**UWTSA’s MISSION**
Building a thriving community by uniting people, ideas and resources.

**UWCC’s MISSION**
To organize, operate and conduct nonprofit activities exclusively for the benefit and furtherance of the principles and purposes of United Way of Tucson and Southern Arizona, Inc.

**OUR VISION**
A community where every ✓ Child receives a high-quality education from cradle to career, ✓ Adult has the opportunity to thrive financially and at work and ✓ Older person can retire and age with dignity.

**OUR CORE VALUES**
- Equitable
- Accountable
- Collaborative
- Community-Oriented
- Inclusive
- Results-Focused
- Service Oriented
- Transparent

**OUR ADVANTAGE**
- We convene people.
- We create the best solutions.
- We change lives.

---

**2021-2023 STRATEGIC IMPERATIVES**

**PRODUCTS: Generational Success**

1. **UWTSA** will support residents of Tucson and Southern Arizona to achieve their full potential from birth to the end of life. **UWTSA WILL IMPLEMENT NEW TECHNOLOGY, POLICIES & PROCEDURES TO INCREASE EFFICIENCY IN THE FIGHT FOR EQUALITY.**
   1.1 Cradle to Career – Improve educational and life outcomes for children, youth and young adults by advancing equity and excellence in education.
   1.2 Career to Retirement – Improve employment and financial security outcomes of adults for life-long well-being.
   1.3 Retirement to End of Life – Improve quality of living and dying for older people.

**PROMOTION: Communications & Engagement**

2. **UWTSA will share its clear, concise message to increase engagement.** **UWTSA WILL FIGHT FOR EQUALITY BY INCREASING RESOURCES UNDER MANAGEMENT, GRANT FUNDING & TARGET AREAS ALLOCATIONS.**
   2.1 Marketing – Strengthen UWTSA’s brand with clear, concise internal and external messaging that conveys UWTSA as THE CHANGE AGENT, EQUITY CHAMPION and CONVENER in the community.
   2.2 Donor Engagement – Grow, retain & diversify funding for positive, equitable community change by expanding Resource Development to focus on New Business Development and Legacy Giving.
   2.3 Community Relations – Equip more people to be messengers, champions and activists for UWTSA.
   2.4 Information Technology – Provide secure, reliable, integrated data analytics solutions.
   2.5 Finance – Provide timely, accurate, complete and transparent information to internal business units, board of directors, committees and the community.

**PEOPLE: High Performing Boards & Staff**

3. **UWTSA’s high performing team will grow personally and professionally through meaningful service and contributions.** **UWTSA WILL FIGHT TO RETAIN A DIVERSE AND HIGH PERFORMING BOARD & STAFF.**
   3.1 Boards of Directors – Achieve high performance as a key talent asset by setting direction, measuring performance and results, to grow revenue and change lives.
   3.2 Human Resources – Recruit, develop and retain a high performing and diverse workforce to achieve individual and organizational goals.

**PILLARS: UWCC & Public/Private Partnerships**

4. **UWTSA engages with its support organization and public/private partners to change lives and create equity.** **UWTSA WILL MAINTAIN A COMMUNITY CONVENING SPACE IN THE FIGHT FOR EQUALITY.**
   4.1 Infrastructure – Maintain a convening place for community change.
   4.2 Funding – Provide financial resources for community change.
   4.3 Community Impact – Promote equity and change through collaboration among public, private and nonprofit sectors.

---

**FOCUS**

3 things | 3 years

- We will stabilize our funding model by utilizing the PLC Fund to invest in our current initiatives and Strategic Plan
- We will grow our Centennial Fund to provide resources to fund UWTSA general operations
- We will double our impact