needs of our community, by uniting our schools, partners, parent and student leaders under one vision for community change and development," says Patrick Brosnan, Executive Director, Brighton Park Neighborhood Council.

Volunteerism — Creating community impact

On a recent morning Northern Trust Chairman & CEO Rick Waddell and 30 colleagues left their daily responsibilities behind and arrived at The Chicago Lighthouse for People Who Are Blind or Visually Impaired, one of the nation's most comprehensive social service organizations for the blind/visually impaired.

As United Way's long-time top corporate partner for giving and volunteerism, Northern Trust is committed to giving back to the communities in which they work. The Chicago Lighthouse provides job opportunities, learning programs and social experiences for thousands of clients each year, and the Northern Trust staff did everything from cleaning up a sensory garden to reading stories on air for a radio station geared toward those with visual impairments.

This volunteer engagement is one of the more than 100 Northern Trust groups that United Way will send into community agencies this year alone. This represents one of hundreds of volunteer opportunities United Way will coordinate over the next year.

In fiscal year 2012, nearly 4,000 volunteers contributed more than 15,000 hours of service, saving United Way partner non-profits a total of \$348,239 — equal to 2,000 days of full-time work.

Zurich, a corporate partner of Northwest Suburban United Way, is a leader in corporate social responsibility through employee volunteerism. Zurich pledged to mobilize employees to complete more than 100 projects in 2012 of service through its "100 Ways" program, helping meet local community needs by partnering with organizations like United Way.

United Way is in a unique position in the Chicagoland philanthropic community. The organization sits at the center of thousands of companies and individuals with philanthropic interests and hundreds of non-profit organizations that need to access those donors. But United Way doesn't be-



Rick Waddell, Chairman & CEO of Northern Trust, volunteers at Chicago Lighthouse.

lieve that a donor's wallet is the only resource they can offer.

"People offer many resources — they have their dollars, which are beyond compare in terms of importance. But they also have their time, their passion and their skills," says Carrie Newton, United Way's senior director of volunteer engagement. "By connecting our donors with our funded agencies, we're allowing local non-profits to tap into this resource pool in a way they would never be able to do on their own."

When Comcast, a long-standing corporate partner, started planning its annual Comcast Cares Day earlier this year, one of its first calls was to United Way. With 2,000 volunteers in the Chicagoland area ready to do anything from teaching a senior citizen computer skills to landscaping a garden in a low-income neighborhood, Comcast needed help identifying non-profits that could both use the help and handle a huge influx of volunteers for the April 21 event. With the help of United Way staff, Comcast Cares Day 2012 was one of the most successful volunteer days in Comcast history.

However, United Way resources more than just in-kind donations and the "standard" volunteer engagements. With public funding of the non-profit community at an all-time low, United Way is becoming more creative about utilizing volunteers to fill the resource gap. During her tenure as the COO, and now as the president and CEO of United Way of Metropolitan Chicago, Wendy DuBoe has recognized there is a passion throughout corporate Chicagoland and a need within the non-profit community for skills-based volunteerism. She has led the effort to ensure these interests are aligned.

Each year, United Way hosts a Day of Ac-

tion to bring awareness to the crucial role that volunteers play in communities across the nation. Day of Action offers virtual and in-person opportunities for change-makers of all ages. Opportunities range from local volunteer projects to a social media rally, and even an e-recruitment effort to register one million volunteer readers, tutors and mentors over a three-year span. This new model of online engagement takes the conversation of volunteerism viral, mobilizing untapped networks and resources.

Like many non-profits, United Way believes volunteerism strengthens communities by increasing their capacity to identify and respond to human needs. As such, it actively recruits and promotes volunteerism as one of the driving forces behind its community resource efforts. United Way understands the impact volunteering makes on the individual, specifically the Gen Y population, and the corporate culture by increasing civic responsibility, participation and interaction.

"I volunteered with North Shore United Way to beautify the grounds of Evanston YWCA last month and it was a truly inspirational experience," says Antoinette Tiu, Young Leaders Society member and United Way volunteer. "Although volunteering helps the agencies in terms of actual work, it also helps individuals, like me, see how I can make an impact in the community through a simple afternoon project. I volunteer because I enjoy helping others in need, meeting new people and developing new relationships to work for the greater good of the community."

While volunteerism used to be seen as a way to encourage someone to donate, today, United Way values volunteerism for its ability to create relationships at the personal level — an essential part of the fabric of our communities.

United Way Thanks the 2012 Pro Bono Contributors

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Deloitte volunteers help assemble bikes for children in need to encourage an active, health lifestyle.

Practical Solutions Through Partnerships

Through its expertise and partner network, United Way is uniquely positioned to create leveraged impact by recruiting people and organizations, including corporate partners, government and civic leaders, skill-based volunteers and service providers, with the passion, resources and expertise to create practical solutions to social service issues.

Partnering on education

A current United Way partnership is helping to better support technology competency for children and their parents. Working with the organization, Microsoft is launching Parent Engagement Centers in several community schools in the Chicago Public School system. Each Parent Engagement Center will have six desktop computers fully loaded with the latest version of Microsoft Windows and Office, Internet access, laser printer and other software. The computers will have Microsoft's Digital Literacy curriculum, which is available in more than 30 languages, and parents will receive computer training to help them master basic computer skills.

"In today's digital world it's essential to not only prepare students with the skills they need to be successful in college and their career, but to make sure parents have equal access to technology in order to help their children succeed," says Chris Sakalosky, Microsoft's Midwest district general manager. "Microsoft has been and will always be committed to providing people with the training, education and tools needed to improve their digital literacy skills and grow in today's economy. We're delighted to partner with CPS and United Way to help open the parent centers."

Partnering on income

In its continued effort to help people find family-sustaining jobs and provide support to enhance retention, United Way and two job-training networks — the Workforce Developers Network (WDN) and the Workforce Employer Resource Collaborative (WERC) — have formed a partnership that connects talented job seekers with human resources departments. With the combined power of more than 40 job-training providers, the United Way Workforce Development Partnership seeks to meet the hiring needs of companies by connecting the line between employers, training providers and job seekers.

UPS, a United Way Top Corporate Citizen, has not only supported this partnership but benefitted from it. As their largest U.S. land distribution center is located in the suburbs of Chicago, they were continually



Microsoft Digital Literacy Town Hall for parents in Brighton Park.

challenged with retaining a qualified, diverse workforce.

In December 2011, United Way linked WERC and UPS together to deliver business solutions. The results: WERC provided UPS with 25 pre-screened candidates, half of which were offered positions. The UPS human resources manager also allocated 300 future hiring positions in 2012 to be filled utilizing WERC's staffing services.

"I feel the United Way Workforce Development Partnership fills a need, not only for us as a corporation being able to hire quality employees, but also for the clients of job-development organizations who are trying to find gainful employment. This begins an exciting new phase of our 30-year relationship with United Way," says Robert Difino, Area Human Resources Manager, UPS CACH District.

Partnering on health

The NFL and United Way partnership is the most visible and longest-running charitable collaboration in history. This partnership is focused on teaching youth the skills they need to lead a healthy life through the NFL Play 60 Initiative, an outreach program aligned with United Way's Health Initiative.

This year, the partnership is providing Lawrence Hall Youth Services, a United Way funded non-profit that delivers quality care to children and their families, many of whom have experienced significant traumas in their lives, with a new Chicago Bears Fitness Zone. The fitness zone will be used for physical education and organized activities, as well as for Lawrence Hall's Therapeutic Recreation program.

"The Chicago Bears and United Way of Metropolitan Chicago local partnership plays a crucial role in highlighting the importance of leading a healthy lifestyle for youth throughout the Chicago area," says Caroline Schrenker, director of community relations for the Chicago Bears. "Pairing the Chicago Bears' strong commitment to the community with United Way's expertise in our community's health needs, we are able to bring awareness and tangible impact to the issue of youth health and fitness."

OVER 2 MILLION FAMILIES NEED AFFORDABLE INTERNET. HERE'S WHAT UNITED WAY AND WE ARE DOING ABOUT IT.



Last year, thousands of partners across the nation leveraged Internet EssentialsSM to get students and their families connected to the Internet at home, improving their ability to do research, write papers, collaborate with classmates and get jobs. With the help of our partners — school districts, community organizations, legislators and others concerned about education — we've enrolled even more families in 2012. To do this, we've enlisted the help of:

- 4,000 school districts
- 30,000 schools
- 3,000 governors, mayors, local, state and federal legislators, and community-based organizations
- 100,000 Comcast employees

Together, we've distributed over 5,500 computers and we've expanded eligibility to include families with students who are eligible to receive free or reduced price school lunches through the National School Lunch Program. We've also doubled the broadband speed, and we've given our community partners the ability to purchase Internet Essentials in bulk to help even more families.

Participating families get fast home Internet service for \$9.95 per month plus tax with no price increases, the option to purchase a computer at enrollment for \$149.99 plus tax and access to free digital literacy training.



Thank you United Way for supporting Internet Essentials

Learn more about this initiative at InternetEssentials.com



Leadership makes the difference

It's become very clear that organizations are only as good as the talent and dedication of leadership. United Way of Metropolitan Chicago is one of the largest and most impactful charitable organizations in the region. Much of this success has been driven by a remarkable collection of leaders who provide energy, strategic insight and focus.

Since the early 1930s, the governing board of United Way has been a "who's who" of the Chicago business and civic community. It started in the depths of the Great Depression, when Edward L. Ryerson, Jr., the president of a metals manufacturer, became the forerunner of United Way of Metropolitan Chicago.

Today, Ryerson's civic spirit is alive and well in the current United Way board. They have all achieved great success, putting them in the highest echelon of Chicago's business and civic community. That these men and women have risen to the top in their respective industries and areas of endeavor is no accident. Each has a unique ability to motivate people, set a clear strategic vision and ask the right questions. It's their sense of civic duty, generosity and donating their talents that make United Way of Metropolitan Chicago a highly effective organization.

It starts with Ellen Costello, the current chair of United Way of Metropolitan Chicago. She is the CEO and U.S. Country Head of BMO Financial Corp. and stepped into the top United Way role in 2011 when the organization was going through an unexpected transition.

"Ellen has the three qualities any organization hopes to have in a board chair," says Wendy DuBoe, president and CEO of United Way of Metropolitan Chicago. "First, she is enormously talented, with a terrific strategic sense and outstanding leadership abilities. Second, she cares deeply about United Way's cause and giving back to the community. Third, she is generous with her time and her resources. Combined, these traits make her an exceptional leader."

For her part, Costello says her United Way responsibilities are among some of the most invigorating and inspiring of all the work she does.

"United Way is at the forefront of being able to help the most people in need. It's an honor and privilege to apply myself to its work. Whatever initiative we're working on, there is always a sense that what we're doing is changing people's lives for the better," she says.

One of the busiest board members this time of year is Tim Maloney. As if being Illinois President of Bank of America doesn't keep him busy enough, Maloney is United Way's 2012 Community Impact Chair. Working closely with the board, the Impact Cabinet and United Way staff, Maloney applies his strategic vision and management acumen to one of the most important initiatives for the year ahead — raising resources for communities.

He sees this year's fundraising environment as challenging but promising.

"Naturally, the continued economic malaise presents obstacles you'd rather not have," Maloney says. "But I am continually encouraged at the commitment shown by corporate leaders to maintain and expand their United Way support."

Board member Andrew McKenna, Chairman of McDonalds Corporation and Chairman of Schwarz Supply Source, is an outstanding civic leader with a distinguished career in business and community service. He's been connected to United Way for more than 15 years.

"Andy's leadership has been an anchor of support for United Way," says DuBoe. "He has helped us on so many fronts and always kept our mission of serving those in greatest need at the very heart of what we do. And the same could be said for all of our board members."

And the board members are quick to return the compliment to DuBoe. They will all point out that an organization's success also requires a strong chief executive. In DuBoe, United Way has a CEO with an impressive



Wendy DuBoe, president and CEO of United Way of Metropolitan Chicago.

record of driving innovation and results.

DuBoe was named CEO in April and has been with United Way since 2003. She was an architect of United Way's 10-year vision, LIVE UNITED 2020, the organization's commitment to mobilize education, income and health resources and partner with more than 40 communities of greatest need. She also was instrumental in bringing together United Way's regional merger of 54 local offices into one metropolitan system, unifying staff and volunteers, integrating investments and eliminating cost across the territory.

Before United Way, DuBoe was an executive at the Aspen Institute. She says she loved the intellectual rigor of that organization and its ability to reach leaders across the world, but confesses that what attracted her to United Way was an emphasis on taking action and working with communities.

"In United Way of Metropolitan Chicago, you have the best of both worlds," says DuBoe. "We are both strategic and action-oriented. We spend a great deal of time wrestling with complicated issues of how to make social services impactful and generate meaningful community solutions. But then we get to work with partners to put the ideas in action — and see real lives change and flourish."

United Way has been fortunate to attract some of the best leaders in the nation to help drive its vision forward and looking toward 2020, today's leadership team is clearly advancing Ryerson's leadership excellence.

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William A. Von Hoene, Jr.

Senior Executive Vice President and Chief Strategy Officer, Exelon Corporation

Providing a Network of Support

United Way is grounded in the belief that understanding the unique needs of each neighborhood is vital to the success of LIVE UNITED 2020.

A network of member United Ways work collaboratively within six-counties to support education, income and health programs in Chicago, DuPage/West Cook, North Shore, Northwest and the South-Southwest suburbs. This collaboration gives United Way the regional arms and on-the-ground resources to create solutions that address community challenges.

The organization's regional structure provides the opportunity to leverage back office support and assess local need to generate real, measurable impact. United Way is interested in more than "Band-Aid" solutions and knows long-term community impact comes only from forward-looking interventions that go to the root of social challenges. This is why United Way consolidated 54 local United Ways into the current metropolitan network of five offices, balancing efficiency and local reach.

Aligned with LIVE UNITED 2020, member United Ways work in unison with the regional organization. Each office has a local board of directors, staff, volunteers and key community leaders who nurture relation-

ships with local donors, companies and partner agencies, ensuring community needs are addressed.

United Way's local lens focuses on the needs specific to each of the five offices. The Rev. Larry Jackson, board president of South-Southwest Suburban United Way, recognizes having this system in place will help identify the priority issues in each member territory.

"Having this collaborative approach allows United Way to have a local presence and a regional voice in the community," says Jackson. "The challenges individuals in high-need communities face in the areas of education, income and health, are similar across the regions; so are the solutions. Alignment towards the LIVE UNITED 2020 plan is essential. Each member United Way's local impact is strengthened by being part of a larger, unified, metropolitan United Way."

There are many examples of this network's ability to drive strategic regional and local partnerships. From the Northwest Suburban United Way's partnership with Skokie Trail to Fitness, to United Way of DuPage/West Cook's LIVE UNITED 5K Run/Walk in Wheaton, each part of this system is identifying the challenges, bringing



Northwest Suburban United Way hosted its annual Celebration Event in June to honor this year's top donors, volunteers and top corporate partners. (From left to right: James Tansor, board president of Northwest Suburban United Way; Toni Preckwinkle, board president of Cook County; Marcia McMahon, chief professional officer of Northwest Suburban United Way; Michael Abruzzini, board secretary of Northwest Suburban United Way.)

together the right resources and producing results. This feeds into the larger goals the organization has set for itself by 2020 - something that David Cassel, chief professional officer at United Way of DuPage/West Cook, knows the organization will be able to accomplish across the region.

"By combining the resources, skills, expertise and energy of the five offices, United Way will continue to reach key performance indicators, setting us on the right path to 2020," says Cassel. "Our local partnerships are necessary for LIVE UNITED 2020 to be a region-wide success."

To learn more about this network of support and the communities within each territory, visit www.LIVEUNITEDchicago.org.



The Rev. Larry Jackson, board president at South-Southwest Suburban United Way, and Dorothy Armstrong, board member, enjoy a night at the races to raise awareness for LIVE UNITED 2020.



Title sponsor, Kellogg Company, at United Way of DuPage/West Cook's 2012 LIVE UNITED 5k Run/Walk in Wheaton.



Local North Shore a cappella group, the QuintEssentials, entertain United Way supporters at "LIVE UNITED in Harmony," a concert in Evanston.

UNITED WAY THANKS OUR TOP 25 CORPORATE CITIZENS.

These companies are leading the **LIVE UNITED 2020** Movement.

(As of 5/29/12)

<div>1</div> <div>  Northern Trust </div>					
 <div>2</div>	 <div>3</div>	 <div>4</div>	 <div>5</div>	 <div>6</div>	 <div>7</div>
 <div>8</div>	 <div>9</div>	 <div>10</div>	 <div>11</div>	 <div>12</div>	 <div>13</div>
 <div>14</div>	 <div>15</div>	 <div>16</div>	 <div>17</div>	 <div>18</div>	 <div>19</div>
 <div>20</div>	 <div>21</div>	 <div>22</div>	 <div>23</div>	 <div>24</div>	 <div>25</div>

The Center for Independence through Conductive Education is proud to partner with United Way!

The Center offers intensive motor training programs, based on the principles of Conductive Education, to children with cerebral palsy living throughout the Chicagoland area.

Our focus is to teach children functional skills with an attitude of self-help and motivation. We help children with physical disabilities learn the skills they will need to be successful in school, increasing their odds that they will transition on to college and ultimately, employment.

We are proud of our impact in Chicago. Thank you to United Way and our generous donors who allow us to serve at-risk children with physical disabilities regardless of income or insurance limitations.

We have high expectations for children with cerebral palsy- just see what they can do!

Visit us at: www.Center-for-Independence.org or call (708) 588-0833



When you do not teach independence, you teach dependence

100 W. Plainfield Rd. Countryside, IL 60525 • Programs also offered in Chicago and Lake Zurich.

