

**Smithsonian Institution
National Museum of American History**

**Philanthropy Initiative
Oral History Project**

**Interview with:
Brian Gallagher
United Way Headquarters
Alexandria, Virginia**

**Interview conducted by:
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Amanda Moniz: This is Amanda Moniz conducting an oral history for the Smithsonian's Philanthropy Initiative Oral History Project with Brian Gallagher of the United Way. We're at the United Way Headquarters in Alexandria, Virginia. Could you please state your name and birthplace?

Brian Gallagher: I'm Brian Gallagher and I was born in Chicago, Illinois.

Moniz: Great, thank you. Could you tell me a little bit about your family and where you grew up?

Gallagher: Yeah. I'm the son of immigrants. My father grew up in County Mayo, Ireland. My mom, in Glasgow, Scotland. They immigrated to Chicago through Toronto. They immigrated first to Canada, which was easiest for folks from that part of the world and they met in Toronto, moved to Chicago. I was born in Chicago, the fourth of six kids in a kind of lower middle-class neighborhood in Chicago. Then, northwest Indiana, which was essentially steel and oil refinery country.

Moniz: Can you tell me a little bit more about what your parents did? and what your family . . . [inaudible 00:01:08]?

Gallagher: Yeah, my dad had an eighth-grade education. He was, for the longest period of his adult life, he was an industrial plumber, which means he was a union card carrying member of Plumbers Local 433. That means you work on industrial sites, so not the plumber that comes to your house, but the plumber that is working on construction sites or at US Steel doing industrial plumbing.

My mom basically stayed at home, but she was one of the most talented people I know in terms of self-taught, in terms of furniture upholstery and art and crafting. We would call it crafting today, but she essentially stayed home. My dad drank way too much. He was kind of a raging alcoholic and created an unstable home life. His work came and went because that kind of work came and went anyway, but if you've also got some personal challenges that make you less dependable, they come and go and stay away a lot longer. When I look back on it, in context it was kind of challenging, but at the time, it is what it is. It's the way I grew up.

Moniz: Was religion a part of your childhood?

Gallagher: It was. I went to Catholic ... We were raised Catholic. There were six of us. My mom was really the one who kept us going to church and I was in Catholic school most of my grade school, went to public school in kindergarten, I went to a Catholic elementary school in first through third grade. We couldn't afford to pay the tuition when I got to fourth grade. We had a bunch of kids in St. Bridget Catholic School in Hobart, Indiana, so my mom took us out and put us in the public school. Somehow, she worked out a deal to get us back in the Catholic School. It's interesting. We have two daughters and they both went through all elementary and high school in Catholic Schools. What you learn about Catholic education is the more engaged you are, there are deals to be made, so I'm sure my mom made a deal to get us back in. I went through sixth grade in Catholic education, but then I went to the public junior high and middle school and then public high school.

Moniz: Okay. What about philanthropy or charity or giving, was that part of your childhood?

Gallagher: It's interesting because as I thought about it, the short answer as it relates to philanthropy is, not really. Then, as I thought about it, depending on how broadly we want to define it, Trick-or-Treat for UNICEF was a thing in Catholic School in the 60s, so we'd get a little orange box and we'd take it around with us when we went trick-or-treating and tried to fill it up with coins and dollars and so forth. One of my friends in school, his dad was a dentist and he volunteered for the March of Dimes. I went walking on the weekend a couple of times, but to me it wasn't philanthropy, it was just something that either you're required to do, because we had to do Trick-or-Treat for UNICEF, or my friend was doing this walk and he wanted me to come. The short answer is no.

I mean, we grew up basically having enough to get from paycheck to paycheck. More often than I'd like to remember, my mom was using food stamps and public assistance to get us from paycheck to paycheck. We didn't sit around and talk about how we were going to help the poor. We did get involved in different things, like I said, my dad wasn't a philanthropist, my mom wasn't a philanthropist, they just made it through life.

Moniz: What about more informal types of giving, aiding friends or neighbors or family, was that part of the tradition of lending a helping hand?

Gallagher: Well, in the sense that immigrant communities did. Yeah, I mean, it came ... I guess if philanthropy begins at home and charity begins at home... the question makes me reflect on the fact that my world was inside out. That everything was about— you take care of family, you take care of neighborhood, you take care of your close community, and then you take care of larger community. It's funny, when I look at the immigration debate that we have right now and the demonization of new immigrants in the U.S., I knew a lot of undocumented immigrants. The difference then, versus today, is that they were white and spoke English, but you took care of that community.

Moniz: In what way?

Gallagher: When someone needed a job, patronage jobs, you figured out how to get a job. The way I made it through ... I paid for college. I was the first in my family to go to college. My dad was challenging, but to your question about community, when I was trying to figure out how am I going to pay for college because we didn't have the money to pay for it, I knew I had to get a job and I wanted to get a construction job because it paid well. My dad introduced me at a bar on a Saturday morning to a guy named Jimmy Doyle who was the business agent for the Laborers' Union in that part of the region. My dad said, "Jimmy, this is my son, Brian. He wants to work." Jimmy says, "Great. Get yourself a card, a union card. Here's what it costs, here's where you have to go to get it, and show up at this job site Monday morning at 7:15."

I walked up to the job site, I'm 18 years old, it's a construction crew, and Jimmy Doyle goes to the foreman of the crew and he cards them. He says, "I want to see the union cards of all your laborers here." They show him the card and Jimmy was representing Union Local 81. These guys were out of Local 41. He said, "This is 81 territory. This guy I've got with me is an 81 laborer. I want him on this job," and [he] left, and left me there. Those things, not maybe that dramatic, but those things happen all the time in my community. Who puts up bail to get somebody out of jail? Who helps somebody that needs money? Who needs a short-term job? It was ... that's where I learned about community actually.

Moniz: Shifting gears slightly. Could you talk a little bit about what led you to apply to college if this wasn't part of your family experience?

Gallagher: Yeah. When you grow up in the kind of household that I grew up in, one of the things you do is you try to stay out of it, so I started working when I was 13, working at a restaurant and doing dishes and then learning how to cook and so forth. I started hanging out at my best friend's house, so after school I'd go to his house, on the weekends I'd be at his house. Essentially, his mother and father raised me as much as my mother did. My father didn't have much to do with my raising. He helped me a few times. I was hanging out in other people's houses. I mean, lots of time in other people's houses. Spending the night, being there on the weekends, and so forth. They were talking about going to college.

I had two older brothers and an older sister and we weren't talking about going to college in my house. In fact, the first college visit that I made was with my, still today, my best friend from high school when he and his [father]. His father was the Fire Chief of our small, little town in northwest Indiana and his uncle was some real estate guy and he wanted to visit Arizona State. We're out in the Midwest. I said, "Yeah, I want to go." They owned a Winnebago, we drove out to Arizona State and that was my college visit because that's where he was going, that's what he wanted to look at. So it was other families [that led me to apply to college].

My mom helped me with the application to college. I played high school baseball and Arizona State's a great baseball school. I don't know how we got this meeting with the baseball coach at Arizona State, but it became clear that we weren't going to play baseball at Arizona State and if we're not, then I can't afford it, so I came back to Indiana. By that time, I knew I wanted to go to college after that trip, but I knew I had to be in Indiana. It's the only thing I could afford because I had to pay for it.

I borrowed my brother's 63 Galaxy and drove on a weekend. Saturday morning I got up and I drove to Purdue, drove around the campus, kept going, went to Indiana State, drove around the campus, kept going, went to IU, drove around the campus. Probably spent the night in Bloomington if I remember. Drove up to Muncie, Indiana, to Ball State, drove around the campus, and then drove back home. I went home and I said to my mom, "I'm going to go to Ball State." That's how I made my decision.

Moniz: What a story.

Gallagher: Yeah.

Moniz: You've described your big break in life as being chosen for the Management Trainee program at the United Way. Was that right after college?

Gallagher: It was right after college. In fact, when I went to Ball State, I wasn't sure what I wanted to do. I just wanted to go to college, so I became a history major. I loved history and I started taking history classes. By this time, I had a friend's father who had become my youth sport's coach in everything. Football, basketball, baseball. He had become my father figure. Now you're 18 years old. You're going to college, and you're starting to think about what's life about and so forth. I saw that and then, food stamps, public assistance. So I'm starting to think, how does this work? I didn't think about it at the time, but Pete [Smar 00:12:53], this father figure of mine, he was a volunteer; he was a mentor. Public assistance is a social safety net and as I started getting older, I started thinking about how does this happen? What's the ...? I just became interested in why is it here? Why are these programs here? Why's the Y[MCA] here? What's the safety net about?

I started asking questions and I ended up in social work. I graduated with a degree in social work, but as I went through it, I realized that I really didn't want to do direct service. I was volunteering at ... doing a couple of different things. I was volunteering as a mentor for young kids and coaching basketball just like the guy who was my mentor. I was teaching swimming to handicapped kids and so forth. We're doing a lot in the social work program about direct service and I just thought, "This isn't me. I want this to happen, but I want it to happen at scale."

I got very interested in social change and the reading of Saul Alinsky and how does social change really happen? How does normative behavior change? My senior year, we had an opportunity to choose a nine-week practicum that you got full credit for, so you worked full time. I'm flipping through the book of opportunities and I came across the United Way of Delaware County in Muncie, Indiana. I'd never heard of United Way. I read it and I thought, "That's what I want to do." It read like a social change organization. It's a group of community leaders, businesses, government, organized labor, religious leaders, secular leaders. They identify issues in their communities and they organize resources and work on them together. I said, "That's what I want to do."

I did a nine-week practicum there. My supervisor at the time told me about this intern program, management training program, at United Way of America. I applied for it and the irony of it, in that I'm now sitting in this position, is that I wasn't selected. There were 10 slots and I was selected as their first alternate. I'm in Muncie, it's my senior year, I'm graduating [from Ball State], and I have no job. I've applied for three management training jobs. One at Sears, one at JCPenney, and one at United Way of America and I was prepared to take any one of them. I really wanted the United Way, but I would take any of them.

When I heard I didn't get the Sears or the JCPenny job, you know, maybe, thank God, I didn't get selected. [United Way] said, "You're an alternate." I said, "Alright." I moved back to northwest Indiana and I was essentially getting ready to pack up and move to Indianapolis, get a construction [job], and maybe start graduate school. A young man from Detroit didn't take the opportunity—he was in the 10—he didn't take the opportunity to move to Winston-Salem, North Carolina, which is where the assignment was. So they called me up and said, "Are you willing to move to Winston Salem?" I said, "Yeah." Within, I don't know, two or three days, I packed up my 73 Nova and drove to North Carolina.

Moniz: Before we talk about your experience working at the United Way, what led you to want to work at scale?

Gallagher: Probably a sense of ... visions of grandeur would be one to be perfectly honest. I want to change the world, I want to do big things. I loved playing sports. For people who have played sports, there are people who like a big moment in sports in a big game with lots of pressures, and people who don't. I loved it. I loved it. I loved the pressure of sports. I love the expectations. So I like scale generally. Too often, not as much today, but back then I was driven by both ambition and fear. Fear of failure. It was just kind of how I was made up. For sure, I had a chip on my shoulder. It's "I'll show whoever that one. I'll get out of here. I'll get a great job. I will make a difference in the world." I'd never thought about making a lot of money, but "I will be a big deal."

Then, I'm pulled into human service and so it's, you start learning human service, you start talking about all children should be able to go to school; everybody should have access to healthcare; whole communities should be able to be turned around. It spoke to my ambition. Not that helping a person make it through life isn't critically important, but how do you help all people make it through life? It just spoke to what I cared about and to be honest with you, as a former professional, a boss of mine, who was a mentor of mine in my mid part of my career said to me, "You're incredibly ambitious, mostly the right way." Which means, it's mostly driven by the right kind of motivation, but you've got to check it. You've got to make sure it doesn't turn into anything approaching blind ambition or driven by your self-need versus ... but that's why.

The other is that it's more complicated, it's more interesting. How do things like seatbelt laws happen? How do things like smoking in public places, how did that change happen? Girls in sports, apartheid, civil rights... That to me is incredibly interesting and always has been.

Moniz: Fascinating. Why don't you talk a little bit about how your career has developed at the United Way? Can you talk about your early years [crosstalk 00:19:36]?

Gallagher: Yeah. What's interesting is, so I thought I was joining a social change organization and I realized very early, well no, this is really a fundraising organization. This is 1981 and I moved to Winston-Salem, North Carolina. I know nobody. Get an apartment, a furnished apartment. I show up for my job and it's the summer. There was a fall United Way campaign that I didn't know about but learned about. I got assigned campaign accounts. I started fundraising and I was good at it. I think I was good at it because I really believed in what I was doing, and I wasn't shy; I wasn't afraid. I spent three years there as a fundraiser even though I thought I was going to join United Way to change the world. I've said this to lots of young people: No matter what you're trying to do in any part of the non-profit sector—education, arts, human services—learn how to raise money. Learn how to raise money because you're going to have to raise money.

I became a fundraiser, so I spent three years there. I guess as a young person ... One of the things that happened, I should back up and say, when you're a management trainee or an intern, sometimes other United Ways would call United Way of America and say, "Can I look at the files on the interns," because their view was that United Way of America, had already done the vetting of us—[on our] education, background, interests, motivation. So other United Ways would come ask for the files. That started to happen and what people came to me to do was to be their fundraiser. I thought, "Well, no. I'm a social worker. I want to do community organizing, social change." But I didn't, so I started on a fundraising track.

I became a campaign director, head of fundraising in Reading, Pennsylvania, in three years. I was 25 at the time. By the way, I met my wife in Winston-Salem. I asked her to come with me to Reading. We weren't married, we weren't engaged. Essentially, she said, "Hell, no." I said, "Okay, well I'll go and this is going to work somehow." I got there and I was miserable. I remember I was in New York at a conference and I called her up and I said, "Let's get married." Her mother was not happy that I said ... when she said, "When?" I said, "June. Let's get married." We got married and she moved to Reading and we spent three years there. Then, somebody in Rhode Island asked me to come to Rhode Island and run their campaign and marketing effort. What was happening in my career is that I had become known as a person who could raise money and essentially very quickly turn around a fundraising and marketing effort. My career was like ... I wasn't even trying to manage my career. It was just happening to me.

Then, I said, "You know, I've got to decide what it is I want to do long-term." I convinced my boss in Rhode Island to help pay for my MBA and I started going to graduate school. I was happy doing that and then, the person running the United Way in Atlanta called me, who I'd met at a couple of different things, and he said, "Come to Atlanta and run our campaign." I said, "No, I'm done doing this. I'm tired of doing this. I signed up to be in a social change organization, not a fundraising organization." He suggested a social contract. I said, "What's a social contract?" He said, "No paper. You tell me what you want long-term." I said, "If I'm going to stay in United Way, I want to run a United Way. I want to do it my way." He said, "Well, I need our campaign to get turned around and start moving again." He said, "If you come down and do that and do it successfully, then I will start giving you the experience and

training to successfully compete to go run a big United Way." I said, "Okay," and we moved to Atlanta.

I was confident that I could do what he asked me to do. We turned around the campaign, we started growing it, started growing it very nicely, and I said, "Okay, now I want other experiences." He gave me responsibility for the big region of Metropolitan Atlanta for community planning and community investment and government relations. I ended up as the Chief Operating Officer there. I finished my MBA at Emory there and they paid for that. Then, he was a great mentor of mine that helped me get the job as the CEO of United Way in Columbus, Ohio. I know it's a long way to talk about the career, but essentially, I started, I just didn't think about career and I just did what was asked of me. I developed an aptitude for fundraising, but it was always driven by mission and purpose.

Then, I started actively thinking about my options and my professional development, and I knew that United Way was a mission purpose non-profit, but it was a business, too, and I needed business training. I had the social work training. I didn't need an MSW. I needed an MBA.

Moniz:

What did you learn? You learned how to fundraise effectively, but what else did you learn about the United Way from turning around those campaigns and from what you saw with whatever was not going right before you took over?

Gallagher:

Probably the most important thing that I saw was what has never left me in my view of philanthropy generally and United Way specifically, which is, when you can help an individual, a company, a group of people, achieve their philanthropic aspiration—you know, the change they want to make in the world, either personal impact or impact as a company or impact as a group of people—if you can make that connection happen, that's powerful. It creates human impact and change and it is the ultimate philanthropy in that it connects somebody at a human level to change the human condition. That's what I learned.

When we put together fundraising plans, it was all about community. It was all about mission and purpose. It was all about either early childhood education or housing or whatever, domestic violence. One of the things that was interesting as I started my career in the 80s, two social issues started to emerge that really were not normative before that. One was domestic violence and the other one was AIDS. You learn a lot about a community and about philanthropy when an issue either emerges or

becomes public and who's willing to address it and who's not willing to address it. What I learned was you put the market together with community and you put resource together with need. When you put those two things together, you have philanthropy and you're successful on both ends. You raise a lot of money when you genuinely try to connect people and institutions with what their aspiration is, what they care about. That's what I learned.

Moniz: I'm curious what you learned by being in so many different communities. You lived in a lot of different parts of the country.

Gallagher: I did. Yeah, it's a great question. I'll start by saying what Ramona, my wife, and I always said to each other every move we made because I don't care what anybody says, moving is not easy. For 18 months, it stinks. Inevitably, within that first year, I would find myself saying in context to Ramona, "You know, we can't ask Atlanta to be Rhode Island and then, you can't ask Columbus to be Atlanta." What I've learned is that these are different places and if you try to transfer or project what you liked or what you miss or from one place to another, you are going to be wildly disappointed.

So we learned that personally and then what's really interesting about it is, then I started—I don't know which one came first—but I started then to say, "Well, professionally, it's the same thing." You can look at ... Let's say that the issue you want to deal with is middle school truancy. Well, the way you would deal with that in Rhode Island is wildly different than how you would deal with that in Atlanta. The education systems are different, the history's different, the politics are different, the money flow is different, the centers of influence are different. So you take what you learn in a place like Rhode Island, but you don't try to transfer all of it to Atlanta. You spend the time learning your new community. Going and visiting key donors, key community leaders, agencies, neighborhood leaders, religious leaders, and listen to them, ask questions, learn your community.

By doing that, one of the things that became very clear to me is that within—certainly within two years of every move, maybe even less—I knew more about that community than people who had lived there their entire lives because we were connecting with poor people, rich people, public sector, non-profit, government, NGOs. I knew the community. What you learn is: don't ask the next one to be the last one, understand the one you're in.

Moniz: I want to talk a little bit about your experience at the Columbus, Ohio, United Way. When did you become CEO there, what year?

Gallagher: 1996.

Moniz: 96. Could you talk about your experience there?

Gallagher: Yeah, it was probably ... Well, there's no question that the time as United Way CEO in Columbus, Central Ohio United Way, led to the opportunity to be the US President of United Way of America. What's important—at least I think—in telling this story, is that I had been wanting to run a United Way with my vision of the United Way; different than those United Ways at which I had worked. What I mean by that is it began with the first time I read the description of United Way. I don't see United Way as a fundraising organization. I see United Way as a social change organization and that's the United Way I wanted to run. That means that you have to change the mission of the organization. It has to be about social change at scale and how you bring different interests together to move the needle on those issues. Then, fundraising becomes the strategy.

A search process—an executive search process—when it's done well, should be a matchmaking process. What's the community looking for? The organization looking for? And what are you bringing? If it's a match, you should do it and if it's not, you shouldn't do it. That's never perfection. So, the board and I agreed that we were going to move this into an impact direction, into a social change organization, and I was convinced that it would raise more money. What we did was—immediately, within months—changed the mission and the entire structure of the organization. We move away from functions, functional community investment, public policy and so forth, and instead organized our volunteers and our staff around big issues: housing, education, employment, race relations. And we started creating strategies with communities around the big issues. The fundraising was phenomenal. Best in our history. We went from \$35 million a year to \$54 million a year in five years.

Moniz: Wow.

Gallagher: It was focused on impact and change, but really good fundraising strategies and inviting people into what are we going to do about housing, what are we going to do about family homelessness and so forth. Last thing I'll say about Columbus—in terms of why I think I ended up here [as president of United Way of America]: In the 1990s, communities around the country were dealing with a growing homeless population and dramatically

increased numbers of families going into shelter. The economy was red hot, red hot. The question was, why is it that, if unemployment's at 4%, people are increasingly going into shelter? And as we started digging into it—because remember, if we wouldn't have changed to an issue focused organization, housing, education, and so forth, we wouldn't even have looked at it this way.

[As we started digging into why,] we said, "Let's go take a look at that," and what we found was that almost half the adults living in shelters in Columbus—in 1997-98 that would have been—were working full-time. They're working fulltime. We had begun the carving out of the middle class. The jobs that were being created were not providing enough income to sustain families, so families were going into shelters. We were, along with the city and the county and others, (there was a great shelter system in Columbus, individual shelters, family shelters), but we said, "You know what? We're about housing." We started looking around the country and said, "Who's doing this?" There was a project called the Time's Square Hotel, which was service supportive housing. The city took this old hotel, rehabbed it into permanent, single room occupancy, to take chronically homeless people, and instead of putting them into a shelter, put them into an apartment. Enforce the support services around them instead of the other way around.

We loved it. We thought, "That's the way to go." So the city and others were asking us to put big money into a new family shelter and we said, "No, we're not going to do it. We're embracing service supportive housing." We found an organization called the Corporation for Service Supportive Housing in New York. Went to them and said, "If we give you \$300,000 a year, will you open an office in Columbus?" They said, "Yes." We gave them an unrestricted grant to open an office and by the time we were done, in a matter of two to three years, we had 1,500 units of new, permanent, affordable housing for the chronically homeless individuals that were consuming 80% of the shelter capacity. Then, we started focusing on families and so forth. I think that was the shift that we've made in United Way overall and I think it's probably what attracted the leadership at United Way of America to say, "Why don't we take a look at that guy?"

Moniz: That gives us an opportunity then to shift to talking about when you took over here at the headquarters and how you've shifted the mission. It's 2002 that you become CEO of the United Way.

Gallagher: Yep, correct.

Moniz:

Tell me about the organization when you took over.

Gallagher:

I'm going to be perfectly ... In the hopes that somebody will be listening to this when I'm gone and therefore, it is way better for me to be transparent and genuine than not, so you can learn from it: it was not good. We were 10 years after a major scandal at United Way of America that sent one of my predecessors to jail for seven years, and led to new IRS laws in the country because of the view that the blind trust of non-profits had been broken. It's very interesting. If the 1992 scandal at United Way of America were to happen today, I'm not sure we'd survive it, because of social media and how fast that issue would go across everybody's iPhone screen, but we didn't have smart technology [in 1992] and it allowed local United Ways—I was in Atlanta at the time—to say, "That's not us. We're United Way of Atlanta." I came in [to United Way of America] 10 years after that scandal and we were—as a network, as an enterprise—adrift. We had great United Ways doing phenomenal things, but we weren't together. We didn't trust each other. We certainly didn't trust United Way of America. We really had no money at United Way of America.

The local United Ways had cut their dues to United Way of America. They wanted to stay local. One third of [the board at United Way of America] were members that had been nominated by local United Ways, which is, in my view, a horrible governance design. I was scheduled to start the job January 2nd, 2002. I was in the middle of the [job] search process and the attacks on 9/11 happened. So I finished the process, I got the job offer, and had to decide whether I was willing to move my family from Columbus and a very nice job, to get on an airplane constantly and take a job that was very uncertain, in a very uncertain time. I did it. Started in November because [I] couldn't wait for January after the attacks, so I had United Way of America, we had United Way of America in that state. We had the attacks on 9/11. We were responding to that. The local United Way in Washington in June of that year: the CEO was accused of and convicted of embezzling funds. Went to jail. It was clear to me that we had to get control of the organization.

We did, I think, phenomenal work after 9/11. Raised \$500-\$600 million, spent it well, spent it transparently, but after the first few weeks of 9/11, the response, then you've got the Bill O'Reilly's of the world and Fox News just on you constantly. I remember the shift that year and it happened all very fast. Chuck Grassley, Senator from Iowa, was the head of the Senate Finance Committee, which oversees non-profits and he sent to me a love letter asking, "How do you control all your local United Ways?" We started rewriting all of our membership requirements, all of

our licensing agreements with local United Ways, all of our governance standards, in order to get control of finance, operation, oversight, ethics, and this was ... I started in January, technically. June happened. I went to see Senator Grassley with a rewrite of all of our membership requirements and said, "If we adopt this, will you publicly endorse it," and he said, "Yes."

We called a special membership meeting of all United Ways in the United States in Phoenix. We put it in front of them and said, "Vote yes or no." 95% voted yes. We changed it and, knock on wood, we just don't deal with those issues anymore. That, then allowed us to get on to mission and purpose. Honestly, that shift around governance and ethics and transparency became something that we had to stop ... We had to start saying, "No," to speaking at conferences and with media that wanted to talk to me—and to us—about, "How do you take a damaged organization and turn it around?" It's like, you know, I'm not looking to make a career on this and let's focus on what we need to go forward. We then changed the mission from fundraising to impact.

Moniz: Yeah. I want to talk about how you shifted the mission, but first, I wanted to ask ...and you tell me if I'm asking in the wrong order.

Gallagher: No.

Moniz: I wanted to ask how the history of the United Way, which has a long history, has shaped your approach to shifting the mission or how it led you to think about that issue?

Gallagher: Yeah. Earlier in the interview I said I started as a history major. I'm a ... I don't like the term "student of history," because I don't know what that means, but I care about history. How about that? I care about [history]... I worked for five local United Ways before I came to United Way of America. Every time I got to a local United Way, I would go as far back in the history of the organization as I could and read newspaper articles, board minutes—and and at that point in the early 1980s, you could get back into the 1930s and into the 20s sometimes for typed board minutes. Then, you could get newspaper articles back to the beginning of [the organization], you know, 130 years ago. Then, I'd go visit with people.

I've always known the history of the United Way and actually, the history of charity in the U.S. and philanthropy in the U.S. It really was a product of industrialization. Let me say this to make ... I'll say one thing to make this point. The biggest social issue in China today is the migration of people, the movement of people from rural areas into the cities that causes unbelievable social disruption. That was industrialization in America. People were moving from rural communities in the South and parts of the Midwest into big cities for jobs, for manufacturing jobs. There was no public welfare system; there was no social safety net. There really weren't any non-profits. There was an emerging union in the labor community, there was focus on child welfare and so forth.

A couple of things struck me. As you went back and you looked at the history, you would see that evolution. So you would see United Way started as a community planning confederation. Agencies coming together to say, "Wow, we've got all these new people in Chicago and Detroit and Cleveland. What are we going to do and what are the issues? How do you organize around it?" Then, when World War I happened, communities organized into war chests. Community relief efforts around both civil defense, as well as recycling, and so forth, community gardens. And it really worked.

]What happened was, they flipped those war chests into Community Chests after World War I and you had the beginning of, in those two things, the planning confederation that came out of industrialization to deal with a growing complexity of social issues and war chests that were turned into Community Chests. The Community Chests were the beginning of the fundraising federation model: that you could raise more money as a group of agencies than doing it one by one by one, efficiency, impact, so forth. And the history of the United Way is those two things started moving together. You had community planning and you had the fundraising model. They kind of went back and forth in terms of which one is more influential. Sometimes, it was the fundraising piece of it, sometimes it was the community planning piece, but you always have had the two in United Way.

After World War II, if you go back and you read the minutes and newspaper reports, the American Red Cross was a big community fundraiser, you had United Defense Councils, which were that eras versions of the war chest, and you had United Funds, which was the fundraising federation, the Community Chests. Some were still called Community Chests. The business leaders mostly, but business and labor

and government said, "We can't have all these things," so they negotiated merging the Red Cross fundraising effort, United Defense Councils and United Funds into United Fund, but that was the beginning of United Way

Then, in the 1950s, payroll deduction—workplace payroll deduction—became rocket fuel in terms of revenue for the community planning model, the Community Chest model. What I mean by that is United Funds and Community Chest were running really good community campaigns and making progress, but in the 50s, the United Auto Workers went to the automakers and said, "We want payroll checkoff for our union dues. Will you support our members being able to get a payroll deduction in order to pay their monthly union dues?" The automakers said, "Yeah, yeah, we'll do that if you also ask your members to make a payroll deduction gift to our United Fund campaign." It was negotiated into the labor agreements, into the contracts. It created this, the 1954 version of Go Fund Me and it took off.

United Way was created in 1970—a combination of Community Chest, United Funds, Community Appeals, came under one brand name. We created a relationship with the National Football League to create brand awareness and visibility. We were very early on in professional development training on salary ranges, on essentially the professionalization of the network. Management training tracks had strategic relationships with Harvard and University of Michigan, so we're training our people to become true professionals. It took us from \$600 or 700 million a year, to a billion, to the high-water mark in the U.S., which got to almost four and a half billion and we started going through this big transformation. It had started by the time I got here.

The thing that I've learned about history is that history does repeat itself, but not immediately, so if you want to learn from history, you don't look back eight years or nine years, you look back 80 years, 90 years. Because that's when the fundamental shifts happen that created value and business models and so forth. Since I've been here, in the last 15 or 16 years, the biggest changes are the globalization of the economy, the migration of people around the world, the huge change in demographics, baby boomer bubble out, millennial bubble in, way more multi-racial, multi-cultural society in the US and around the world, and digital technology.

What we did was, we didn't look back in the 1980s, we went back and looked in the 1890s and said, "What was happening when United Way was created?" Because the last time we saw economic transformation as significant as what we're seeing today in 2017 or in 2007 or in 2004, was during industrialization of the United States. We went back, literally, I've said this to a lot of people. We didn't come up with brilliant new mission and purpose, we went back 120 years and said, "What did it look like then?" We just replicated it.

Moniz:

Talk more about that. I'm curious, what did that mean?

Gallagher:

What it meant was the social issues that the transformation of the economy was creating ... had moved beyond the ability for our institutions and our systems to effectively respond to them. Our social safety-net system and our non-profit system, and therefore, philanthropy that supports it, was built on the premise that the rising economic tide would lift all boats. Think about industrialization. So, my dad comes from Ireland with an eighth-grade education and if he could stay capable of working, he'd get a job and earn enough money or go to work at U.S. Steel or go to work at a mill and make enough money to sustain his family. The factory owners would make money, the laborers would make money, the skilled tradesmen would make money, the jobs [like] [inaudible 00:51:27], the truckers ... The national industrial economy was a way more distributive economy. More people, more middle-class jobs, and so forth, but this economic shift is not as inclusive. So, the systems we [United Way] built were for the few people that would fall off the economic spiral.

Okay, if we've got some juvenile delinquents (as we would call them in school), we would just deal with those 26 kids and we'd put our arms around them. Or the families that needed a little help to get the next job and there are plenty of jobs, "Don't worry, just go to work at the mill" or whatever. It doesn't work anymore. Our job training systems, our education systems, our healthcare systems, our United Way systems, our mental health systems are all built for that other economy. Here comes this new economy, global technology, productivity being driven by technology, and not more jobs, but fewer jobs and more training. When jobs were created at scale, they were lower paid.

I remember when I left high school to go to college, I had lots of friends who went to work at US Steel. They were making, in 1977-78, they were making \$25\$30 an hour. Those same guys today—if they didn't go to college—they're driving a truck or working in a warehouse. They're in

their late 50s and they're making \$15-\$16 an hour. That's the shift. What we learned was, you've got to go back and learn about systems change. You don't set goals for your institution. You set goals for communities, for whole segments of people. If you don't, say for instance: If you didn't get a high school degree 30 years ago, the ramifications are significant, but not nearly as bad as they are today. So what you have to say is, "Minimum, you've got to have a high school degree." Then, after that, you've got to say, "Is there more training that you now need in order to get in the data warehouse?"

If you look in Lenoir, North Carolina, where there used to be textile mills, there's now a Google data warehouse. So the Cloud? The Cloud's in Lenoir, North Carolina. The jobs are there and community colleges are pumping out the trained people. It's not a mill anymore. So you have to change all the systems, is what we learned. The idea that we could have programs that would deal with 30 kids after school or temporarily unemployed people that you could actually count, what had changed is, you had big numbers of underemployed people, you had half the people in Columbus working full-time and living in a shelter. Do you build more shelters? That makes no sense. Instead, you go back and you say, "Alright, let's do what they did 100 years ago." What's the issue, what are the strategies, who's going to bring what? What's the role of government? What's the role of the NGO? Is the church involved here? What about organized labor? You go back and you reinvent it.

I think in some ways it was probably easier a hundred years ago because [now], when, not just United Way, but those of us going through this systems change right now, those systems fight back. When they [those systems] don't exist, you're working greenfield. But when you try to change an education system or a job training system or a healthcare system or a United Way system, they fight back. They want to keep the way that they're doing it. The way money flows and what jobs exist. What we learned is you've got to get way more people-centered and way less program and system-centered. How is it ... and the people-centered has to be—the goal has to be—defined at scale. That cut in half the high school dropout rate in the country, eliminate homelessness in the country, every child gets to kindergarten with the same opportunity, every child reads at grade level in third grade. You have to set that kind of goal or the systems won't change. That's what we learned.

Moniz:

Talk to me about the process of changing the system.

Gallagher:

It's really two-fold I think. It's a combination of a social science exercise and a political exercise. The social science part of it is that you have to bring in academics and those with historical context to give credibility with data and study, empirical study, and historical context to say, "Yeah, it makes sense to change this education system," because that then gives you the basis to then engage in the political system. I don't mean political as in Democrats and Republicans. I mean political as in power and influence. Who's running systems?

I'll choose one as an example. There's lots [inaudible 00:57:01]. I'll choose one that you would think nobody would fight over, that [is] the youngest of children. The social science piece of this was neuroscience started making gains on understanding how the brain develops. There's this political debate in the US forever about when does school start? Should it start in kindergarten? First grade? And there were people who said, "No, we need to be starting when a child's born." That's child learning and so forth, and there's this political debate. Then, social science catches up and neuroscience catches up and it becomes very clear that 85% of a person's brain is developed by the time they're three years old and you can actually accelerate and improve the development of a child's brain. You do the whole social science piece. You make your case on numbers, you have the Federal Reserve actually do economic modeling on investment in early childhood versus sport's stadiums and so forth, and you make an economic argument. You do a social science piece of work.

Then you start the politics. Who's for it, who's against it, who feels like their ox is going to get gored, who feels like they're going to ... who's going to benefit by it, and you start creating an inclusive process. What Stanford University and others have come to call collective impact that the change of a system starts with ... If you do United Way, so you do that piece. You say, "Here's what we're thinking about," the academics, the research here, the United Ways that are making progress, and then you bring groups of United Ways together and you start talking about it. I've always believed in a tipping point theory of change. You watch for the point where the teeter-totter has enough weight on the side you want to go and once you see that, you go hard and you say, "This group of United Ways and this group of our partners and companies are going to make the shift to improving people's lives with fundraising as a strategy." Not, "we exist to raise money." And that's what we did.

We put together academics, we put together our corporate partners, we put together donors, and we started talking about systems change and history and social science and academic transformation and who's the smartest people on this. We did that for a year, 15 months. Then, we started bringing local United Ways together and we started benchmarking: "Well, who's doing better with that model?" Then, once that was done, once we felt like there was a critical mass of United Ways that would support a new mission, we established a new mission and purpose.

Moniz:

How did different stakeholders respond to that process? Donors, staff, ultimate recipients?

Gallagher:

It depends on whether you think your ox is getting gored or you have a vision for the future. If you're ... Go back to my time in Atlanta. I'd spent my whole career in fundraising and marketing. My boss gave me this broader job, and United Way, we raise money and then, we don't do a lot of direct service. Instead, we allocate it, we invest it in other NGOs to do the work. What I'm talking about is the NGOs, the non-profits then become partners, not customers in this change model, the system's change model. Well, in terms of the reaction from some of those historically funded agencies, they weren't thrilled with this change because they had become entitled to money.

My responsibility now includes community, community planning, and the investment of money, and I started looking at data as I would in fundraising and marketing. I took a look at 10 years of fundraising at the United Way in Atlanta and 10 years of community investment to our agencies. These are great agencies, the Y, Boys and Girls Club, Salvation Army, and then smaller organizations, daycare agencies. The growth line for fundraising was exactly, exactly the same slope as the allocation to those agencies. We were going out and saying, "Oh, well, we've done needs assessments and we're changing with the community." No, we weren't. We were raising money and if we raised 5% more, you got 5% more. The shift had to be, "No, this is going to be about education. This is going to be about affordable housing. This is going to be about early childhood education. And we're going to make investments there and we're going to get involved in public policy." So if you're a historically funded agency, you weren't thrilled about it. If you are a business leader in a community and you think you run the place, and that the United Way and the Chamber of Commerce and the newspaper and so forth are pieces on your chess board, you're not happy about it because you like to make those decisions. You don't want these institutions making those decisions.

On the other hand, if you're actually working in education or a neighborhood or a homeless shelter and you see this stuff, and you know you're not making progress, you loved it. When I say power and influence, that's what I'm talking about. When I say systems fight back, they fight back. You had to build enough new partners, new stakeholders, to tip the power and the influence. By the way, one of the things that I learned is that one of the most powerful things you can do is convince a historical stakeholder in the old system, to be a champion of the new system.

Quick example in Columbus. We wanted to make this shift to service supportive Housing and the Y—the YMCA—[which] we've been giving money to for a long, long time. Decades. They were feeling like a lot of agencies, feeling threatened with this shift. They, at the time, for years, for decades, they ran single room occupancies. Some people will remember that you could go stay at the Y if you were a single man mostly, and they were debating whether they were going to stay in the housing business or not. All of our funding had essentially been on daycare and so forth. We were saying, "You know, daycare for upper middleincome people, we're just not there anymore. We're going to go do something else. We're going to do housing." They were very concerned.

I went to see the ... A new executive came in and I said, "Why don't you come to us and pitch us on housing because service supportive housing is apartment buildings essentially where you take chronically homeless men and women and put them in an apartment and then, provide services. You could run the apartment. You know how to do this." They did it, we gave them a big contract, so the construct was [that] the Y then became one of our biggest champions of service supportive housing and we had never funded their housing work, always daycare, but they had skill and competency.

We gave them a big contract to do it. We went to individual donors and said, "We want to buy that apartment building." We'd get contributions of \$500,000 to buy an apartment building, give a contract to the Y, get Section 8 public housing, go to the mental health board, go to the cops and say, "You don't have to pick up these chronically drunk guys anymore. We're going to get them through this front door and into mental health right away. Here's the building." We were into big zoning fights where you could put those buildings, but what we learned is, quickly go find allies of the new system.

The last thing I would say is, you have to start to dismantle the old system. If you let the old system, funding systems, political systems, stay in place while you're trying to build the new one, it will kill the new one.

Moniz: What does that entail?

Gallagher: It means eliminating structure, eliminating positions, changing bylaws. Deconstruct your institution because if you don't, it will kill its young, to be blunt.

Moniz: Wow.

Gallagher: Again, in Columbus, I remember going to our first ... the first meeting I went to of what we call the Community Resource Committee, which was the group of volunteers that made decisions about where we were going to spend our money in community, which agencies would get the money we raised in the campaign. We were in the board room talking about everything I've been talking about, going to change the world with social change, community impact, so forth... this is why we're doing it, new ways of working. I go and I sit in this meeting and it was the volunteer leads of these committees [who] had been in those jobs for a decade and the agencies that were getting the money, the vice chair of these committees was one of those agencies. These folks knew that system better than our board or I knew that system.

I literally remember sitting in that meeting—it was a two- or three-hour meeting— watching this group work, and I said to myself, "We're going to have to eliminate all these committees. We're going to have to get rid of all this because if we don't, these folks think they run United Way." I went to our board chair and I said, "We're going to have to get rid of all these committees you know or all this stuff we're talking about at the board isn't going to work." One day we sent a letter from the board chair and myself to 350 volunteer leads in 10 functional committees saying, "Thank you for your service, we're eliminating your committee." Behind it, we put in place the issue committees: housing, education, employment, race relations, safety. We invited back about a hundred of the 350 and we invited another 100 to 150 new volunteer leaders. We deconstructed our system and created a new system.

Moniz: Wow.

Gallagher: If you don't do that, the old one will for sure kill the new one.

Moniz: That takes strong nerves I would imagine.

Gallagher: It takes understanding community dynamics, organizational dynamics, and change. One of the things I've learned in communities is that the same thing is true in organization. There are windows of opportunities that open and close. When a window opens, you have to go make big change or you won't get it. Why do we talk about a president getting the first hundred days? That's a window of big change opportunity. There are things like, on the positive side, if you hire a new CEO of United Way and the former CEO was a disaster, you're not going to get fired for the first year unless you do something really stupid, so you have a year to make big change. Everything I just described; we did in a year. The membership and licensing changes, the restructuring of the governance of the United Way system in the United States we did in nine months when we got here because you only get that first year once, but there are other opportunities.

When Katrina hit New Orleans, our United Way was struggling with its mission, purpose, relevance, and so forth. You take the top off of that community and essentially you find a third world community in some regards. That United Way reinvented itself. That's a window of opportunity. A new mayor gets elected. You have racial unrest in a city. That's a huge problem. It's also a big opportunity for change because now everybody's awoken to race relations and you take it on. New superintendents of schools take it on. Those kinds of things.

Moniz: Can you talk a bit about the merger of United Way of America with United Way International? Why did you feel like that was a priority?

Gallagher:

The short answer is because we had huge opportunity outside of the United States and we had huge risk outside the United States. United Way was created in 1970 as a brand, even though the forerunners are 130 years old. United Way International operated from 1974 to 1992 as a division of United Way of America. The way it started was that there were CEOs from corporate America on the United Way of America board and they had increasing operating divisions around the world and ex-pats would say, "How come we don't have United Way here in Germany," or in Brazil, or in Mexico, and so forth? United Way of America set up a division to start and support local affiliates outside the United States. In 1992, during the scandal, it got thrown over the side. Can't afford it, we've got to figure out what we're going to do, and so it got spun out of United Way of America as a separate non-profit, separate 501C3, but always in the same building and worked on contract with United Way of America to license and support United Ways around the world.

When I came into the job in 2002, I knew at some point that we were going to have to become a global organization. The economy had globalized. Communication was changing so fast that you could communicate around the world. Travel was becoming easier and easier around the world. It was clear that we were going to have to become a worldwide organization, but what I found was United Way International was completely underfunded. We had real demand to do the work of United Way. Community impact work. Fundraising work. The brand of United Way that was now around the world was seen as credible and transparent, and yet we didn't have the resources. Therefore, we had affiliates in 46 countries using 20 different names and all you had to pay was \$200 a year to use the name and the brand mark, United Way. Huge risk.

We didn't have a line of sight into these operations.

We'd been working on it for a while, but we had our own governance in the US to deal with and change the mission and the purpose and start moving. But we knew that we were going to put this together. It was because companies like Coca Cola and Procter and Gamble and UPS and 3M— these are companies that were looking for partners across the world that they knew and could trust. If we could create a consistent, effective network of United Ways around the world, they would support us around the world. Which is what's happened, but we had to deal with that risk.

What we did was, when we decided to merge the two, instead of making United Way International a division of the United Way of America, we turned it upside down and created a United Way Worldwide, used the corporate entity (we're incorporated in the State of New York), and rewrote all of the membership requirements and bylaws to become a worldwide organization. We created United Way USA as an operating division of the United Way Worldwide. We flipped it and made the governance global. So our Worldwide board, those leaders come from all over the world. We gave voting rights to United Ways all over the world. We demanded and have compliance around governance, accountability, and brand management around the world. We asked five countries to leave because they weren't prepared to take on the responsibility that the new voting power gave them, and we had then to convince the United Ways in the United States to give up some power to Korea, Japan, Mexico, Brazil, because at that point, they were the only ones who voted on anything. Short answer is: we did it because there was opportunity and because there was huge risk.

Moniz: Really fascinating. Now, I want to talk a little bit about how you navigate in a really rapidly changing philanthropic landscape. There's been the rise of great wealth, new foundations, the giving pledge, donor advised funds, but also, a trend towards disintermediation or a more personal approach in giving. How does a historic organization like the United Way navigate all this?

Gallagher: With great difficulty. Know where home base is; know that we're in the community impact business, the social change business, and that our differentiator is our ability to bring different interests together to work on and solve big problems together. This idea of collective [response], some issues are so big that you have to work on them together. Now, to answer the question specifically. Know that that's your mission and purpose and don't go chasing ... You're not a digital native organization. But having said that, the biggest shift is that we live in a world of the individual. The individuals in the world today have more access to more information and more data than whole companies did 25 years ago. One of the things I'm fond of saying to groups when I talk to them is, Each one of you in this audience have more access to more information than "Einstein had in his day. The question is, what do you do with it?"

The shift for us is to move from a business-to-business, or institutional mindset, to an individual mindset, and therefore, you look at United Way not as ... for sure we're an institution, but start to work as a platform for individuals to get on at scale to leverage our resources, leverage our data, leverage our relationships. The other thing organizations like ours have to do is understand that you need a digital strategy and you need digital capability. What we've learned is that, the way we've been building it over the last number of years is with local United Ways working together in operating groups, almost skunkworks, outside partners like Salesforce and Deloitte Digital and others working with them, and don't put it inside your organization until it's developed a maturity and a business model. In other words, you can't ask your fundraising group, your marketing group, your finance group, your technology group to create a new digital business model while you're running the analog model. You have to keep running the analog model while you build the digital model. That's what we've tried to do.

Institutions like ours have advantages in that we have infrastructure and resources. Our disadvantage is that we're slow and you've got to raise four or five billion before you get to go on ... It's hard to say, "Well, this is the way the cash is coming in," and then shift the way that you raise money and engage people. The big shift is focus on the individual, not the institution and make sure that you have digital capability to create the opportunity for people to act at scale.

The last thing I'll say on this one, in terms of United Way as an example and what does that mean, is: instead of creating the Community Chest where you pull this money that's contributed to you and then you give it to a great group of volunteer committees and academics to figure out "what's the most important issue on housing?" or "what's the right strategy on education?" and so forth. The individuals want to actually ... They don't want you to take their money, give it to somebody else, spend it, maybe tell them about it. They want you to give them an opportunity to actually work on it. Increasingly, what we're working to do is understand how you help individuals identify the issues they care about, give money to them, volunteer for them, and have them give you input about it. Essentially, use the individual to be the instrument of change, versus the institution as the instrument of change.

Moniz:

That's very compelling. I want to ask you, you've played other roles in the philanthropic world. Can you talk about your role as chair of Independent Sector?

Gallagher:

Yeah. Why I even did it was... I guess two things I would say about it. I felt a sense of responsibility to the sector. If you're going to have a big job like this in the sector I think you have to be willing to help the entire sector, not just your organization. The thing that I've learned over time is that the fish needs a healthy pond and the pond needs healthy fish. So Independent Sector, or organizations like that that have a sector-wide mission, [seem 01:20:57] is in the best interest of the United Way because if the pond is healthy, then we can be healthy and vice versa. It just felt like the right thing to do.

It was interesting because we would have to wrestle with what's in the best interest of big public charities like United Way and Red Cross. But what do private charities like Ford Foundation and others care about? What about corporate foundations? What about cause-related non-profits and so forth? It's also an important professional development opportunity for me. I've always found that when I spend time with people in the sector whose work is a little different than ours, it always helps me gain clarity of my own.

Moniz:

We have a few minutes left, so I wanted to ask for a few final reflections. Is there something that you regret or that didn't go the way you had hoped in your career?

Gallagher:

Not my career. As it relates to my career, I'm blown away that I'm doing what I'm doing. I never expected that I'd be what I'm doing. I feel fortunate., So from a career perspective, I don't have any regrets. I've passed on certain corporate and for-profit and a couple of political opportunities and glad I did, but as it relates to ... I'm more reflective on community and I'm, as we sit here in December of 2017, I'm concerned about the country. I'm concerned that we ... so if it reflects on what my disappointment is as it relates to United Way's work and my work connected to that, it would be that over the period that I've worked, in the US we've carved out the economic middle; the middle class has been shrunk dramatically, the political middle's been carved out. The political narrative in the country is polarized and extreme. You can't find a moderate Republican in DC. It's hard to find really conservative Democrats anymore that actually would occupy the middle; that would help find solutions to not just political challenges, but community challenges and national challenges. Now, systematically, we're carving out the cultural middle of the country, the values that hold us together. We're using projection of the definition of others as weapons; the demeaning of others as weapons. And it is a very dangerous path we're on.

We lose the middle class and we lose our sense of civility. We lose our ability to have a vision and a purpose as a country that is broad and deep and sustainable, and some bad things will start happening to the country. Could be internal strife. Could be external strife. Could be breaking down of institutions and this idea, I will avoid being political, but I'll instead be economic and social about it. The idea that wealth trickles down is garbage. The Rockefellers, the Carnegies, the Fords, they knew that. They redistributed their own wealth. The Giving Pledge is...I know what Bill Gates and Warren Buffet are thinking on the Giving Pledge. They're talking about redistribution of wealth.

I was at the New York City Public Library when Warren Buffet signed the papers to make the first multi-billion-dollar gift to the Gates Foundation. We were debating at the time and still debating and looks like the estate tax will be repealed, but it was in full debate then. I asked young Bill Gates what he thought about that and young Bill wouldn't take it on. Bill, Sr. was there and he made an argument about the morality of redistribution of wealth, but Warren Buffet was the one who was most willing to take it on. What he said, the reason that he's opposed to repealing the estate tax, is that his concern was that the concentration of wealth and dynastic wealth, generation to generation, makes the country lazy, makes you impede innovation. Bill, Sr. talked about the fact that his son doesn't get to create Microsoft if the public sector doesn't create public education, and the land grant university infrastructure that creates the frickin internet.

We're headed down a bad path. So my regret is that it's happening under my watch and so much of what I believe has made the country exceptional. This idea that the collective is more important than the special interests—individual interests—has been eroded at such a significant degree economically, and politically, for sure. Now, culturally. It's a big regret of mine.

Moniz: That's sobering. Second to last question is: what is your proudest accomplishment over your philanthropic career?

Gallagher: The two would be that ... The first one would be: changed the mission and purpose of United Way. I know that because ... it's not that we weren't having really important impact before and that you could feel proud when you're sitting on your porch in retirement saying, "I've made a difference in the world." I think we've made a much bigger difference in the world because of the change. I know we had a hand in getting the US to a historical high on high school graduation rates; the shift we've made on human trafficking; the housing shift we've made; the willingness to take on big issues, watching United Ways now take hard positions on matters of policy and being human-centric. I'm really proud of that because that's ... it kind of goes back to why I got in. There's no debate, that's the business we're in. When I look back at my time in United Way, I'll be able to say we made that shift when I was there and I'm proud of it.

The other thing that I'm proud of is the fact that we created United Way Worldwide. The world's small and we don't travel enough; we don't spend enough time getting to know each other. And if we leave the relationships of a global community to business and government alone, that's a bad idea. You need individuals, civil society organizations, engaging with each other. You need to care about people everywhere and you need to ... If you know your community, you actually take care of your community and if you don't know your community, you're like, who cares? It's like, it's not my problem that the West Side of Chicago is what it is. I live on the Gold Coast. Trying to make the world smaller from a human perspective is something I'm proud of.

What's interesting is I find that because those two things are what we pursued, being social change or in human-centered and worldwide, is that things like diversity inclusion and positions we've taken on issues that matter, just naturally come out of that. I'm proud of that. I think we're a more effective relevant, humane institution than we were 30 years ago.

Moniz: Alright. Final question. At the museum we tell stories through objects, so I always like to ask people: What is the object that tells your personal philanthropic story?

Gallagher: The thing about objects is that you have to tell the story, right?

Moniz: Mm-hmm (affirmative).

Gallagher: Sometimes you look at it and you say, "I wonder why he or she's got that thing?" To me, it's the grainy, almost black and white [photograph]— I guess it's color, but it really looks black and white—of the group of 10 of us that started as interns. I look at my haircut. I look at the brown corduroy jacket, which is the only thing I had. I think about how I started. And the reason that's the object is then I reflect on ... One of the things we did when I got here is we had discontinued the management training program. One of the things that got thrown over the side was talent, talent development. It's the first thing we put back in place when I got here. We put in place a global fellows' program and an executive leadership development program and an accelerated leadership development program. We started investing in our people.

Last week, I was in Mexico City and our CEO in Mexico, a woman named Diana Garcia, started nine years ago as a global fellow; the same way I started. United Way in Mexico, Fondo Unido, is the largest non-corporate foundation in the country. It's growing 15% a year, it's doing unbelievable work, and Diana's got a picture just like that with her group. That's the one that ... I've got a lot of great photos up there, but that one's never come down.

Moniz: Terrific story. Well, thank you very much. This has been really fascinating. I appreciate your time.

Gallagher: Thanks, Amanda.