



**United Way for Southeastern Michigan
2011 Agenda for Change
Investment FAQ**

Q. What is different about United Way's 2011 Investment process?

A. We are moving toward a system where our goals and business unit¹ strategies that drive those goals, inform who will be funded. As a result, United Way's 2011 investment strategy will be an invitation only process by which invited organizations can make proposals for investment. We may fund fewer partners, and unconventional partners like public and private organizations, along with the traditional nonprofits and collaboratives. Lastly, our 2011 investment strategy and process allows greater flexibility for determining when investments will be made, in what amount, and for how long.

Q. What is United Way looking for?

A. This year United Way is investing in powerful partnerships with organizations that can be a part of our work in Education, Financial Stability and Basic Needs and have the innovative strategies, demonstrated leadership, proven models and strong relationships to help us reach our 10-year goals.

Partners must have sound fiscal practices, demonstrate strong executive and volunteer leadership, and be able to deliver results. And partners must illustrate how they can advance a specific investment strategy as defined in the *Investment Guidelines and Strategies* for Education, Income and Basic Needs.

Q. How is United Way selecting partners for investment?

A. United Way will be constantly scanning the public, private and nonprofit sectors in the region for organizations that meet our investment criteria and could make great partners in our work. We will invite those organizations to submit a proposal for investment. Receiving an invitation does not guarantee funding, but rather, starts the investment application process.

Q. Will I continue to receive funding from United Way?

A. Not necessarily. Agencies that received grant funding from 2008-2011 are not guaranteed funding in any future investment process. However, these agencies will be reviewed when United Way scans the public, private and nonprofit sectors for potential partners and may be invited to apply for investment.

Q. When will I know if my agency has been invited to apply for investment?

A. You will be notified as to whether or not you have been invited to apply for investment.

Q. How can I make sure my agency is being reviewed as a potential partner?

A. To be included in the scan for potential partners, an organization can complete an online profile by first calling 313-226-9316 or sending an email to investment.information@liveunitedsem.org

¹ "Business Unit" refers to the organizational structure of United Way. The organization has three business units—one for each impact area (Education, Income and Basic Needs).



Q. Why is United Way changing its funding process?

A. United Way's 2011 investment strategy is the next step in the evolution of a robust, fully-developed community impact model. We started this transformation in 2005, shifting our business model from fundraising and funding programs to solving complex social issues. In 2008, United Way's Executive Board adopted a set of 10-year goals for our work in Education, Income and Basic Needs. This year, we are committed to forging the right partnerships and investing in the work that meets those goals by 2018.

Q. What types of projects and strategies is United Way going to invest in?

A. United Way will invest not only in programs that serve individuals and families in the region, but also in strategies that help build capacity, improve outcomes, increase impact, and replicate successes. This means investments will be made in new areas like community engagement, public policy, information sharing, system design and public will-building. Additionally, United Way will invest in innovations in social services.

Q. What is the new investment cycle?

A. Investment cycles range by strategy. Depending on the outcome, the cycle may range from 1 – 5 years. Please review the Investment Guidelines for detailed information.

Q. How much is United Way investing in each partner?

A. There is no minimum or maximum amount in which investments can be made.

Q. Will I still receive designations?

A. Yes. If you are an agency that receives designated gifts through United Way, you will continue to be listed as a partner available for designations on our website and giving materials

Q. Could I be invited to apply for investment in more than one strategy?

A. Yes. You may be invited to apply for investment in more than one strategy if you have the potential and capacity to be a strong partner in our work.

Q. Could I be invited to apply for investment outside of my current impact area?

A. Yes. We will be taking a fresh look at organizations – those previously funded by United Way, and those who may never have received funding through United Way—and evaluating where they may make a powerful partner.

Where can I get more information?

A. A complete set of documents that identify specific investment strategies by impact area (Education, Income and Basic Needs), as well as investment guidelines, United Way's 10-year goals and general criteria are available online at: <http://www.uwsem.org/partnertools/index.html>.



Q. I have additional questions. Where do I go for answers?

A. You can contact us at (313) 226-9361 or investment.information@liveunitedsem.org.