



# United Way Partner Handbook

**July 1, 2018 - June 30, 2022**

(Last updated September 25, 2020)

## Contents

### [Contents](#)

[Introduction to United Way Partnership](#)

[Partnership Categories](#)

[Relationship Management](#)

[Awards, Agreements, & Reporting](#)

[Fundraising](#)

[Volunteer Engagement](#)

[Communities of Practice](#)

[Initiatives and Special Grants](#)

[Public Policy & Advocacy](#)

[Marketing](#)

[Appendix - Partner Categories at a glance](#)

[Appendix - Impact Goals & Collaboration Opportunities](#)

[Appendix - Relationship Managers & CI Operations Staff](#)

## Introduction to United Way Partnership

United Way's mission is to unite to create positive, lasting change for people in need. We were founded when a diverse group of people began pooling philanthropic resources to get more done together than they could alone. United Way continues to play a leadership role in generating funding and community impact by fostering collaboration between nonprofit, corporate, philanthropic, and government sectors. We are focused on two building blocks of better lives: financial opportunity and educational success. Nonprofit partners work with United Way to:

- Mobilize resources toward priorities proven to improve the lives of vulnerable children and families;
- Build the capacity of a network to develop, implement, and build public will for best practices in the field;
- Engage volunteers in making a difference in their community;
- Advocate for game-changing public policy.

United Way's model of collaborative fundraising for impact depends on effective partnerships with like-minded nonprofit organizations. Changes in the philanthropic landscape have resulted in fewer unrestricted dollars, fueling a fundamental shift in our approach to grantmaking. United Way is most successful when we build networks of organizations whose outcomes can be aligned for systemic investment and impact. Our partners are organizations with both the capacity and interest in working together in this way.

This handbook was created to support the development of a mutually beneficial partnership between your organization and United Way. We are thankful to the community volunteers and agency staff whose critical insights have guided the evolution of United Way partnership through the last funding cycle and into the future.

## Partnership Categories

United Way groups its partnerships with agencies into three categories based on the focus of the collaboration and alignment with our goals. Grant awards are made based on alignment with United Way priorities and program quality, as well as geography and population served. Organizations receiving unrestricted grants are considered Strategic Partners, with a small number designated as Lead Partners. There are many other nonprofits considered Community Partners who collaborate on directed programs, initiatives, events, or volunteer engagement.

Assignment to partnership categories is not permanent. As work is completed and new opportunities arise, a different set of Lead Partners will be identified. Strategic Partners can discuss great ideas for further collaboration with their Relationship Manager. When a new RFP for strategic grantmaking is available, Community Partners are considered for invitation.

### **Community Partners**

United Way collaborates with many organizations in the community to engage volunteers, participate in programming, or provide special grant support. These partnerships may be focused on a particular region, initiative, or event. Because they do not receive unrestricted funding, Community Partners have flexibility around whether they wish to run a campaign, co-brand, etc. (See also: [Appendix - Partner Categories at a Glance](#)).

### **Strategic & Lead Partners**

United Way invests unrestricted funding in Strategic and Lead Partners in exchange for targeted direct service or public policy outcomes and active collaboration. Organizations value this partnership for:

- Flexible grant dollars for aligned program outcomes
- Collaboration with a network of other nonprofits
- Opportunities to increase quality of programs and capacity to deliver them
- Brand connection, shared messaging, and advocacy

The robust participation of partners in United Way programming adds value to our collective impact and creates opportunities for large-scale volunteer, donor, and community engagement.

A small group of agencies are identified as **Lead Partners**. They work hand-in-hand with UW staff on specific, mutually-beneficial ventures including:

- Taking a lead role in Communities of Practice, setting priorities for the network, or collaborating on significant coalitions
- Leveraging additional funding to scale best-in-class or innovative solutions that systemically change how services are funded/delivered

Because Lead Partners are our go-to thought-partners when it comes to prioritizing and launching new ventures, these organizations will be recognized most regularly, but certainly not exclusively, in marketing and events. United Way selects Lead Partners based on a number of factors, including but not limited to:

- Organization culture and leadership that supports and promotes collaboration with United Way
- Demonstrated history of working with United Way in this manner
- Capacity to take on specific projects
- Availability of mutually-beneficial opportunities

Lead Partners should expect to work closely with their Relationship Manager, who is a member of our Community Impact Team. We intend for Lead Partners to annually update a Partnership Agreement documenting the goals and outcomes of our partnership.

## Relationship Management

### ***United Way***

In an effort to provide quality service to our stakeholders and effectively track projects under development, United Way designates each Lead, Strategic, and Community Partner with a Relationship Manager from our Community Impact Division. (See also: [Appendix - Relationship Managers](#)) While your organization will also likely communicate with other United Way staff, your Relationship Manager is your primary point of contact to answer questions, provide guidance on opportunities, and share feedback on applications. This individual will be clearly identified and you will be notified if a change is made during the year.

### ***Partner Agency***

United Way suggests identifying a primary contact at your agency who is designated to receive all communications. This person is identified in eCImpact, United Way's program management database, as the primary contact and should be prepared to forward as appropriate any agency opportunities, communications, and compliance requests. You will also identify your Executive Director and Board Chair, at minimum, in eCImpact. Most relationship management meetings will include the agency Executive Director or another Senior Leader appropriate, such as a Deputy Director or Vice President of Programs.

## Awards, Agreements, & Reporting

### ***Grantmaking Database***

All applications, reporting, and many other information-gathering processes are completed via United Way's online program management database, eCImpact. Grants managers will want to bookmark the URL: <https://agency.e-cimpact.com/login.aspx?org=23050F> and save their login credentials for easy access. If additional staff accounts are required or an agency staff member requires technical assistance, contact Nicole Shiner, Operations Manager, at 617-624-8126 or [nshiner@supportunitedway.org](mailto:nshiner@supportunitedway.org).

### ***Strategic Grants***

Lead and Strategic Partners receive multi-year, unrestricted grants in exchange for defined direct service or public policy outcomes. They remain a partner for the duration of the funding cycle (FY19-FY22) as long as they comply with the terms of the grant which are outlined in their Memorandum of Agreement (MOU) and successfully achieve their outcome goals. (See also: MOU)

Grant awards are adjusted annually within the grant cycle based on performance and the availability of funds. Each year, Lead Partners will update an agreement in addendum to their MOU that further outlines the collaboration specific to their Lead Partner designation.

Lead and Strategic Partners will complete an end-of-year report. A reporting and award notification schedule follows. Additionally, agencies submit audited financial statements within six months of the end of their fiscal year. Should an extension to the deadline be required, the agency can contact their Relationship Manager or Nicole Shiner, Operations Manager, at [nshiner@supportunitedway.org](mailto:nshiner@supportunitedway.org).

June/July 2018	<ul style="list-style-type: none"> <li>• Applicants notified of funding decisions and FY19 award amounts</li> <li>• MOU signed for funding cycle</li> </ul>
Aug. 2018	<ul style="list-style-type: none"> <li>• Lead Partner Addendums to MOUs developed and signed</li> </ul>
Aug. 2019	<ul style="list-style-type: none"> <li>• Year 1 final reports due</li> </ul>
Sept. 2019	<ul style="list-style-type: none"> <li>• Any necessary adjustments to 2nd year of grant funding announced, based on fund availability and year 1 achievement</li> <li>• Lead Partner Addendums to MOUs signed</li> </ul>
Aug. 2020	<ul style="list-style-type: none"> <li>• Year 2 final reports due</li> </ul>
Sept. 2020	<ul style="list-style-type: none"> <li>• Any necessary adjustments to 3rd year of grant funding announced, based on fund availability and year 2 achievement</li> <li>• Lead Partner Addendums to MOUs developed and signed</li> </ul>
Aug. 2021	<ul style="list-style-type: none"> <li>• Year 3 final reports due</li> </ul>
Sept. 2021	<ul style="list-style-type: none"> <li>• Any necessary adjustments to 4th year of grant funding announced, based on fund availability and year 3 achievement</li> <li>• Lead Partner Addendums to MOUs developed and signed</li> </ul>
During 2021	<ul style="list-style-type: none"> <li>• United Way will engage partners in thinking about the next grant cycle as any future RFPs are created</li> </ul>
June 2022	<ul style="list-style-type: none"> <li>• Grant term ends</li> </ul>
Aug. 2022	<ul style="list-style-type: none"> <li>• Year 4 final reports due</li> </ul>

### ***Special Grants***

Organizations receiving other grant funds such as Regional Discretionary Funds or funds associated with an initiative or special project will submit an end-of-year report specific to the terms of their grant.

### ***Designations and Philanthropy Cloud***

Donor designations are paid separately from strategic or special grants. They are paid on a quarterly basis as funds are actually collected (not pledged), net of administrative charges that are set by United Way Worldwide. Agencies receiving checks that represent donor-designated dollars can access <https://unitedwayconnect.org> to download a campaign report for donor

information. Please note that information is based on data-sharing agreements with each company and what information a donor may wish to have shared, and therefore might not always appear to be complete.

During this cycle, United Way is launching a new platform for its campaigns called Philanthropy Cloud. It is designed to provide donors with more content related to United Way's work with your organization as well as information about specific nonprofits. To ensure donors are finding the correct information about your organization, United Way suggests updating your GuideStar profile with as much information as possible as Philanthropy Cloud will draw much of its content directly from GuideStar. There will not be a separate agency profile to manage in Philanthropy Cloud.

## Fundraising

Strategic and Lead Partners contribute to United Way's fundraising efforts in two primary ways: running a United Way campaign and speaking at United Way campaign events. United Way campaigns remain our primary fundraising vehicle for both unrestricted and designated contributions, so we appreciate your help. You will be asked to register your campaign and speaker with us annually in September. Community Partners who receive grant support can opt to run a United Way campaign if desired.

### ***Running a United Way Campaign***

A United Way campaign has never been about celebrating donors who can make the largest gifts. A United Way campaign is about everyone working together. They are held in major firms as well as in hospitals, municipal offices, utility companies, and grocery stores. The focus of your campaign isn't how much money people can give, but inspiring participation. We suggest looking for ways your staff, Board, or volunteers can celebrate how your organization achieves better outcomes with United Way. (See also: [Agency Campaign Best Practices](#) and [unitedwaymassbay.org](http://unitedwaymassbay.org) for campaign materials). Your Relationship Manager can be a helpful person to invite to join your for your campaign events. For further support around your United Way Campaign, contact Alice Ramsey, Senior Director, Development Operations at 617-624-8174 or [aramsey@supportunitedway.org](mailto:aramsey@supportunitedway.org).

### ***Community Voices***

Community Voices is a speakers' bureau that United Way draws on to provide presentations at United Way campaigns across our region. Your organization will identify a speaker who is comfortable with public speaking and familiar with the totality of your organization's United Way partnership. *This is not an opportunity to solicit designated contributions or solicit help for your organization outside the context of United Way.* Rather, the goal of the speaking opportunity is to inspire donors to contribute to the United Way network of agencies from which your organization benefits. (See also: [Community Voices Guidelines](#))

## Volunteer Engagement

Over a typical year, United Way engages thousands of volunteers in giving their time and talent to help others. We run about 200 corporate projects and drives per year and operate half a dozen large-scale signature events.

### ***VolunteerHQ & Corporate Volunteer Engagement***

VolunteerHQ (<https://supportunitedway.galaxydigital.com>) is an online platform for volunteer recruitment. We ask all agency partners to maintain an active agency page on VolunteerHQ and post opportunities for which they recruit. We will also prompt you on a regular basis to collect your volunteer and in-kind needs to create opportunities for our corporate and nonprofit partners.

### ***United Way Signature Events***

United Way operates a number of signature events annually that allow United Way to engage volunteers at large-scale, provide our partners with opportunities to reach additional clients, and to connect their existing clients with additional services and support. (See also [Appendix - United Way Impact Goals and Collaboration Opportunities](#) for a list of activities.)

## Learning Communities

United Way fosters inter-agency collaboration through Communities of Practice. A Learning Community is a group of people who share a common role or common goal and who are willing to come together to improve as they interact regularly. For nonprofits, they provide opportunities for professional growth and development, normalize best practices, identify solutions to common concerns, build bridges for collaboration, and create fertile ground for potential collective action. Learning Communities will be planned and run around the expertise of Community Impact staff, partner agency staff, or outside consultants/ facilitators. Current and planned Communities of Practice are listed in ([Appendix - Impact Goals and Opportunities for Collaboration](#)). Your Relationship Manager can help your staff connect with the relevant group(s).

## Initiatives and Special Grants

### ***United Way Initiatives***

United Way convenes or operates a wide array of initiatives and special projects, each with a distinct purpose. They enable United Way to: pilot innovative programs, target entrenched problems, address gaps in service, mobilize volunteers, or advance new funding models, cultivating buy-in from other investors. Some have the goal of generating policy change or long-term change in how resources are allocated. United Way programming is not static. Your Relationship Manager is eager to help you connect with existing programs that may complement the services you offer your community or work with you to discuss other ideas you

have to collaborate. (See also: [Appendix - United Way Impact Goals and Collaboration Opportunities](#)).

### **Special Grants**

In addition to key initiatives, United Way has some special grant programs available. These vary widely in terms of timing, reporting requirements, eligibility, and funding availability. (See also: [Appendix - United Way Impact Goals and Collaboration Opportunities](#)).

## Public Policy & Advocacy

United Way funds a small number of Strategic Partners for their work in public policy and advocacy. We also engage in advocacy and in writing policy. Our network of partners presents a considerable opportunity to unite our voices to advocate around common policy concerns including budget and funding priorities as well as legislative and administrative regulatory priorities. United Way utilizes an advocacy tool to quickly and effectively disseminate, direct, and personalize advocacy alerts. Many organizations who partner with United Way do not have a tool like this at their disposal, but they do have constituencies who can advocate. For example, your Board, volunteers, tenant or parent advisory committees, and clients are all stakeholders who can be activated to provide a powerful voice on behalf of our collective priorities.

Your organization can get involved by:

- Identifying an advocacy contact and sharing your policy priorities with your Relationship Manager;
- Sharing these as well with our Public Policy Director, Danielle Kim, if your organization is particularly involved in advocacy or policy; and
- Having your advocacy contact sign up for advocacy alerts on our [website](#) so this person can quickly disseminate alerts via social media or communication with stakeholders.

## Marketing

When united, our partners have a powerful voice around our shared priorities and concerns. Partners receiving unrestricted grants are asked to acknowledge their partnership with United Way. There are a variety of ways of doing this; we ask that your organization consider recognizing United Way's support proportionally to how you acknowledge other donors of the same size.

### **Co-branding, Signage, Websites, & Event Ads**

Lead and Strategic Partner MOUs require specific efforts to co-brand. (See also: MOU). Agency marketing staff will find [this toolkit](#) helpful for co-branding efforts. In addition, your organization can contact your Relationship Manager for window clings you can utilize in an office. Event program ads can be requested through ongoing processes in eCImpact.

### **Social Media and United Way's Blog**

As a United Way partner, you will receive notification of many panel discussions, events, convenings, and volunteer opportunities at United Way. We ask that you consider not only attending, but sharing those opportunities that are applicable to our work together in newsletters and on social media channels. Speaking of social media, all channels require content. Consider United Way's [blog](#) a resource to your marketing department as you seek to educate your constituents. United Way's blog features our partners prominently and explores many of the issues we tackle together. You will also find posts with suggestions for how people can make a difference in their community. Follow us on [Facebook](#), [Twitter](#), [LinkedIn](#), [Instagram](#), and share our stories with your own networks.

You will notice that United Way's communications are organized around seasonal themes that highlight particular impact areas. You can always share great news with your Relationship Manager as we are eager to use our network to celebrate successes at your agency, especially when they relate to the theme. Periodically an individual organization or groups of organizations will be asked to contribute to our blog.

## Appendix - Partner Categories at a glance

	Lead	Strategic	Community
<b>Funding &amp; Fundraising</b>			
List in philanthropy cloud, receive gifts as designated	✓	✓	✓
Eligible for special grant funding	✓	✓	Some
Unrestricted grant funding	✓	✓	
Partner with UW to leverage additional funding through grants, industry groups, events, etc.	✓	Some	
Run a United Way Campaign	✓	✓	Optional
<b>Collaboration with United Way's network</b>			
Contact with Relationship Manager	Ongoing	Regular	As needed
Board Chair and Executive Director convenings	✓	✓	
Lead role developing initiatives, events, communities of practice	✓	Some	
Participate in initiatives, events, communities of practice	✓	✓	✓
Priority status for additional partner and funding opportunities	✓	Some	
Opt to receive product/kit distributions	✓	✓	Some
<b>Marketing &amp; Advocacy</b>			
Co-brand, recognize partnership	✓	✓	Flexible
Contribute to thought-leadership through events, blog, co-authored pieces, collaborative social-media	✓	Some	
Share advocacy alerts	✓	✓	✓

## Appendix - Impact Goals & Collaboration Opportunities

United Way is eager to talk about ways to work together to reach our shared goals. Below you will find a vast array of program and activities already happening that your organization can connect with as eligible and as applicable to the needs in your organization. Please be in touch with your Relationship Manager to discuss getting involved.

### Ending Homelessness

*Homelessness is rising as a result of a widening gap between costs and income, impacting health and educational outcomes for those experiencing instability*

**Funding Priority:** Lead & Strategic Partners are stabilizing families in safe, affordable housing

**Community of Practice Whole Family, Stable Housing** - This learning community focuses on highlighting best practices with a multi-generational approach in the context of housing programs. The sessions offer tracks for those in direct service, program planning, and policy allow for wide engagement in the material.

### Special Funding and Initiatives

- **Community Investment Tax Credit** - provides funding to community development corporations
- **Family Fund** - provides flexible funding to meet basic needs such as food, fuel, or rental assistance; funds are expended based on donor intent.
- **Pay for Success** - a contract to provide at least 500 units of stable, supportive housing for up to 800 individuals, reducing the Commonwealth's number of chronically homeless individuals by half over six years.
- **Ending Homelessness Statewide Campaign**
- **Greater Seacoast Coalition to End Homelessness** - A multi-sector coalition of leaders addressing homelessness through system change.

### Moving Families out of Poverty

*A large portion of the workforce does not have access to jobs that pay family-sustaining wages, nor the resources they need to improve their credit, increase savings, and reduce debt.*

**Strategic Grant Priorities** Lead & Strategic Partners are empowering families through Job Training and Placement and Individualized Financial Coaching as well as Financial Opportunity Centers which provide coordinated service delivery including benefits screening, financial coaching, and workforce development services.

### Communities of Practice

- **Financial Empowerment Learning Institute and Community of Practice:** a professional development program and learning community focused on financial coaching, this includes the popular Introduction to Financial Coaching course and a monthly learning community with tracks for frontline staff and supervisors
- **Career Coaching Community of Practice**, a forum for career coaches to share best practices and maintain connections with employment research and policy, made possible through a partnership with SkillWorks

### Signature Volunteer Events

- **Thanksgiving Project** - Provides over 6,500 families with the ingredients needed for a Thanksgiving meal. *Multi-city event across UW's footprint annually in November*
- **VITA/Tax Preparation** - Provides volunteers and limited special grant support, as available, to support VITA sites. *Annually across UW's footprint during tax season*

### Initiatives/Projects

- **Boston Builds Credit** is the first of its kind, citywide credit building initiative.
- **Mary Ellen McCormack Collaborative** is redesigning resident services as the South Boston public housing development expands.

## Supporting Young Children and their Families

*Not enough children in our community are able to access high quality early education and care, and their parents are not optimally engaged in their child's development and social supports.*

**Strategic Grant Priorities** Lead & Strategic Partners are fostering the learning and development of our region's most vulnerable children via Early Education & Care and a range of programming focused on Two Generational Approaches to School Readiness

**Communities of Practice Shared Services (MA & NH)** - a collaborative model for early childhood agencies that is aimed at reducing operating costs, strengthening business practices, and enabling members to invest the time and monetary savings into increasing the quality early childhood education provided.

### Signature Volunteer Events

- **Community Baby Showers** - In collaboration with Women United, United Way connects new and expecting parents experiencing economic hardship with maternal and early childhood education and resources, as well as gifts, food, and friendship. *Event in Boston annually in June; Event in the Seacoast annually in May*
- **K-Ready Kids** - Provides 1,750 four and five year olds across the Seacoast region with backpacks full of school supplies, new books, and literacy activities to ensure they have the tools and resources they need to enter kindergarten in the fall ready to learn.

### Initiatives/Projects

- **DRIVE** - an initiative through which agencies using the ASQ—a child development screening tool—aggregate their screening results in ASQ online, and access aggregated data reports through a customized data platform, which can be used to inform program design, ensure timely referrals, and support parent engagement. Through this initiative, agencies also receive screening materials and training to leverage this data to improve child development outcomes.
- **Somersworth Ready Together** – an initiative to improve early childhood development and support family engagement to promote school readiness for all children to succeed.

## Preparing Youth for College and Career

*Youth lack the opportunity to practice critical skills and gain experiences that are needed to succeed in the workforce and in life.*

**Strategic Grant Priorities** Lead & Strategic Partners are providing youth with the skills needed on their path to college and career via Social Emotional Learning in Out-of-School Time and Postsecondary Pathways for Opportunity Youth

### **Communities of Practice**

- **Social & Emotional Learning** - focused on building capacity among agencies that provide youth out-of-school time programs to support and measure the social and emotional learning of their students.

### **Special Grants**

- **Summer Experiences in Greater Lowell** - organizations in the Lowell area can apply each spring for grants to provide high-quality summer programming to youth.
- **Marian L. Heard Scholarship Program** - provides first-generation college students with up to \$10,000 and an e-Coach over the four years they attend college. Applications are available each spring; applicants must be recommended by a UW partner.

### **Initiatives/Projects**

- **BoSTEM** - provides hands-on, high-quality STEM learning opportunities in partnership with out-of-school time programs and corporate volunteers with the goal of reaching 10,000 Boston middle school students by 2022.
- **North Shore AmeriCorps Program** - places a group of AmeriCorps members in schools and community based non-profit organizations throughout Lynn and Salem, MA, to teach and tutor English Language Learners
- **Launch** - a partnership of community-based organizations who created a coordinated system of educational and career pathways for young adults ages 18-24 living in state-subsidized housing in Boston, Chelsea, Revere, Everett, and Lynn.
- **Coordinated School Health Program** - a framework to address threats to positive health outcomes for school-aged youth (K-12 in Farmington and Somersworth) through a set of planned, school-based strategies, activities and services that promote optimal student academic, physical, emotional and social development, helping to establish healthy behaviors that last a lifetime.
- **Granite Youth Alliance** - a network of youth groups in eastern Rockingham County that develop subject matter knowledge, build core advocacy skills and take action to address substance misuse problems they face in their schools and communities on a daily basis. Students create change in their communities through education, media development, community awareness and policy change.

## **Other Opportunities**

### **Signature Events**

- **Board Connection** - In collaboration with John Hancock, United Way recruits and trains potential board members and connects them to organizations who table at the Board Connection Fair. *Event in Boston annually in May*
- **Seacoast Day of Caring** - For over 25 years, United Way of the Greater Seacoast has coordinated an annual service day for about 50 companies to make a difference at local nonprofits throughout the region. *Event annually in September*

### **Special Grants**

- **Regional Discretionary Funds** - overseen by Regional Advisory Boards in the Merrimack Valley, North Shore and Greater Seacoast, Discretionary Funds offer grants to improve

programming, spur innovation/new ventures, or support programming aligned with United Way goals for organizations working at a smaller scale than typical United Way for strategic partners.

## Appendix - Relationship Managers & CI Operations Staff

Community Impact is the division that builds agency partnerships and manages grants. While agency staff also communicate with members of other UW teams, your RM is your primary contact, a resource for technical assistance, connecting with UW programming, networking with other agencies, or for feedback on grant applications. The following represent agency RMs and the Community Impact Operations Team, not our entire team at United Way.



### **Karley Ausiello, Senior Vice President**

Karley leads UW's community impact strategy and division. Her program/focus areas include:

- Collective Impact efforts, particularly in Boston
- Cross-sector partnership development
- Developing and scaling innovative solutions to entrenched community challenges

Favorite volunteer activities: Board member, Children's Investment Fund



### **Sarah Link, Vice President**

Sarah oversees the day-to-day operations of the division and leads the execution of strategic work. Her program/focus areas include:

- Community advisory councils and collective impact efforts
- Youth Development and Out-of-School Time programs
- Regional Advisory Boards

Favorite volunteer activities: Board chair of her daughter's afterschool program and coaching 3rd-4th grade softball and basketball teams.



### **Sarah Bartley, Senior Director**

Sarah oversees investments in the North Shore region. Her program/focus areas include:

- Ending Homeless Campaign and Community of Practice
- Project RISE
- North Shore Regional Advisory Board & Community Impact Committee
- Agency Relations & Partnership

Favorite volunteer activity: Dinner Host at a family shelter program



### **Sunindiya Bhalla, Senior Director**

Sunindiya leads the Educational Success team and works on early childhood systems building locally and nationally. Her program/focus areas include:

- Shared Services in Early Education & Care
- BoSTEM
- 2Gen Coalition and Community of Practice

Favorite volunteer activity: Brain Building Advisor, The Discovery Museum



**Ellen Dickenson, Senior Director**

Ellen works across all of UW's investments and strategic initiatives to lead evaluation efforts: ensuring all projects further UW's community impact goals and that progress is measured toward those goals. She leads the Community Impact Operations Team.

First nonprofit job: sailing instructor



**Gail Sokoloff, Senior Director**

Gail leads the Financial Opportunity team and works on building the financial wellbeing network statewide. Her program/focus areas include:

- Boston Builds Credit
- Working Families Network, Financial Coaching Community of Practice
- Financial Opportunity Centers

To start a conversation with me, ask me about: my dog or my first nonprofit job--developing worker-owned businesses and social enterprises



**Lauren Wool, Senior Director**

Lauren oversees investments and strategic work in the 47-town Seacoast Region. Her program/focus areas include:

- Greater Seacoast Regional Advisory Board & CI Investment Committee
- Granite Youth Alliance
- Coordinated School Health Program
- Greater Seacoast Coalition to End Homelessness
- Somersworth Ready Together

First nonprofit job: Residential Counselor



**Karen Groce-Horan, Director**

Karen is a Director on the Financial Opportunity team with a focus on workforce development. Her program/focus areas include:

- Mary Ellen McCormack Collaborative
- Financial Opportunity Centers
- Job Training & Placement Community of Practice

To start a conversation with me, ask me about: diversity, equity, and inclusion



**Alyssa Lowell, Director**

Alyssa is a Director on the Educational Success team with a focus on early education and leads the operation and expansion of the DRIVE initiative across MA. Her program/focus areas include:

- DRIVE
- Community Baby Shower

First nonprofit job: Camp Counselor



**Kate Shea, Director**

Kate is a Director on the Educational Success Team with a focus on social emotional learning in out of school time (K-8). Her program/focus areas include:

- North Shore AmeriCorps
- Summer Learning Collaborative

First nonprofit job: AmeriCorps member at City Year



**Khushbu Webber, Public Policy Director**

Khushbu leads the public policy and advocacy efforts of UW and oversees investments in public policy work. Talk to her about public policy opportunities aligned with UW goals. Her program/focus areas include:

- Ending Homelessness Campaign
- 2Gen Coalition

First nonprofit job: youth camp counselor



**Sam Zito, Director**

Sam is a Director on the Educational Success Team with a focus on opportunity youth. Her program/focus areas include:

- Youth Venture
- Marian L Heard Scholars Program
- Road to Opportunity Initiative
- Launch

Favorite volunteer activity: Special Olympics Flag Football Coach



**Nicole Shiner, Operations Manager**

Nicole manages grant operations for community impact and UW's grants database, eCImpact. Agency staff are welcome to contact her with questions related to:

- Grant compliance
- Using eCImpact
- Relationship Management to Community Partners

To start a conversation with Nicole: ask about her kids or tell her a joke



**Joel Jaquez, Community Impact Analyst**

Joel coordinates agency communications, operations, and evaluation work.

Agency staff are welcome to contact him with questions related to:

- Using eCImpact
- Relationship Management to Community Partners
- Board Connection, Thanksgiving Project, Project Connect

Favorite volunteer activity: English teacher to new immigrants