Innovation, transformation and operating with a growth mindset were our watchwords in 2019. The United Way network in Indiana is more aware than ever that donors are making other choices. Indiana’s United Ways lost 8,000 donors, revenue dropped overall by 4% from 2017 to 2018, and corporate partners have been turning away from our historic partnerships. This reality has reinforced our sense of urgency to become more donor-centric, work collaboratively, and share services among many of the United Ways in Indiana. Our ability to thrive and be relevant to change lives depends on it.

Indiana was not alone. In March of 2019, United Way Worldwide (UWW) rolled out the Modern United Way Blueprint visioning how United Ways must operate into the future. Seventy United Way leaders came together in May to learn more, about the Blueprint and imagine how United Ways products and services can appeal to donors from all segments of a community, as part of IUW’s Vision 2027 Strategic Plan refresh. We incorporated ideas and learnings from the Blueprint and the Summit into our Vision 2027 Phase II (2020–2023) Strategic Plan, adopted by the Board in September 2019.

IUW is proud of being ahead of the curve: we’ve learned a great deal, gained recognition for our trailblazing role, and built close relationships with several pioneering United Ways to move closer to becoming a Modern United Way. In 2019 we recognized that network transformation has a long road ahead. For many of us, as soon as we had addressed one organizational challenge, another one or two rose in its place—be it the turnover of key staff or seeing disappointing results when we’d been excited about an innovation. IUW walks alongside local United Ways, experiences their ups and downs with them, and navigates our own opportunities and disappointments, too.

Following the Modern United Way Blueprint will require a near seismic shift for some United Ways. Among other differences, it requires:

- Understanding and buy-in from local United Way boards, CEOs and staff about the need for and the “hows” of organizational change and a growth mindset;
- A commitment to become more relevant and equitable by applying a lens of diversity, equity, and inclusion to all facets of their United Way;
- An emphasis on diversifying and strengthening fundraising while simultaneously making internal and external changes, including staffing structures;
- Recognizing that our communities—no matter the size—are already digitally engaged with other causes and businesses that interest them;
- A willingness to be curious about and responsive to needs of key area businesses and employers, knowing that other entities will meet these needs if United Way will not.

This moment for the United Way movement requires change and a willingness to be bold, we realize his can be disorienting, tiring, and make us doubt. What will keep us going is the trust and fellowship we have built with our Indiana network—having peers and friends with whom we can share our successes and challenges. Our boldness will come from facing the future together.
UNITED WAY FIGHTS FOR THE HEALTH, EDUCATION AND FINANCIAL STABILITY OF EVERY PERSON IN EVERY COMMUNITY.

CONTENTS

P.4 PIVOTING TOWARD THE MODERN UNITED WAY
- MEMBER SERVICES THAT MAKE A DIFFERENCE
- HAVING ONE VOICE TO IMPROVE THE LIVES OF HOOSIERS

P.6 SERVING INDIANA AND BEYOND WITH SHARED SERVICES
- UNIFI SOLUTIONS: YOUR BACK-OFFICE SERVICE PARTNER
- CREATING DIGITAL SERVICES CAPACITY

P.7 LEADERSHIP AND RECOGNITION

P.8 VISION 2027 STRATEGIC PLAN – PHASE I RESULTS (2017-2019)

P.9 INDIANA UNITED WAYS FINANCIALS P.9

P.10 HOW WE DO IT: OUR BOARD, VOLUNTEERS, AND STAFF

OUR VISION
A FUTURE WHERE INDIANA’S UNITED WAYS THRIVE

OUR MISSION
WE ARE THE LEADING VOICE TO ADVOCATE, ENGAGE, AND PARTNER WITH A STRONG UNITED WAY NETWORK AND KEY STAKEHOLDERS

Visit Us Online
Learn more about our impact in 2019—Visit iuw.org
As the United Way network continues to evolve, IUW re-imagines its services to support local United Ways (LUW) striving to become top performers. In 2019, IUW delivered five key membership services to support United Ways within the Modern United Way framework. The framework is the next iteration of the Bold Plays: to execute on a donor-centric business model, create great individual experiences, reignite strategic corporate relationships, drive transformational giving, and work as one network. We supported this work through mobilization teams, the statewide comprehensive board training and impact work, significant merger support, and key programming that supports both small and larger United Ways.

**PIVOTING TOWARD THE MODERN UNITED WAY**

**MEMBER SERVICES THAT MAKE A DIFFERENCE**

As the United Way network continues to evolve, IUW re-imagines its services to support local United Ways (LUW) striving to become top performers. In 2019, IUW delivered five key membership services to support United Ways within the Modern United Way framework. The framework is the next iteration of the Bold Plays: to execute on a donor-centric business model, create great individual experiences, reignite strategic corporate relationships, drive transformational giving, and work as one network. We supported this work through mobilization teams, the statewide comprehensive board training and impact work, significant merger support, and key programming that supports both small and larger United Ways.

**THE MODERN UNITED WAY BLUEPRINT**

<table>
<thead>
<tr>
<th>LEAD WITH A GROWTH MINDSET</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODEL DIVERSITY, EQUITY &amp; INCLUSION</td>
</tr>
<tr>
<td>UNDERSTAND YOUR MARKET</td>
</tr>
</tbody>
</table>

| BEST IN CLASS: FUNDRAISING → IMPACT → CONTENT → DIGITAL EXPERIENCES → VOLUNTEER OPPORTUNITIES |
| LEVERAGE PEOPLE, PROCESS AND TECHNOLOGY | EFFECTIVELY LEARN BY USING DATA |
MOBILIZATION GROUPS

Four peer-supported opportunities were launched that executed the donor-centric business model with proven and innovative tools. As one executive stated, “This has changed our entire approach to our work. We are confident we will see immediate results based on the innovative changes we are continuing to make.”

1. The Donor-Centered Development Work Group provided group and individual training on diversified fundraising strategies and emphasized the importance of written, year-round plans. About 20 LUW Resource Development leaders participated, and nine created written fund development plans.

2. The Impact Journey work group worked to help United Ways navigate the business model change process from the historic agency allocations model into one that invests in donor-centered community impact. Four LUWs participated.

3. The Fast Track Donor-Centered Impact Product Development group led LUWs’ cross-functional teams through the soup-to-nuts process of engaging donor interests, prototyping an impact product to meet those interests, and developing the business model to ensure the product is well-marketed, well-funded, and well-delivered. This was the second year for Fast Track, and another three LUWs participated.

4. The Innovation Circle incorporated Human-Centered Design tools supported by SmallBox, an Indianapolis-based consulting and design firm. Two local United Ways incorporated the innovative practices creating a culture of “how might we” when generating new ideas and solutions.

BOARD TRAINING

During 2018 and 2019, more than 500 local United Way board members participated in the Board Governance Training that was part of the UnitedIN18 Grant requirement. IUW staff refreshed the curriculum in 2019 to address Board governance, United Way financials, and the Modern United Way Blueprint supporting local Board members to better understand their role in helping the local United Way thrive.

STATEWIDE IMPACT

Fourteen LUWs came together with IUW and agreed upon a basic framework for Statewide Impact Goals. These goals, based on the Global Results Framework, will form the underlying structure for impact and engagement product development and IUW’s annual Public Policy Agenda. The IUW Board adopted these goals in September 2019:

1. Children enter school ready and are successful in primary school.
2. Youth gain the knowledge, skills, and credentials to obtain family-sustaining employment.
3. Individuals and families improve their socio-economic status.
4. Individuals and families have access to healthcare and improve their health.
5. Engaged, thriving communities can problem-solve together.

MERGER SUPPORT

IUW supported local Boards and lead staff who were interested in exploring merger opportunities with other United Ways. Through LeanIN grants, one Merger Support grant, and staff support, five active exploratory conversations are in process. In 2019, one merger was successfully completed: United Way of Elkhart County and the United Fund of LaGrange County.

HAVING ONE VOICE TO IMPROVE THE LIVES OF HOOSIERS

PUBLIC POLICY

This year, IUW successfully developed usage of its digital advocacy tool, CQ Engage, providing easily accessible ways for local United Ways to send emails to legislators to encourage action to stop the expansion of predatory lending, make public comments on federal regulations to protect SNAP benefits, and better engage communities and advocates through digital communication. IUW also introduced “Making Tough Choices,” a shareable online simulation tool that encourages the user to put themselves in the shoes of a typical ALICE family. IUW shares this tool on its website and in digital communication, and local United Ways can share this tool with donors, volunteers, advocates, policymakers, and community leaders.

COMBATTING SUBSTANCE USE DISORDER

Ten AmeriCorps members served in IUW’s United Against Opioid Abuse project across our network. United Way of the Wabash Valley parlayed its early success with the project into a successful Federal grant to tackle substance use disorder in rural areas. Other United Ways enjoyed successes such as supporting complex collaboration among local stakeholders, increasing available sober housing, and creatively using local assets to solve challenges for those in recovery. IUW was also pleased in 2019 to become a funded partner of the Indiana State Department of Health and the Indiana Department of Education on a small project funded by the Center for Disease Control’s 21st Century Cures grant in 2019. This three-year grant will allow us to support 3-4 United Ways to coordinate efforts with high-risk school corporations to implement evidence-based prevention programs in schools alongside other innovative approaches.
SERVING INDIANA AND BEYOND WITH SHARED SERVICES

IUW has long supported local United Ways in Indiana and throughout the country with backroom and shared services. In 2019, IUW implemented additional technology and Lean practices along with a heightened focus on exceptional customer relations.

UNIFI SOLUTIONS: YOUR BACK OFFICE SERVICE PARTNER

UniFi Solutions has been a quality provider of Shared Services for the United Way network since 2005. The IUW Board adopted a formal Business Plan in 2019. This back-office service offers accounting, pledge processing, and secure cloud hosting professional solutions for more than 40 United Ways across the country and manages the Indiana State Employees’ Charitable Campaign (SECC), which raised more than $1.6 MM in 2019, a 4.3% increase over 2018.

In addition, we forged a partnership with a pledge processing vendor, Cascade Solutions (Donation Tracker), opening the door to expand UniFi’s customer base. We also launched a contract with All Covered, a division of Konica Minolta, who built out a robust firewall that contained a cyberware attack that devastated the functionality of many other United Ways.

CREATING DIGITAL SERVICES CAPACITY

IUW refined the digital services on-ramp tool for medium and small United Ways and supported 14 local UW’s in 2019. In addition to ongoing impressive performance in both volume and donor engagement, IUW’s Digital Services customers had great successes in creating multi-step donor journeys, telling their stories, engaging volunteers, and taking the first steps in a digital fundraising strategy. For instance, Indiana's first “Virtual Campaign Kick-off,” a five-email donor journey, raised $11,000 for United Way of Madison County.

UWW continues to showcase our IUW team for our expertise and ingenuity and is working with us on how to support medium and smaller United Ways as the 2020 Shared Customer Relationship Management (SCRM) system is rolled out and all United Ways gain access to Digital Services and Salesforce Philanthropy Cloud tools.
THOUGHT LEADERSHIP

The Board of Directors continues to position IUW as a thought leader for the United Way Network, and IUW’s role was elevated considerably in 2019. A few notable contributions include:

- Active engagement in the CEO Network Partnership Group (NPG) Steering Committee, a national leadership group on the digital and Modern United Way journey who advise UWW on future direction. As a Steering Committee member, IUW provided input to critical network decisions, and was asked to present on the Digital Services Anchor model at an NPG meeting.
- Chairmanship of the Council of States, forging a more strategic relationship with UWW and advocated for a re-envisioning of the role of State Associations.
- Mentorship of 12 State Association leaders in September who attended an on-site visit and planning session where they explored ways to expand IUW’s Shared Services model.

EXECUTIVE LEADERSHIP

Bill Rieth, Executive Director of Elkhart County United Way, led the Executive Roundtables in 2019 around networking, best practice sharing, and planning forward. Those meetings were augmented with UWW as a guest presenter in May to roll out the Modern United Way framework; in August, we featured a Cyber Security Training and Policy Development session with All Covered, a division of Konica Minolta, and UWW for lead staff.

REJUVENATION RETREAT

With Mutual of America and FamilyWize as generous sponsors, 16 United Way CEOs participated in the second rave-reviewed Rejuvenation Retreat in Nashville, IN. Tonja Couch, Chairperson, and several IUW Members with IUW designed a retreat for CEOs with three or more years in their role. The retreat featured energizing activities, candid discussions, and quality time to build a trusting collaborative peer network. Attendees learned ways to practice well-being techniques in their daily lives and how to avoid burnout. Self-care and a network of supporting peers are essential for keeping a strong and vibrant United Way leadership team in place, which affirms the need for continued Rejuvenation Retreats in years to come.

CASTALDI AWARD

Sue Back, Johnson County, received the 2019 Castaldi Award. Her robust volunteer life included nine years on United Way of Central Indiana’s Board of Directors. She joined IUW’s Board of Directors in 2010 and served as Treasurer from 2011 to early 2019. Sue guided the association in key banking decisions, an unprecedented Investment Policy, developing new audit relationships, serving on the UniFi Solutions Committee, and leading a Reserves Task Force that paved the way for pivotal member collaborations. In addition, she championed fresh thinking on candidate searches, and her expert leadership helped position IUW as a change leader on behalf of IUW’s members and nationally.

IN MEMORIAM | ANGIE DAVIES

Angela Davies was born on September 14, 1960 and passed away on Tuesday, January 7, 2020. She graduated from Grosskrotzenburg Gymnasium High School, received her bachelor’s degree from the University of Mainz in Germany, and obtained her masters in English/German from Indiana University. Angela served as Executive Director of the Shelby County United Fund (SCUFFY) since 2011, and served on the SCUFFY Board of Directors prior to that. She began her career as a Professor of German at Indiana University in Bloomington, after which she worked for Knauf Insulation and the Knauf family for 23 years. Angie was deeply dedicated to her family and her community. She also loved cooking, traveling, scrapbooking, sewing, and her two dogs and two cats. She will be greatly missed in our Indiana network.
VISION 2027 STRATEGIC PLAN
PHASE I (2017 - 2019) RESULTS

STRATEGIC PRIORITY 1: COMMUNITY IMPACT
Indiana’s quality of life is improved, especially for our most vulnerable
Members move along the Community Impact continuum and access the UnitedIN18 Matching Grant

- 90% of IUW’s members are aligning their impact work into UWW’s Global Results Framework (GRF) by accessing the UnitedIN18 Matching Grant with over $5.5 million additionally invested into Hoosier communities
- Eight local United Ways participated in “deep dive” cohort work either to develop donor-centric products or design a donor-centered impact model

STRATEGIC PRIORITY 2: INVESTOR DEVELOPMENT AND RELATIONS
Members are seen as outstanding stewards and managers of donors’ time and money
Resources Under Management (RUM) increases and corporate giving increases.

- Resources under management for Indiana’s United Ways dropped by 4%, backing off a previous growth trend (2018 results)
- Corporate gifts increased by 20% over 2015 results

STRATEGIC PRIORITY 3: GOVERNANCE & TALENT MANAGEMENT
Members are seen as exemplary models of nonprofit management and governance
Members demonstrate proficiency in United Way Core Competencies and operate within at least 3-6 months of cash reserve.

- 45 IUW Members and 517 local Board Members participated in a four-part best practices workshop addressing the United Way business model, governance and board competencies, financial management, and network roles
- 25 United Ways have a board-approved cash reserves policy

STRATEGIC PRIORITY 4: IUW AS A THOUGHT LEADER
IUW is recognized as a state and national thought leader
Members and external partners view IUW as a thought leader. State or national collaborations are moving local, regional or statewide community impact work.

IUW held a position on the Steering Committee of the Network Partnership Group, a UWW-convened group that leads on network-wide strategy.

- 14 IUW Members participated in IUW’s Digital Services Anchor model with top performing network results
- 24 IUW Members leaned into collaboration and/or merger discussions, leveraging $90K from IUW to support their strategic efforts
Indiana United Ways (IUW) projects to end the year with expenses ($3,587,000) that slightly exceed revenue ($3,570,000). $17,000 from reserves balanced the budget. This intentional outlay was invested into the Digital Services Anchor Model which supported 14 local United Ways in Indiana. The audited financial statements will be available at IUW.org once the 2019 Audit is complete (Spring, 2020).

**REVENUE**
**TOTAL: $3,570,000**

- **35%** Contract Services: $1,275,000
- **41%** Grants: $1,460,000
- **12%** Investments & Other: $415,000
- **12%** Membership Services: $420,000

**EXPENSES**
**TOTAL: $3,587,000**

- **46%** Membership & Digital Services: $1,643,000
- **32%** UniFi: $1,170,000
- **13%** Administrative: $460,000
- **9%** External Contract Services: $314,000
BOARD MEMBERS

Joe Bradley, At-Large Jackson County | Secretary | Grants Committee Chair
Christopher Caldwell, Delaware, Henry & Randolph Counties | Treasurer | Finance Committee Chair
Tonja Couch, Jackson County
Rick Davis, Greater Lafayette
Lucia A Downton, Central Indiana | Digital Services Committee Chair
Jim Dworkin, At-Large Porter County
Shawn Ellis, Whitley County
Carl Ellison, At-Large, Marion County
Marla Flowers, At-Large, Wabash Valley
Geoffrey Gailey, Central Indiana | Human Resources Committee Chair
Reverend Dr. Sondra Gentry, At Large Marion County
John Ketzenberger, At-Large Marion County

Dave Koester, Lake Area | UniFi Solutions Committee Chair
Barry Lessow, At-Large Monroe County
Ashley Martin, Elkhart & LaGrange Counties
Pam Ottersbach, Metro | Vice Chair
Thomas Paulson, At-Large Marion County
Karen Pipes, At-Large Whitewater Valley
Marshall Sanders, Huntington County
Laura Sheets, Howard County
Ronald Turpin, Allen County | Chair | IND Fund Committee Chair | Executive Committee Chair
Nancy Vaughan, Madison County | Public Policy Committee Chair
Brent Wake, At-Large Marion County
Jonathan Weinzapfel, Southwestern Indiana
Stephanie Withered, Jefferson County

VOLUNTEERS

Robert Best, Morgan Stanley
Michael Budd, Greater Lafayette
Kelly Bulmer, Franklin County
Holly Davis, Indiana Philanthropy Alliance
Abby Desboro, Wabash Valley
Rosemary Dorsa, Indiana Philanthropy Alliance
Alicia Hazelwood, Grant County
Luzada Hayes, Southwestern IN
Karen Hemberger, Madison County
Duane Hoak, Madison County
Nikie Jenkinson, White County
Barry Lessow, Monroe County

Jessica Love, Prosperity Indiana
John Lyter, ARC, Retired
Bob McIntosh, Metro
Kyle Metzger, Huntington County
Waldo Mikels-Carrasco, St. Joseph County
Corbin Miller, Insight Advisors
Sarah Nahmias, Decatur County
Kim Olesker, Porter County
Richard Payonk, Wabash Valley
John Peirce, Allen County
Marci Price, ACT
Dave Sheets, Stripes Marketing
Ron Silverman, Creative Financial Planning Advisors
Mark Stewart, Bartholomew County

AMERICORPS MEMBERS

Kris Aninger, Wabash Valley
Brooke Bagwell, Howard County
Carl Erich, Greater Lafayette
Tami Foster, Montgomery County

Colleen Kennedy, Miami County
Carlee LaRue, Whitley County
Savannah Patterson, Southwestern Indiana
Lynn Saylor, White County
Sydney Schieffer, Greater Lafayette
Mackenzie Taft, Porter County
MEMBERS
United Way of Adams County
United Way of Allen County
United Way of Bartholomew County
United Way of Cass County
United Way of Central Indiana
United Way for Clinton County
United Way of Danville Area
United Way of Daviess County
Decatur County United Fund
United Way of DeKalb County
United Way of Delaware, Randolph & Henry Counties
United Way of Elkhart & LaGrange Counties
United Way of Fayette County
United Way of Franklin County
United Way of Fulton County
United Way of Gibson County
United Way of Grant County
United Way of Greater Cincinnati
United Way of Greater Lafayette
United Way of Howard & Tipton Counties
United Way of Huntington County
Jackson County United Way
United Way of Jay County
Jefferson County United Way
Jennings County United Way
United Way of Johnson County
United Way of Knox County
United Way of Kosciusko County
Lake Area United Way
United Way of LaPorte County
Metro United Way
United Way of Madison County
United Way of Marshall County
United Way of Miami County
United Way of Monroe County
Montgomery United Fund For You
United Way of Noble County
United Way of Perry County
United Way of Pike County
United Way of Porter County
United Way of Posey County
United Way of Scott County
Shelby County United Fund
United Way of South Central Indiana
United Way of Southwestern Indiana
United Way of St. Joseph County
Starke United Fund
Stueben County United Way
Wabash County United Fund
United Way of the Wabash Valley
United Way of Wells County
White County United Way
United Way of Whitewater Valley
United Way of Whitley County

STAFF
Caroline Bailey
Melanie Bernas
Briann Black
Emily Campbell
Aspen Clemons
Amanda Davis
Jerren Fair
Kelli Fazekas
John Ferguson
Brenda Ferry
Donna Graham
Kathryn Habecker
Lisa Hanger
Erin Klaus-Morse
Kim Isaak
Joe Johnson
Seth Lucas-Falk
Rachel Mahurin
Cathy Martinez
Bill Newell
Maureen Noe
Sue Odom
Rachel Scott
Tonja Stokes
Laura Rutter
Nicole Trotter
Rita Wootten

Consultants:
Barbara Boers
Robert Hoke
Deirdre Honner
Julie Koegel
Bea Northcott
A FUTURE WHERE INDIANA’S UNITED WAYS THRIVE