

Effectively Marketing the United Way of Central Massachusetts

An Interactive Qualifying Project Report

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1. non-profit
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1. Abstract

The goal of this Interactive Qualifying Project was to help the United Way of Central Massachusetts to effectively and efficiently market their efforts to financially support local social wellness programs. By studying prior marketing campaigns and technical areas dealing with organizing meetings, publicity, and publishing, new strategies and designs were created to help obtain and retain support for the social needs of Worcester County through the United Way.

2. Executive Summary

Webster's dictionary defines "community" as a unified body of individuals. Ideally, these individuals should work together to support one another in any way they can. The United Way of Central Massachusetts provides a link between needy individuals in the community and those who can help. Their mission is to provide an organized capacity for people to care for one another. The Worcester County community's social needs are not at all few. To help to meet some of these needs, United Way programs are facilitated throughout Worcester County. But, without the necessary funding, these programs will shut down and those needy individuals will have no where to turn. The United Way of Central Massachusetts works hard every year to raise the revenues necessary to keep those programs running. The organization supplies the community with *a way to care, not just a way to give* by combining emotional as well as financial support.

This Interactive Qualifying Project helped the United Way of Central Massachusetts in marketing endeavors necessary to support its mission. In a five-month long internship with the marketing department, I was assigned three main tasks that are the basis for this IQP. Knowledge of similar tasks was combined with innovative technical skills such as organizing meetings, publicity, and publishing to generate final products that would convey the necessary messages to elicit and sustain support for the United Way of Central Massachusetts.

3. The Current Social Needs of Worcester

Worcester County today is effected by many social problems. From homelessness to teen pregnancy, inadequate child care and elderly care, gang violence and rape, Worcester County has many social needs and the United Way of Central Massachusetts makes a great effort to help address these problems.

To determine some of the current social needs of Worcester, the allocations department at the United Way of Central Massachusetts was contacted. This department collects and reviews proposals that request aid and then determines how it can allocate funds for those particular needs. These proposals are written by various social agencies in Worcester describing the situations or problems they face and proposing recommendations that could help with these issues.

3.1 Child Care

One current problem in the city of Worcester is the necessity in many homes for child care. The need for safe, quality childcare affects all sectors of the working population. As of 1998, the Massachusetts economy was at an all time high and the state had its lowest unemployment rate in over 20 years. This full employment economy means a larger demand for childcare. Three out of four New England families have two working parents.

Just in Massachusetts, there is a waiting list of over 13,000 families needing childcare. According to the 1990 Census, Worcester has 32,336 children who are 14 and

under. Projections indicate that the population has grown since the Census. According to the Child Care Connection, for the 15,000 children in the 0-5 year old range, there are only slots in the system's capacity for 4,682 children, that is only available care for 1 out of every 4 children under age 5 that need child care. The problem is increased by people from cities and towns outside of Worcester who, for a variety of reasons, choose to place their children in Worcester child care facilities, making the available care percentage even smaller.

Another large sector of the child population is in school age child care programs. Child Care Connection reported only 3 slots for every 100 school age children in the Worcester area.

Capacity is just one side in the child care dilemma. Affordability is another key issue. Care must be affordable to needy families. While families can receive government financial aid to help ease the cost of higher education, sometimes paying only 23% of the actual cost of college, pre-school education receives no comparable financial support.

Another aspect of the child care dilemma concerns the quality of childcare. Child care is not just a place to put children when the parents cannot attend to them; child care facilities run programs to help to develop children into competent adults. According to a recent issue of the Worcester Telegram & Gazette, aggression among youths is increasing. Such incidents arise when there is inadequate child care resources or programs that are specifically designed to address these issues. Due to the low unemployment percentage, child care centers are finding it hard to retain qualified workers to run such programs. Currently, there are only three adjustment counselors on staff in the entire community. Also, a constant change in child caregivers is not optimal

for early childhood development. Adequate salaries and ongoing professional development is necessary to retain and maintain qualified child care workers.

3.2 Elderly Care

As stated above, child care is a serious dilemma in the city of Worcester, but it is not only inadequate *child* care that is adversely affecting the community. *Elderly* care is also a current problem in Worcester. Worcester has a higher percentage of elderly compared to the rest of the country. There are currently over 100,000 people over the age of 65 living in the central part of Massachusetts, with 35,000 of them located in the city of Worcester. Nationally, the percentage of people over the age of 65 is 11 percent. In Worcester County, it is 13 percent and just in the city of Worcester, it is 20 percent. While these are the most recent figures, in 2011, the baby boom generation will reach the age of 65, and this will cause the number of elderly to jump significantly.

And why does this cause a social need for Worcester? Well, with people in this age range, there are certain particular needs that must be met, such as healthcare and living facilities. The healthcare of the elderly is costly. Due to the high cost of outpatient medications and recent changes in the coverage of those medications, these have become major problems for seniors. The current welfare parameters of who can receive financial aid for medical services are being re-examined but any improvements will require significant financial investment.

The availability of affordable public housing has been cited as one of Worcester's strengths. The general availability is there, but there are special problems for the elderly. One of the concerns is the quality of the nursing homes. Recently, the state of Massachusetts sent out report cards to all of the nursing homes in Central Mass. These

report cards scored the quality of the care that is received at the homes and the condition of the living environment. Thirty-four percent of Worcester County's nursing homes scored below the state average.

Another concern is adapting older homes to the needs of the elderly living in them. Many of the seniors live on their own in houses that are over 50 years old. Finding revenues to finance renovations on these houses or to make them accessible to the elderly is a current necessity. The other underlying need is affordability and long-term sustainability for assisted living housing in Worcester.

The need for transportation for the elderly is also crucial. As stated before, many of the elderly need medication and medical attention. Even if healthcare is available to them, they need a form of transportation to get to the help. There is a current transportation system set up in the city of Worcester for the elderly, but scheduling can be too complex for the elderly to understand without assistance, and the lack of outreach to the suburbs can make that particular mode of transportation no help at all.

3.3 Homelessness

Homelessness is a terrible issue that plagues the entire country. The word "homelessness" does not just stand for a lack of a place to sleep or a lack of a physical structure for housing, it is also a loss of who you are and how you are defined to the world around you.

Worcester County currently runs 36 emergency shelters and transitional housing programs. These programs are full to capacity on any given night, holding approximately 1000 people. In addition to the people in the shelters, there is an estimated 3000 people

who are members of homeless families or homeless individuals who are not able to access the shelters on any given night. These people are placed in emergency motels, sleep on the streets, in cars, abandoned buildings, doubling up with friends/family, etc. Worcester is identified as the community with the second largest need for shelter in the state of Massachusetts.

The fastest growing segment of the homeless population is women and children. They are approximately 2/3 of current homeless people. Out of the 1000 that stay in the shelters on any given night, more than 300 of them are children. There is also a large increase in the homeless population who is between the ages of 16 and 21.

The implementation of the Welfare Reform Time Limits and the elimination of Public Assistance programs for homeless prevention have caused the homeless population to double within the last five years. The average stay at a shelter has increased from 3 months to an average of 6 to 9 months in the last year. This is caused by the lack of affordable housing throughout Worcester County and this causes a gridlock within the current sheltering system. The United Way of Central Massachusetts reports that calls to The First Call for Help Program requesting housing and shelter information are the largest number of calls. The First Call for Help Program is discussed in detail below.

The lack of affordable housing was brought to the Worcester community tragically in December of 1999, when a pair of homeless individuals were charged for causing the fatal fire at the Worcester Cold Storage and Warehouse Co. building. The two were living in the abandoned building and accidentally knocked over a candle that started the fire that took the building and the lives of six local firefighters. Grace K.

Carmark, executive director of the Central Massachusetts Housing Alliance stated in an interview with the Telegram and Gazette, “I really think this community will pull together and look at the issues ... having people living in abandoned buildings....We have to get more affordable housing.”

Not only is a lack a house affecting these people, but the lack of supportive services is also a problem. Support services are needed for such issues as mental illness, substance abuse, domestic abuse, language barriers, and low or no job skills

3.4 Teen Pregnancy and Parenting

Children having children is a disturbing concept and it has been a large problem throughout Massachusetts and in many other regions of the US. The Massachusetts birthrate is at 33.8 per 1000. Worcester currently has a rate of 52.4 per 1000 and is ranked sixteenth in the state. The numbers are on an alarming rise because just 2 years ago, Worcester was ranked third with a rate of 49.9 percent.

Infant mortality also continues to be an issue among teenage mothers. The infant mortality rate is higher in teen mothers than older women. Their youth and their social and economic environment expose them to a higher incidence of drug and sexual abuse, more domestic violence, and increased risk of sexually transmitted diseases. Teen mothers experience more medical complications and are at risk for delivering premature and low birth weight infants.

These girl’s ages do not just affect their newborn infants because nationally, 50% of these teen mothers drop out of school. There is a program in Worcester called School Age Mothers (SAM). This program tries to prevent the teen mothers from dropping out

of school and encountering other dilemmas. Over 95% of SAM students last year remained in school. Programs like this need support to be able to help these teen mothers.

As stated earlier, there is a large problem with the lack of infant/toddler child care. Because of the young age of the girls who are having these babies, they lack the adequate income to place their children in daycare even if there are spots available. There are spots held at certain facilities specifically for SAM students though, which is very helpful, but again, programs like these need support from the community to be able to perform such useful services. It is the goal of the United Way of Central Massachusetts to help organize such support.

4. The United Way of Central Massachusetts

The United Way of Central Massachusetts is a non-profit organization comprised of dedicated individuals committed to help the community through the development and distribution of resources to meet human service needs. This organization was originally known as the Worcester Welfare Federation and was established in 1920 by local civic, business, and religious leaders. The first campaign to raise charitable funds was led by Harry G. Stoddard. The theme was “Suppose Nobody Cared” and it garnered an outstanding \$405,000 in just 7 days. These funds were distributed to eighteen social welfare agencies, including the Boys Scouts, Boys Club, Girls Club, YMCA, YWCA, and the Children’s Friend Society.

In 1929, despite the Stock Market Crash and the beginning of the Great Depression, the Worcester Welfare Federation still exceeded its campaign goal. It was

one of the few agencies in the country to do so during such a financially hard period of time. The organization evolved again in 1932, changing the name to the “Greater Worcester Community Chest and Council.” In 1953, the campaign exceeded \$1,000,000 for the first time. This money was raised just in time because in that same year, Worcester was hit with a devastating tornado and the Community Chest and Council responded by administering a \$500,000 relief fund.

In the year that the organization celebrated its 50th anniversary, 1969, the name was changed again to the “United Appeal”. At the same time, the first woman was given the highest national award of the organization. Mrs. Gerard K. Schmidt received the Newton Baker Award for her efforts to establish a juvenile court in Worcester. In 1974, the current name of the organization was adopted, the United Way of Central Massachusetts, and the organization once again expanded its scope by adopting a new mission. This new mission states: “The United Way of Central Massachusetts is an organization of donors striving for excellence in meeting the human service needs of the community through the development and effective distribution of resources to achieve the greatest impact.”

Today, the United Way of Central Massachusetts is attempting to do just that. The organization currently distributes donations to thirty-nine agencies throughout the Worcester County area. They fund eighty-three programs that address child development, youth development, education/employment, the elderly/disabled communities, protective services, housing and homelessness, health issues, family and youth counseling, and other basic needs of the Worcester community. Along with the

financial support of such programs, the United Way provides leadership in defining and addressing human service needs in the community.

To be able to continue to provide these services, The United Way maintains strong bonds with the business and labor communities throughout the Worcester County. A Service Liaisons Program is implemented to hold links between the central labor councils and the United Way.

Over 275 full time state and local AFL-CIO (American Federation of Labor-Congress of Industrial Organizations) Community Services Liaisons and 25 Community service labor agencies are working together to bridge the connection between their central labor councils and the United Ways in 155 communities across the United States, seven just in Massachusetts alone.

These labor liaisons work continuously with the labor organizations to perform many activities to better the Worcester community. The liaisons assist local unions and the central labor councils to establish and facilitate community services committees, and programs such as food banks and blood drives are implemented.

Also, many activities are done to benefit the labor community by making it internally stronger and better informed. Seminars are organized on particular health and human care issues, educational training programs are setup and implemented, and many organized labor members are recruited to serve on boards and committees to bring the understanding and point of view of the labor community.

Another important area of the United Way, is the Community Services & Volunteer Development Division. This section of the organization is divided into two programs, the Volunteer Center and the First Call for Help. The first program is

dedicated to mobilizing volunteer resources, expanding opportunities for volunteers, and strengthening the capacity of organizations to manage volunteer resources. The second program was created as an information and referral hotline. The United Way of Central Massachusetts functions as a centralized and comprehensive access point to human services in Central Massachusetts.

The United Ways of America have a broad, general goal of providing an organized capacity in the local community for people to care for one another. To be able to achieve this goal, the United Way must convey the worth of the organization and the programs that it supports. The need for a long-term marketing plan to achieve this goal is a constant issue. To be able to provide for the community, there must be financial support. To begin marketing a product, you must know the qualities that are appealing to the consumer. The product that the United Way is trying to market is *a way to help people care*. This is the product that is being offered to supporters of the United Way. To get people to give and continue giving to the community, the United Way must create a way to make the supporters *care* for what they financially support, not just give away money.

5. Marketing/Advertising Tasks

This project had three main tasks. The first two tasks were done simultaneously because they were interrelated. These tasks were to help with special events planning for the Campaign Finale and to create a slide show and Powerpoint presentation to be shown at the Finale. The third task included the layout, design, and overall production of the annual labor newsletter, Partners in Caring. All of these tasks were very thought

provoking and well rounding experiences. Being able to use technical skills to help the non-technical world was rewarding to both me and, I hope, very useful to the United Way.

5.1 Special Events Planning

A “special event” constitutes a forum with the potential for achieving immediate high-impact exposure to target audiences. Such events can be an effective way of introducing new issues, products or organizations, or rejuvenating old ones. Special events attempt to attract participation by target audiences and from journalists. It often takes more than just one event to move an audience to adopt a new attitude or behavior, but a successful event can start the ball rolling. Successful special events usually bring together civic, municipal, and corporate bodies. An extremely detailed source for such event planning is *Public Relations Writing – A Planned Approach for Creating Results*.

To execute a successful event, detailed action plans with tasks, responsibilities and timetables need to be utilized. Special events must be broken down into manageable components. A detailed action plan helps to prevent organizers being overwhelmed by the large task at hand. Planning documents and progress-against-plan meetings are essential in providing a detailed road map of tasks to be achieved, by whom, and when.

5.1.1 Message/Media Outline

To begin planning a major event, one should start with a message/media outline. This outline is used to obtain a set of action plans to have a successful event. The six main points to develop such plans are:

- What are our communications goals? What do we want the ultimate reaction of the audience to be?
- Who is our target audience(s)?
- What are the needs/concerns/interests that the individual target audience members share regarding our product, organization, or issue?
- What is the message(s)?
- What is the most effective channel for reaching individuals?
- What forum will be most effective for raising an audience need, concern, or interest and for offering our product, issue, or organization as a solution?

Also at this stage in planning, it is helpful to discuss the visual image that is trying to be achieved. Additional questions to discuss are:

- What visual image do you want the audience to remember from the event?
- What headline or photo do you want to appear in the print media?
- What picture do you want the television viewer to remember?

After this initial brainstorming is completed, the media/message questions are answered, and decisions have been made, a set of systematic plans must be drawn up. Action plans are developed to confirm staff responsibilities and deadlines for determining an event budget, date, site, event participants and guests, and types of publicity.

5.1.2 Budget

Another task to be done at this stage is to develop a budget. Special events can range in cost, so a budget plan should be developed along side the action plans. Things that have potential costs:

- Site
- Audio/visual material
- Graphics and printing
- Food
- Entertainment
- Professional time

Even if outside planning services are not used, it is important to calculate internal staff hours to keep an efficient schedule.

5.1.3 Dates and Times

Dates and times should be selected and checked against conflicts with target audiences, participants, and potential news media. The time during which the event takes place is important. Pose the question: “Is this an event that is just for professionals/invited guests, or can someone bring a guest and family?” The answer will help to determine if the event should take place during the normal workday or the off peak hours of the day/week.

5.1.4 Site

The proposed site is also an important variable. Many sites used for special events are often booked six months to a year in advance. Two possible dates and a confirmed site should be chosen before contacting the potential presenters.

An event site can be developed to support the message and visual outcome with the appropriate graphic treatment. Such visual items could be banners, easel, podium, or hallway signage.

5.1.5 Participants/Presenters

Once the potential dates and site are chosen, then the people who will participate in the event can be discussed. This is done by forming a list of people who are knowledgeable in the subject area and have the ability to be effective. The speakers must be able to communicate well and get through to the target audience.

5.1.6 Target Audience and Generating Attendance

A list of the target audience can be generated by asking such questions as: “Who are the decision makers? Who casts the votes on legislation that can impact your organization? Secondly, who influences the decision makers?”

Also in this list would be the media appropriate to invite. How far do you want the coverage to go? Local, regional, national?

5.1.7 The Day(s) of the Event

When planning an event, it is important to remember that you should not take anything for granted. Anything can happen, so it is best to be prepared. A detailed schedule is important for the day of the event. A last minute detailed staff meeting should be held to go over the schedule and everyone’s tasks. Any audio-visual

equipment should be tested prior to the event. If everything has been planned well, the event should be a success!

5.2 The United Way of Central Massachusetts 1999 Campaign Finale

Each year, after the United Way campaigns for funds to run the 83 local programs, they hold a “Thank You” campaign finale to recognize the companies and the agencies for all the hard work and effort put into the campaign. Helping in the organization of this “special event” constituted one major part of the work done for this project. Another major task associated with the campaign finale was the presentation of a slide show to illustrate the need for financial support of social issues and a Powerpoint show aiding the script with visual imagery.

5.2.1 Over-all Planning of the Event

When I began my internship at the United Way, the marketing had just begun for the early stages of planning an event. The event committee had brainstormed and answered the media/message questions and had formed action plans that needed to be followed through. From an event planning perspective, I successfully communicated with the target audience by handling the invitation mailing and the reservations list. A concise list of the attendees was maintained along with their payment status. Also, I worked with the marketing department to decide on entertainment for the event. Because the United Way of Central Massachusetts is a non-profit organization, the budget for the

event was small. I again attempted to market the organization to potential entertainment facilities to obtain a musical act for the event. To further communicate the message of the event, saying “Thank you” for supporting the United Way and its 83 programs, it was decided that we would have a choir from one of the afterschool programs funded with the help of United Way and its supporters. This brought a close-to-home feeling about the event; the target audience saw a part of their support at work.

5.2.2 The Final Days before the Event

In the final days before the event, I helped to keep tasks organized and running smoothly. Nametags were generated from the reservation information that I maintained. Preprinted nametags at an event can give a feeling of importance to the attendees and help the target audience to intermingle. The day before the event, a last-minute meeting was held with the entire staff to communicate the tasks that needed to be done the day of the event. A detailed floor plan was designed and drawn for the staff so that they would know the exact places they would be during the event, thus enabling the event to run smoothly. Also, the day before the event, a committee (including myself) went to the site to help set up the event from a visual standpoint. We set up signage in strategic areas in the event hall containing important information for the attendees to take note. Banners were hung from the front of the stage so that they would be visible throughout the event.

The event ran smoothly due to proper action planning and progress-against-planning that took place throughout the entire time period prior to the event. The event was a success. The attendance was almost double what had been expected. It was the largest event ever held by the United Way of Central Massachusetts.

5.3 Advertising and Marketing through Visual Imagery

The first question that needs to be asked when writing a presentation is whether or not graphic support is needed. If the use of audio-visual support would be effective, then the next step is of course to prepare it. The preparation of the graphic support requires careful thought just like any other marketing concept.

The main purpose of audio-visual support, such as a video, is to assist the audience in creating mental images that assist them in transferring messages to their real-life experiences. This is the main goal behind any marketing strategy-- to have the audience relate to concepts that are being conveyed. Slides or things such as Powerpoint presentations help to keep the audience's attention focused on the key points of the presentation. The slides should contain the key points that are stressed in the speech and any additional information that might clarify any vague issues.

5.4 Slide Show Video

The 1999 Campaign theme was "Heroes." This was chosen to effectively express that the people who help support the United Way are "heroes." To communicate this message, my initial assignment was to work on an audio-visual presentation for the finale. The presentation was to be a slideshow video consisting of quotes from all sorts of Worcester County citizens about the ideal of a "hero." The quotes were to have a photo along with them. In brief, the assignment was to go out and get a wide range of age, cultural, and gender samples of the population to find out who people see as a heroes.

This first task, however, gave me a chance to explore two aspects of marketing theory. The first and most obvious one was the marketing of the United Way to its supporters by showing them appreciation for their hard work. This marketing task had been assigned to me initially. The marketing dilemma I came upon on my own was the need to *market* the audio-visual presentation itself to the public. I learned quickly that I needed, first of all, to market the United Way of Central Massachusetts to the people who that I wanted to question for the video. In brief, I had to effectively communicate to these people (the target audience) the value and worth of the United Way, before they would talk to me further. When the task began, I did not realize how difficult it was going to be. Some people did not want to contribute to the video. Many rejected my plea for their input. So, I quickly learned that I needed to become someone knowledgeable about the work done by and the reputation of the United Way and learn how to effectively communicate the value of the organization. In the end, I obtained over 70 quotes and photos for the video presentation.

5.5 PowerPoint Slide Show Presentation

The next project was another audio-visual presentation for the finale. I designed and created a Powerpoint slide show to go along with the script for the event. This task required the effective use of graphics to aid in the communication of the message that was being conveyed by the speakers. The slide show consisted of over 40 slides with various lists of awards and their recipients, committee recognition slides, and other material that complimented the script of the event.

5.6 Publishing/Layout/Design of Printed Media

The third major assignment I had at the United Way was the publishing “Partners in Caring”. This newsletter was published two months after the grand finale event and required about 6 weeks of work.

The newsletter is an increasingly popular method of direct mail and it has its own format characteristics. The main purpose of newsletters is usually two-fold:

1. To present special information to a special audience.
2. To positively reinforce cognitions and attitudes about the sponsoring organization

Newsletters should be organized for mutual benefit. While your organization has its communication outcomes, the most effective newsletters are presented to satisfy those outcomes by concentrating on the needs/concerns of the target audience. By doing this, both sender and receiver benefit.

The most effective newsletters are those that do not overpromote the organization, but in fact, present both the goods news and the not-so-good news. Long-term publication creditability is enhanced by an occasional negative story.

There are different newsletter formats and each one is effective in its own way. Format is a reflection of the sponsor. Whereas it may be proper positioning for a charitable not-for-profit association to look prudent as it communicates with its members for donations or volunteer time, a prestigious law firm might be better packaged with a more upscale layout.

Using messages in headlines, subheading, photographs, and photo captions can be useful in getting the attention of the more passive reader. Research shows that while readers say they peruse a publication from cover to cover, they are more apt to skim it

rather than read it thoroughly. An effective way to get the attention of the reader is to tell the story twice, first with the headlines, subheadings, and photos and then again with the actual text. There must be enough information offered in the initial view of the article to grab the attention of the reader but the text is there to expand on the abstract painted with the title and the pictures.

5.7 The Labor Newsletter

The United Way labor newsletter is currently a semi-annual publication that goes out to all the local unions and labor officials in the Worcester County area to keep them informed about what is going on in the labor community in connection with the United Way of Central Massachusetts. This particular newsletter was unique for a couple of different reasons. First of all, the publication is usually produced by a full-time employee of the United Way of Central Massachusetts. This was the first time that an intern produced such a document. The staff was very pleased to have an outside source working on this task for the sake of bringing in new and innovative ideas. These innovative ideas led to the other reasons that this newsletter was unique. Both the design layout and the distribution (quarterly vs. semi-annually) were changed.

The design of the newsletter was the first sub-task that needed to be accomplished. The old layout was an 8" X 14" size page printed on both sides. This newsletter was an 11" X 17" size page instead. Room was needed to be able to expand on labor issues and to communicate to the labor community that they are an important part of the United Way of Central MA family. Letters from both the President of the United Way of Central MA and the President of the AFL-CIO (American Federation of Labor-

Congress of Industrial Organizations) of Central Massachusetts were placed on the front of the newsletter to convey the connection between the two separate areas.

The other pages included a section thanking the labor community for what it has done to support the United Way of Central Massachusetts and the community. A list of awards from the Campaign Finale was posted strategically to draw the attention of all audiences. It was there particular to show the local unions that won awards that they were appreciated for their efforts and to show the others what they could strive for.

Another section was used to explain and promote the programs that are run to give back to the labor community. The United Way of Central Massachusetts facilitates programs for the labor community to enhance them socially and ethically. Programs such as computer training, dealing with sexual harassment issues on the job, and how to perform a labor negotiation strategically are just a few examples.

The last section was used to promote upcoming events that would be beneficial to the labor community. Any programs that were going to be presented within the next couple of months were noted. These included events that were dedicated to personal and community development.

All sections were laid out with pictures and graphics to present a neat, attractive, and clear visual image. The articles, pictures, and sections were placed strategically in the newsletter to stimulate new involvement and to rekindle a desire in previous supporters to help out. A copy of the newsletter is included as Appendix A. I worked closely with the Labor Liaison to get an idea of what the needs of the labor community were and what they had to offer the local community. I obtained articles and pictures to

best communicate the strong bond between the United Way of Central Massachusetts and the labor community of the Worcester County area.

6. Conclusion

This project was very rewarding for me because I was able to work outside my technically focused major to explore another area of knowledge. Combining such aspects as meeting organization, public relations, and desktop publishing with the social aspects is the main objective of the Interactive Qualifying Project. It also humbled me by seeing some of the issues that are faced day-to-day by people right in my own community. My connection that was made with the United Way of Central Massachusetts will always be evident in my life and I am thankful for being given the opportunity to broaden my horizons.

In conclusion, I would recommend that everyone should seek such an opportunity expanding their lives by working with a community service organization to build an ideal place where individuals unify and help one another in times of need. I also recommend to all students in Worcester to take advantage of the internship program offered by the United Way of Central Massachusetts.

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