



# R-EVOLUTIONARY TIMES

2011 ANNUAL REPORT



**INDEPENDENT SECTOR**  
A vital voice for us all

To learn more about Independent Sector  
visit **IndependentSector.org**  
or call us at **202.467.6100**.



(for IS  
members  
only)

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# ABOUT INDEPENDENT SECTOR

The United States is now home to an estimated 1.1 million public nonprofits, private foundations, and religious congregations that work to improve the lives of individuals and communities. Collectively, we refer to these organizations as the “independent sector,” which underscores their unique role in society, distinct from business and government.

Independent Sector is the leadership forum for nonprofits, foundations, and corporate giving programs committed to advancing the common good in America and worldwide.

## OUR VISION

A just and inclusive society and a healthy democracy of active citizens, effective institutions, and vibrant communities.

## OUR MISSION

To advance the common good by leading, strengthening, and mobilizing the nonprofit and philanthropic community.

## OUR VALUES

### INDEPENDENCE

- The freedom to be creative and uplift the human spirit
- The right to advocacy and freedom of speech
- A commitment to promoting and protecting the independence of the sector
- An obligation to serve as a leading voice for the common good

### INTERDEPENDENCE

- Productive cooperation between the public, private, and nonprofit sectors
- Effective collaboration between funders and grant recipients

### INCLUSIVENESS AND DIVERSITY

- Embracing a variety of perspectives and people
- Respect for the views of others

### SOCIAL JUSTICE

- Full and fair opportunities for all
- Appreciating the worth and dignity of each person

### TRANSPARENCY, INTEGRITY, AND ACCOUNTABILITY

- A commitment to the highest possible ethical standards
- Open and timely sharing of financial, governance, and program information
- Responsiveness to society, members, and stakeholders

### OPERATIONAL EXCELLENCE

- Effective programs and activities that meet meaningful needs
- Efficiency in the use of resources





Detail from the 2011 Independent Sector Annual Conference Mural





# MESSAGE FROM OUR CHAIR AND PRESIDENT

## Liberty, Equality, Fraternity

Words we associate with protest movements past rang out again in hearts and minds around the world in 2011, from the Arab Spring to Zuccotti Park in Manhattan, as civil society pressed for fairness and opportunity for all.

Here in Washington, D.C., despite a sluggish economy, political stalemate on debt and deficits, and challenges to policies that support our work, Independent Sector, in close partnership with its members, was able to advance our critical agenda. IS Board-approved Guiding Principles on Deficit Reduction and Tax Reform informed our analysis and commentary on budget, deficit reduction, and tax proposals. They stressed that steps taken to address the nation's fiscal challenges should favor politics that will not exacerbate income equality or increase poverty.

It was a year of sustained advocacy as IS pressed against capping the charitable deduction at 28 percent for high-income taxpayers. We succeeded in obtaining some key support from Senate and House leaders and members of tax-writing committees – and we were instrumental in persuading Senate Democratic leadership to remove the proposed cap on the charitable deduction as a means of paying for the American Jobs Act. With members and allies, IS executed calls to action and a powerful array of educational materials.

As part of our quest to help strengthen the effectiveness of charitable organizations, in November Independent Sector partnered with the Obama Administration and a cross-sector coalition to convene the White House Forum on Nonprofit Leadership. This gathering of 200 top nonprofit and philanthropic leaders sparked the Initiative for Nonprofit Talent and Leadership, for which IS is now fostering a sector-wide human capital strategy to enable leaders at all levels of development to reach their potential and increase their impact.

Last spring, we launched an online Resource Center built on our *Principles for Good Governance and Ethical Practice: A Guide for Charities and Foundations*. These well regarded tools and resources help organizations ensure that they are operating in accordance with the highest standards of ethics and accountability and showcase over 250 model policies, research papers, templates, and other tools to strengthen organizational cultures and practices and improve governance.

Charting Impact, the strategic alliance of BBB Wise Giving Alliance, GuideStar USA, and Independent Sector, was launched in the spring through the website: [ChartingImpact.org](http://ChartingImpact.org). Organizations can capitalize on this no-cost opportunity to rigorously consider and report their goals, strategies, capabilities, and achievements to date in a standardized report.

Over 1,000 thought leaders took part in "R-Evolutionary Times" in late October at Independent Sector's annual conference in Chicago with a record number of registrants for the pre-conference Public Policy Action Institute and the NGen: Moving Leaders from Next to Now programs. Through this premiere convening, every participant was challenged to think differently about who we are, how we lead, and how we might boldly adapt to these ever-changing times.

The strength, quality, and authenticity of our work depend on the active engagement of our members in helping us to think through issues, fashion solutions, and partner with us in reaching our goals. We, in turn, strive to provide our members with opportunities to convene and hear the best thinking of the nation's nonprofit community in order to strengthen their organizations' ability to improve lives. Together we continue to find creative solutions to some of the world's biggest challenges.



Stephen Heintz  
Chair

Diana Aviv  
President and CEO

# 2012\* BOARD OF DIRECTORS

\*The following Board Members commenced their term of service on October 31, 2011.

## OFFICERS

### CHAIR

**Stephen Heintz**  
President  
Rockefeller Brothers Fund

### VICE CHAIR

**Ralph B. Everett**  
President and CEO  
Joint Center for Political and  
Economic Studies

### TREASURER

**Kelvin H. Taketa**  
President and CEO  
Hawai'i Community Foundation

### SECRETARY

**Lorie A. Slutsky**  
President  
The New York Community Trust

### AT LARGE EXECUTIVE COMMITTEE MEMBER

**Irene Hirano Inouye**  
President and CEO  
The U.S.-Japan Council

**Diana Aviv**  
President and CEO  
Independent Sector

## BOARD MEMBERS

**Ellen S. Alberding**  
President  
The Joyce Foundation

**Barbara R. Arnwine**  
Executive Director  
Lawyers' Committee for Civil  
Rights Under Law

**Susan V. Berresford**

**Robert W. Briggs**  
Chair, John S. and James L. Knight  
Foundation

**Kyle Caldwell**  
President and CEO  
Michigan Nonprofit Association

**Brian A. Gallagher**  
President and CEO  
United Way Worldwide

**Steven J. McCormick**  
President  
Gordon and Betty Moore  
Foundation

**Risa Lavizzo-Mourey**  
President and CEO  
Robert Wood Johnson  
Foundation

**Bernard J. Milano**  
President and Trustee  
KPMG Foundation

**Neil Nicoll**  
President and CEO  
YMCA of the USA

**Mariam C. Noland**  
President  
Community Foundation for  
Southeast Michigan

**Michael S. Piraino**  
Chief Executive Officer  
National CASA

**Wendy D. Puriefoy**  
President  
Public Education Network

**Rey Ramsey**  
President and CEO  
TechNet

**Paul Schmitz**  
Chief Executive Officer  
Public Allies, Inc.

**Rev. Larry Snyder**  
President  
Catholic Charities USA

**Roberto Suro**  
Professor of Journalism and  
Public Policy  
University of Southern California

**Richard B. Williams**  
President  
American Indian College Fund

## THE TERM OF SERVICE OF THE FOLLOWING BOARD MEMBERS CONCLUDED ON OCTOBER 31, 2011.

**Luz A. Vega-Marquis**  
Marguerite Casey  
Foundation

**Ruth Wooden**



# 2012\* COMMITTEE CHAIRS

\*The following Committee Chairs commenced their term of service on October 31, 2011.

## ANNUAL CONFERENCE HOST

**Emmett D. Carson**  
Chief Executive Officer  
Silicon Valley Community  
Foundation

## ANNUAL CONFERENCE PROGRAM

**Steven J. McCormick**  
President  
Gordon and Betty Moore  
Foundation

## AUDIT

**Mariam C. Noland**  
President  
Community Foundation  
for Southeast Michigan

## COMMUNICATIONS AND MARKETING ADVISORY TASK FORCE

**Roberto Suro**  
Professor of Journalism  
and Public Policy  
University of Southern  
California

## EXECUTIVE

**Stephen B. Heintz**  
President  
Rockefeller Brothers Fund

## FUND DEVELOPMENT

**Michael S. Piraino**  
Chief Executive Officer  
National CASA

## JOHN W. GARDNER LEADERSHIP AWARD

**Bernard J. Milano**  
President and Trustee  
KPMG Foundation

## GOVERNANCE AND NOMINATING

**Ralph B. Everett**  
President and CEO  
Joint Center for Political  
and Economic Studies

## INVESTMENT SUBCOMMITTEE

**C. Richard Mattingly**  
Executive Vice President  
and COO  
Cystic Fibrosis  
Foundation

## MEMBERSHIP

**Paul Schmitz**  
Chief Executive Officer  
Public Allies, Inc.

## NGEN ADVISORY GROUP

**Mike Goorhouse**  
Vice President of Donor  
Development  
Community Foundation  
of the Holland/Zeeland  
Area

## NGEN FELLOWS SELECTION

**Barbara Arnwine**  
Executive Director  
Lawyer's Committee for  
Civil Rights Under Law

## NGEN LEADERSHIP AWARD SELECTION

**Max Stier**  
President and CEO  
Partnership for Public  
Service

## NONPROFIT AND PHILANTHROPIC LEADERSHIP AND PRACTICE

**Irene Hirano Inouye**  
President and CEO  
The U.S.-Japan Council

## PUBLIC POLICY

**Kyle Caldwell**  
President and CEO  
Michigan Nonprofit  
Association

## THE TERM OF SERVICE OF THE FOLLOWING COMMITTEE CHAIRS CONCLUDED ON OCTOBER 31, 2011.

**Terry Mazany**  
Annual Conference Host

**Prue Beidler**  
Annual Conference Host

**Ellen S. Alberding**  
Annual Conference Program

**Ruth Wooden**  
Communications and Marketing  
Advisory Task Force

**Samuel Worthington**  
Global Partners Advisory Group

**Robert E. Swaney, Jr.**  
Investment Subcommittee

**Esther Aguilera**  
NGen Advisory Group

**J.D. Hokoyama**  
NGen Fellows Selection

**Michael Balaoing**  
NGen Leadership Award  
Selection

**James P. Firman**  
Nonprofit Effectiveness  
Advisory Group

**Rand Wentworth**  
Principles for Good Governance  
Advisory Group

## HIGHLIGHTS FROM 2011

# VOICE. LEADERSHIP. IMPACT.



Mobilizing master class at 2011 conference

### REPRESENT!

Independent Sector's strategic plan links our future to three principles: voice, leadership, and impact. In 2011, IS led the sector in developing a framework for action and fighting for public policies that enable our organizations to serve their communities. Independent Sector:

- Strengthened the sector's voice through policy initiatives that improved the climate for nonprofit representation
- Communicated the value of the nonprofit sector to diverse constituencies in government and society
- Encouraged nonprofits and foundations to chart and share the impact of their work
- Advanced the next generation of diverse nonprofit leadership
- Built our nonprofit network and enhanced its engagement in civic and philanthropic affairs.

America's charitable sector is a critical communication channel through which its

people express their concerns, priorities, and hopes for the future. Yet their voices are too often muzzled by obstacles (legal, regulatory, cultural) or stifled by well-funded political speech.

Thwarted by government budget cuts, efforts to reduce incentives for charitable giving, and challenges to the fundamental nature of the nonprofit tax exemption, the sector faces major challenges in the years ahead.

In 2011, IS sought to strengthen the sector's collective capabilities and coordination and develop an action plan for improved policy outcomes. We studied:

- The sector's organizational capacity to represent itself in the policy-making process
- Key elements of effective representation by nonprofit organizations, coalitions, and companies with a long track record of success in Washington, D.C.
- Policy issues relevant to the charitable sector, writ large.

As we go to press, IS is finalizing recommendations for changes in structure and approach that promise to render the nonprofit and philanthropic sector more effective in advancing our priorities.

## WE ARE IS

*"Whereas America's charitable community touches the life of nearly every American, and works to build and maintain strong and vibrant communities across America and around the world..."*

So begins a "sense of the House of Representatives" resolution IS has spearheaded in recent months. It calls for "strong incentives for Americans to give generously to charitable organizations." Lacking force of law, these words are not controversial, unlike the debate swirling in both houses of Congress and at 1600 Pennsylvania Avenue concerning the charitable tax deduction and other policies important to our sector.

Despite ongoing appreciation for the work of the charitable sector and its contributions to communities, there is a deep knowledge vacuum that persists in government, among our fellow citizens, and even within our own organizations, concerning how we do our work and what it takes to get the job done.

IS is working to fill that vacuum with robust portraits of our achievements and of the dangers lurking behind current policy proposals. Leaders and constituents alike will be informed of the potential consequences for people who look to us for help. They also will learn more about the economic value this sector adds to our nation. Few people would have predicted the results of a 2011 study which ranked the nonprofit and philanthropic sector as the country's third largest employer.

## Xinnian Dong

Gordon and Betty Moore Foundation

When Xinnian Dong got her Ph.D. in microbiology at Northwestern University in 1988, she chose to investigate the immune systems of plants because, unlike animal immunity, little was known about how plants defend against infection.

Her next step proved providential: she spent three years in the laboratory of Dr. Frederick Ausubel at Massachusetts General Hospital. It was here she learned to do path-breaking research using a simple mustard plant, *Arabidopsis thaliana*.

"I got into the field at the right time," says Xinnian, in charge of her own lab at Duke University since 1992. "These plants have so much to offer. They are easy to work with, and their genome is small." Xinnian and her colleagues named a protein they identified after their favorite radio station, NPR1, and determined that it plays a key role in activating the plant's genes to fight disease.

But whether the NPR1 function required other molecules remained a mystery until their findings were published in the January 12, 2012 issue of *Current Biology*. Xinnian's team scanned a database of transcription factors for potential candidates and found several proteins known to help plants survive high temperatures. They noted that bacterial attacks caused increased production of one protein in an NPR1-dependent manner, suggesting its job is to guard against disease, not heat. They named it TBF1.

"TBF1 is the key genetic manager of around 3,000 genes, about 10 percent of the genes in *Arabidopsis*, involved in the growth-to-defense transition" announced the news release from two scientific organizations co-funding Xinnian's work – IS member, the Gordon and Betty Moore Foundation (GBMF), and Howard Hughes Medical Institute (HHMI). "This function exists in other plants with important uses, like cabbage, rapeseed, broccoli, and cauliflower, and these findings can be easily applied," says Xinnian. "It is highly relevant to agriculture."

Two years ago, GBMF and HHMI launched a partnership to make awards to 15 top plant biologists in the U.S. Their five-year, \$75 million Plant Biology Investigator Program made its first grants in 2011, including to Xinnian Dong. "Our foundation supports fundamental leading edge research across the natural sciences," says Vicki Chandler, GBMF's chief program officer for science. "We look for areas ripe for step change. There is a strong critical mass of researchers in plant biology, but there hasn't been the necessary funding." Although Vicki's work at GBMF has not brought her into direct contact with Independent Sector, she commented: "I plan to pay more attention to it in the future. It's interesting!"



Reflecting America's changing economy, we employ:

- 18 times more people than those employed by utilities
- 15 times more than in mining
- 10 times more than in agricultural industries, and
- Twice as many as in construction, wholesale trade, and finance industries.

IS is expanding its communications to demonstrate more effectively the vital role that nonprofits and foundations play in Congressional districts from coast to coast and to better understand what messages best resonate with target audiences. Policymakers, influential members of the charitable community (members and nonmembers), the media, and other opinion leaders are all key audiences for our educational efforts.

## José Soto, Woods Charitable Fund



In downtown Lincoln, Nebraska, a woman in African dress exchanges smiles with an elderly white couple. A Hispanic mother cradles her baby in her arms. New citizens old and young from Asia, the Middle East, and Eastern Europe join the procession. They are all depicted in Lincoln's celebrated photo mural – "Our Community... Larger than Life" by artist Larry Roots. Supported by IS member, Woods Charitable Fund, it spans Lincoln's skywalk at 12th

Street between "N" and "O" Streets.

"The mural has put Woods Charitable Fund in the mix of sustaining a dialogue about diversity," says José Soto, a Fund board member for six years, the last two as vice chair, and vice president for access/equity/diversity at Southeast Community College since 1992.

There was a time, José says, when diversity and inclusion were an afterthought in Lincoln. "The default was always the majority and anything not having to do with the majority rarely rated a second thought. That is, until a problem occurred." A defining moment came in 1994 when Francisco Renteria, a Latino youth, died in police custody. Says José: "This

both polarized and galvanized the community, and in time Woods Charitable Fund figured out how to be a player in bringing awareness to diversity issues." Most importantly, says José, the Fund has spent more than a decade developing a due diligence monitoring system to better scrutinize staff and board diversity at grant-seeking organizations.

"You can't just have the commitment to diversity," he says. "You have to see it embodied in who is sitting around the table and who is benefiting from the programs. Everyone agrees with the notion that technology must be integrated in every aspect of an organization. I believe organizations need to reflect on the idea that the same should be true of diversity. The mechanics of such reflection and integration are the same."

Born in Puerto Rico, José lived throughout the US and abroad as part of a military family. He served in Vietnam, obtained his law degree at University of Nebraska-Lincoln, and stayed – spending 33 years working on diversity issues. José recently stepped down from the Woods board, but remains very interested in its current challenges.

Always a good investment, he says, has been the Fund's membership in Independent Sector. "We've been a member for 12 years. That is itself a tribute to the value we see IS provides in terms of information and connections so important to our community. Is it worthwhile? Our answer is a resounding yes!"



## LEGISLATIVE ROUND UP

After a tumultuous 2010 mid-term election that saw control of the House of Representatives change hands, 2011 was a year of building relationships and introducing the nonprofit community to more than a hundred new Members of Congress and their staffs. Independent Sector's focus was on educating legislators about the economic impact of the nonprofit sector as employers of 10 percent of the workforce, the importance of charitable giving incentives, and the community benefits provided by every type of nonprofit organization.



- **Tax Reform:** Built relationships with key members of tax-writing committees and effectively served as a resource to their staffs. IS provided questions on the charitable deduction and data on the nonprofit sector that were used by members in two Senate Finance Committee hearings on tax reform.
- **Preserving the Charitable Deduction:** Waged a successful broad-based campaign with IS members and others in the nonprofit community to fend off repeated attempts to cap the charitable deduction as a means to pay for other spending and tax proposals.

## Bob Forrester

Newman's Own Foundation

"At Newman's Own Foundation, one of our guiding principles is not to be constrained by orthodoxy and safe thinking," says Bob Forrester, president and CEO of Newman's Own Foundation. "We seek solutions, and we are prepared to back a good idea or to respond quickly to an urgent need, and accept the risk of not having everything we do succeed."



This is reflected in the origins of Newman's Own. When Paul Newman started the Company in 1982, says Bob, he went against the orthodoxy of the day by committing to only using the highest quality natural ingredients in his food products, and donating all profits to charity. "In a TODAY show interview he asked, 'Can a company which gives all its profits to charity succeed?' Thirty years later, \$340 million has been donated to thousands of charities around the world, \$28 million in 2011 alone."

"We have enormous respect for America's great nonprofit sector, and the people who work and volunteer in it; it is a vital and globally admired aspect of the American character. Every day they are providing hands on direct benefits to those they serve, and along the way, proving new models and changing policy through doing, not just talking. These are the types of organizations we like to support," says Bob.

When it comes to measuring grant making effectiveness, Newman's Own has two perspectives. "If we are making a grant directed at building an organization's financial capacity and sustainability, we can be very precise. Building financial plans, governance, management, fundraising, and the like are business issues, which can and should be measured." When evaluating a nonprofit's programs, Newman's Own is less demanding.

"Let me give you an example," he says. "I was recently working with one of our grantees in the slums of Kibera, outside of Nairobi. As I was walking in the alleys of the slum, I met a woman who owned a very small vegetable stand. She was able to start her business with a \$2 loan from a women's cooperative bank supported by our grantee. I asked her what difference this loan had made, and she replied: 'Now I can feed my five children.' We don't need much more measurement than that."

Not generally involved in broad policy matters, Newman's Own appreciates and supports the fact that Independent Sector is. "I can't tell you how many different values I see in Independent Sector membership. It's a vital voice... a very courageous voice," says Bob. "It brings together a diverse group of independent thinkers and organizations, ones which often have very different needs, and finds a common voice and agenda to deal with those issues which affect the sector as a whole. Independent Sector represents a town meeting of all these different kinds of organizations, and I am a huge supporter of it."

## Amy Lazarus

### Sustained Dialogue Campus Network

Amy Lazarus came in contact with Independent Sector for the first time in graduate school. "It was an incredible organization and I kept hearing about it because of the resources for nonprofits," said Amy. "As soon as I returned to the nonprofit sector, one of the first things I did was to make sure to get involved with Independent Sector."

Today Amy is executive director of Sustained Dialogue Campus Network, an initiative of the International Institute for Sustained Dialogue, founded in 2002 and headquartered in Washington, D.C. SDCN promotes the practice of "Sustained Dialogue®", first employed in shuttle diplomacy, to resolve racial, ethnic, and other deep-rooted conflicts in the U.S. and abroad. "Our mission is to develop everyday leaders who engage differences as strengths to improve their campuses, workplaces, and communities," she says.

SDCN builds the capacity of the next generation of leaders to use Sustained Dialogue to foster trust and action. Small groups of diverse participants transform relationships and change the surrounding community by understanding and addressing the biases and issues of people not communicating well on campuses. SDCN has worked with over 4,500 students, says Amy, and 93 percent of them say they have taken the skills they learn from Sustained Dialogue and use them off campus in their personal life and work.

Through trainings and a pipeline of alumni, SDCN also partners with nonprofits – including many Independent Sector members – to build inclusive and diverse workplaces. Lazarus, a 2011 American Express NGen Fellow, believes Independent Sector has helped her as an emerging leader and provided her organization resources and professional development. "The IS Annual Conference is an opportunity to connect with leaders in the field that are passionate and skilled in moving the needle on the issues that need to be addressed," Lazarus says. "Independent Sector is a magnet for talent. To interact with the thought and action leaders in the sector is not only a privilege; it is a necessity for advancing the field," she concludes.

"When I meet new executive directors, I always encourage them to get involved with Independent Sector because of the relationships I've cultivated through this coalition," says Lazarus. "It's good to know Independent Sector is advocating on behalf of the nonprofit sector because we couldn't do it ourselves."

- **Job Creation Legislation:** Succeeded in persuading the Administration to make hiring incentives and other provisions of the American Jobs Act available to nonprofits.
- **IRA Charitable Rollover and other Tax Extenders:** After successful retroactive extension of the IRA rollover and a variety of in-kind giving incentives in the beginning of 2011, worked toward passage of the tax extenders package for 2012.
- **Modification of Form 1099 Requirements:** Successfully lobbied to repeal requirement that nonprofits file Form 1099s as part of new reporting requirements under health care reform.
- **Nonprofit Postal Rate:** Worked to counter proposals to reduce the postal rate discount available to nonprofits, and successfully persuaded the Senate committee of jurisdiction to approve a postal reform measure that did not include the proposed reduction.
- **Form 990:** Hosted an online forum on issues related to the Form 990 that drew over 220 unique visitors, who visited more than 350 times and cast over 250 votes on 53 ideas and comments. IRS monitored the discussion and requested a complete download of the comments and votes to incorporate into their analyses.





## GOT IMPACT?

Increasing the impact of the nonprofit and philanthropic sector on behalf of the people we serve (and the funders and volunteers who support us) has long been a priority of Independent Sector.

Launched in May 2011, Charting Impact seeks to enable nonprofit and philanthropic organizations to consider how best to move toward their intended impact and then communicate those plans – and their progress – in a clear, standardized format.



Organizations are encouraged to answer five elegant, deceptively simple questions:

- What is your organization aiming to accomplish?
- What are your strategies for making this happen?
- What are your organization's capabilities for doing this?
- How will your organization know if you are making progress?
- What have and haven't you accomplished so far?



## Wendy Puriefoy

Public Education Network



"Poorly educated individuals fall behind in our society," says IS board member Wendy Puriefoy. "Poorly educated nations fall behind in the world."

As founder and president of IS member, Public Education Network (PEN), Wendy works to improve public schools and change student outcomes in low income and minority neighborhoods. PEN members are nonprofit community-based Local Education Funds (LEFs) that focus on helping school districts improve student performance. They educate communities about what they should be looking for in a good school, what their responsibilities are for making sure their schools are good, and the impact they can have on policy.

"Communities must demand and expect three things: educational excellence; accountability of elected officials and school leaders for quality education; and adequate financial resources for public schools," says Wendy. PEN's two-year goal is to increase by 100,000 the number of students who graduate high school ready to enter college or a career, and succeed. The end game is not simply to improve the earning potential of the individual, but also to improve his or her ability to successfully participate as a citizen in society.

"We want to make sure we have systems of public schools that produce good thinkers, good workers, and good citizens. We have a complicated form of government," says Wendy. "You need to be well educated so that you can truly participate. The quality of one's civic life is very different if you are educated than if you are not."

The pursuit of an engaged civil society is one mission Wendy shares with Independent Sector. Wendy joined the IS Board of Directors in 2008, and Public Education Network became an IS member in 1991. Wendy sees PEN's IS membership as valuable because "IS is a smart organization. IS is thinking about the sector and is outlining both the challenges and opportunities we face. And through its policy and advocacy work, IS defends and defines the sector. Independent Sector also equips people to see their work in a larger context. They may work at a small soup kitchen in Boston – but they are also a member of a powerful sector that employs millions of people."

"It is easy for me to say: Do you belong to Independent Sector? Well you should!"

## A CALL TO LEAD

November 15, 2011, was a red letter day. Here's why.

One of the biggest roadblocks en route to solving our problems is the "small change" currently tossed in the toll box for talent and leadership development. Each day, opportunities for greater impact are missed and, as a result, organizations fall short of their goals.

In November 2011, Independent Sector and a coalition of cross-sector leaders<sup>1</sup> organized the first-ever White House Forum for Nonprofit Leadership, an unprecedented gathering of more than 200 social sector

leaders designed to elevate the issue and mobilize cross-sector attention, resources, and expertise.



<sup>1</sup>American Express, Annie E. Casey Foundation, Aspen Institute Program on Philanthropy and Social Innovation, Center for Creative Leadership, CommonGood Careers, Corporation for National and Community Service, Public Allies, and Rudin Family Foundations, among others.



### Michael Landers, Armed Services YMCA

If it weren't for Independent Sector's new affiliate membership program, Mike Landers, president and CEO of Armed Services YMCA, is not sure his organization could have joined our coalition. "With the stratified membership opportunities, even the smallest nonprofit can afford the annual dues required to join," Landers said. "If my organization was not a part of the YMCA of the USA, I could not afford to join on my own."

Established in 1861, the Armed Services YMCA aims to "make military life easier." Landers said that strengthening our country's military community is his organization's main mission and that they believe that "lasting personal and social change can only come about when we all work together to invest in our kids, our health, and our neighbors." Armed Services YMCA programs focus on three areas: youth development, healthy living, and social responsibility.

All three came together in 2011 when staff at the Armed Services YMCA learned that military families

living in Minot, North Dakota had been affected by severe flooding. Winter was approaching and, in addition to being displaced from their rental homes, several of these families also had most of their personal belongings, including clothing and household items, damaged. Staff at the Armed Services YMCA connected with their partners at Operation Homefront, Habitat for Humanity, Home Depot, and the YMCA of Minot, and they recruited volunteers from the military installation and the local communities. "Working together we had every family in their fully functioning homes before the first snowfall," said Landers.

Landers said his organization benefits from IS resources on effectiveness, good governance, and transparency, and the connections he makes with others in the nonprofit and philanthropic community. He notes the IS Annual Conference as the pinnacle of collaboration with other nonprofit professionals.

"Most nonprofit leaders are engaged daily in the operations of the organization and rarely get the time to socialize with peers, exchange ideas and best practices, and explore new ideas," he said. "The conference provides that annual opportunity."



Hosted by the White House Office of Faith-based and Neighborhood Partnerships and the Office of Social Innovation and Civic Participation, this event launched the Initiative for Nonprofit Talent and Leadership. Working group participants developed a blueprint of actionable goals and viable high-impact strategies to strengthen leadership in the nonprofit sector. Through a series of Webinars, an additional 200 stakeholders provided refinements to the goals and strategies.

### NGEN: MOVING NONPROFIT LEADERS FROM NEXT TO NOW

Independent Sector's NGen program is a vital window on the current contributions and the immense promise of emerging leaders under 40. NGen participants develop new skills and build new networks that are enriching the nonprofit talent pool. This important initiative cultivates new talent, empowers individuals to contribute to their organizations, and emphasizes the role of younger leaders in the development of the broader nonprofit community.

The American Express NGen Fellows Program is a selective fellowship opportunity for 12 under-40 leaders at IS member organizations; the American Express NGen Leadership Award honors an under-40 nonprofit leader who has already made significant impact in addressing society's critical needs. Ongoing opportunities to connect with and learn from NGen leaders now include the 2012 NGen Leadership Series of webinars covering a wide range of issues important to success.



## Richard C. Shadyac Jr.

ALSAC/St. Jude

It's a family affair...

Richard Shadyac Senior was there at the beginning when Danny Thomas first launched ALSAC® (American Lebanese Syrian Associated Charities) to build St. Jude Children's Research Hospital® in Memphis in 1957...the year Rick Jr. was born.

Danny, a struggling actor and comedian in the late 50s, was a prayerful man. He made a promise to St. Jude Thaddeus, the patron saint of hopeless causes – "Help me find my way in life, and I will build you a shrine." As his career flourished through films and TV, Danny kept his pledge and by 1962 he opened a research hospital for children with catastrophic diseases without regard to race, creed, religion, ethnic background, or ability to pay.

In his youth, Rick Jr. was a fundraiser for the mission and literally went door to door with a can as part of the "Teenage March." He fondly remembers when his Dad would receive phone calls during dinner with great news about one of the kids being treated...today his proudest moment is the day "when I get to go to an 'Off-Chemo Party' and see a child who we have successfully treated going home...and will be part of their community and have a normal life."

Recently noted for their fundraising prowess in *The Chronicle of Philanthropy*, ALSAC® needs to raise **1.7 million dollars a day** to keep the research hospital running and serving the children of the world. Unlike other children's hospitals, their revenue model relies on the generosity of donors and not insurance. Seventy-five percent of their funding comes from individual gifts so that no family ever pays anything once admitted.

Rick notes that because they are a research hospital "much of what we do is experimental protocol and not covered by insurance. We will take insurance, but we don't charge families for anything including deductibles." Their staff of world renown doctors includes a Nobel Prize winner and St. Jude is the national coordinating center for the National Cancer Institute-funded Pediatric Brain Tumor Consortium.

When asked why they recently joined Independent Sector he says "because there are things that could change the philanthropic landscape like the charitable tax deduction... whether it's a limitation or elimination. Or things involving the postal service – IS does a great job of helping all of us navigate these issues."

He adds, "When we're all going through periods of uncertainty we need to be a participant. And the amount of information IS generates is amazing. I read the Media and Policy updates every day. It's filled with real time information and there's so much news about what's really going on in Washington."

Rick believes that St. Jude has the purest mission in the world. And although his Dad died in 2009, he always said "that being CEO of ALSAC® wasn't a job. It was a love affair." That legacy lives on.





## Renée Acosta

Global Impact

Renée Acosta, president of Global Impact, attended one of the first Independent Sector conferences in the early 80's. "When Independent Sector was launched, I was already in the workforce in the not-for-profit world. We became involved when it was 'America's Voluntary Spirit,'" said Renée.

Global Impact raises funds to help other organizations carry out their humanitarian work. According to Renée, her organization is considered a trusted intermediary because "we can demonstrate our integrity by doing what we say we're going to do every single time." Its goals include: raising funds to meet critical humanitarian needs, establishing partnerships to ensure help for the world's most vulnerable people, and to remain highly regarded for integrity and effectiveness.

Global impact has developed the Combined Federal Campaign (CFC) Accelerator, a technology platform that increases participation in the federal government's workplace charity programs and helps raise more funds while reducing administration costs. "We've been able to shift nearly 42% of all revenue and all transactions in the largest campaign in the national capital area from paper to paperless," says Mark Oliphant, chief information and operating officer. "It saves \$14 per pledge and that means there is a tremendous costs savings. More money goes directly to charities because it reduces overhead."

A few years ago, Renée was traveling to a West African village called Berry, off the west branch of the Niger River. The entire village was waiting to greet them for the launch of the first solar powered transmitter, which would allow them to have a radio station. Oral traditions are important in African culture and everyone gathered to listen to the first broadcast.

"The tribal head came by and was so thrilled he asked if they could get more power," she said. "The work is so meaningful and I am but one cog in the wheel that helps so many. There is never a day I don't want to go to work."

When asked about the value of the IS annual conference, Renée noted, "The conference helps to give a sense of what the important new issues are and most recently has been helping to develop the next generation of nonprofit leaders."

"I really value the mission and the vision of Independent Sector," said Renée. "When issues are raised that affect the sector, Global Impact does not have to step up and do it ourselves because we have Independent Sector. It's a network of like-minded thinkers."



2011 INDEPENDENT SECTOR ANNUAL CONFERENCE

R-EVOLUTIONARYTIMES

CHICAGO OCTOBER 30 - NOVEMBER 1

## VOICES FROM THE IS 2011 ANNUAL CONFERENCE

Whether it's open space, environmental policy, our educational entities, or cultural goals, we must make sure that the public sector and the foundation world and charitable entities are aligned and spending their resources and targeting them towards maximum leverage. Together we can carry a punch.

### Mayor Rahm Emanuel of Chicago, Opening Plenary Keynote Speaker

Many of our existing institutions are not working well because they were designed for a different era. We together have a huge opportunity and trust to bring the new world here quickly and safely.

### Bill Drayton, 2011 John W. Gardner Leadership Award recipient

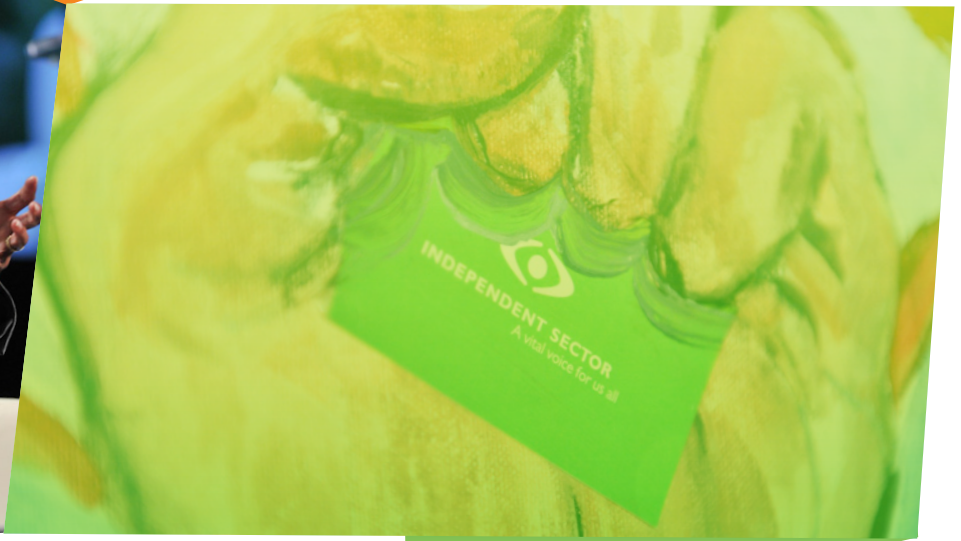
Marlene Champion takes care of a retired doctor on the Upper West Side. She wakes up at 4 to get to work by 6:30 every day and she cooks, cleans, reads, and sings to him on a regular basis. She also helped pass the first Domestic Workers Bill of Rights in New York State. It's the perfect example of how some of our most impactful leaders are found in the most unlikely places.

### Ai-jen Poo, 2011 American Express NGen Leadership Award recipient

We must consider the difficult choices required to pay for programs that benefit the public good in a way that is just and equitable. Our political leaders need to hear from the people what we are willing to do to ensure fairness in our tax system. From global foundation to neighborhood nonprofit, we can demand an end to political stalemate as strategy.

### Diana Aviv, President and CEO, IS, Opening Plenary Keynote Speaker





## JUST THE FACTS

# Independent Sector



### Who Are Our Members?

Independent Sector members are nonprofits, foundations, and corporations with giving programs that share IS's values and that recognize the nonprofit community is stronger when we work together.



### Policy and Advocacy

#### Meetings with Public Officials

There were over 150 meetings from January 2011 to December 2011.

Percentages represent offices visited.



House and Senate Leadership Offices **96%**  
Senate Finance Committee **91%**  
House Ways and Means Committee **89%**

### Media in 2011



↑ 80% Increase  
in Likes



↑ 189% Increase  
in Followers



↑ 96% Increase  
in Media Mentions



↑ Over 1 million  
website page views



# Independent Sector 2011 ANNUAL CONFERENCE

## JUST THE FACTS

### R-EVOLUTIONARY TIMES

Over 1,000 of the brightest minds from nonprofits, foundations, and corporate giving programs joined us in Chicago for high-impact networking and thought-provoking programming.

Percentage of attendees who are CEOs: **36%**



### 2011 Annual Conference Statistics

Top two reasons for attending:



Frequently mentioned takeaways from the conference:

- ✓ New connections
- ✓ Understanding the sector's contribution & value of cross-sector work
- ✓ Importance & challenges of partnership & collaboration

### PPAI



166 registrants

Senior-level nonprofit leaders attending  
PPAI rose to 89% from 75% in 2010

### NGen

157 registrants

More than 800 individuals were associated with NGen activities in 2011, including conference attendees, webinar participants, and ambassadors

### The Hub

Percentages of members and non-members on The Hub, the social networking site for the conference:



Top interests on The Hub:

- Nonprofit
- Leadership
- Policy/Advocacy
- Social Media
- Social Entrepreneurship

# FINANCIALS

## STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2011

<b>ASSETS</b>	<b>2011</b>
Cash and cash equivalents	\$ 4,563,675
Investments	7,156,630
Accounts receivable	62,101
Grants receivable, net	3,625,508
Deferred rent receivable	285,225
Deferred lease incentives	859,403
Property and equipment, net	31,914,151
Bond issuance costs, net	292,425
Deferred compensation plan asset	229,600
Other assets	46,737
<b>TOTAL ASSETS</b>	<b>\$ 49,035,455</b>
<b>LIABILITIES AND NET ASSETS</b>	
<b>Liabilities</b>	
Accounts payable and accrued expenses	\$ 667,311
Deferred rent	94,990
Deferred compensation plan liability	229,600
Notes payable	22,650,000
Deposits held in escrow	162,182
<b>TOTAL LIABILITIES</b>	<b>23,804,083</b>
<b>Net Assets</b>	
<b>Unrestricted</b>	
Undesignated	14,754,265
Board designated	5,000,000
<b>Total Unrestricted</b>	<b>19,754,265</b>
Temporarily restricted	5,477,107
<b>TOTAL NET ASSETS</b>	<b>25,231,372</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$49,035,455</b>

Independent Sector's audited financial statements and IRS Form 990s are posted on the IS website, [http://www.independentsector.org/is\\_financial\\_reports](http://www.independentsector.org/is_financial_reports)

# FINANCIALS

## STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE TWELVE MONTHS ENDING DECEMBER 31, 2011

REVENUE AND SUPPORT	Unrestricted	Temporarily Restricted	2011 Total
Grants and contributions	\$ 1,669,848	\$ 5,217,843	\$ 6,887,691
Membership contributions	3,058,834	-	3,058,834
Rental income	1,560,099	-	1,560,099
Conference fees	524,995	-	524,995
Interest and dividends	3,611	-	3,611
Publication sales and other	172,597	-	172,597
Net assets released from restrictions:			
Satisfaction of program restrictions	2,597,860	(2,597,860)	-
Satisfaction of time restrictions	1,504,167	(1,504,167)	-
<b>TOTAL REVENUE AND SUPPORT</b>	<b>\$11,092,011</b>	<b>\$1,115,816</b>	<b>\$12,207,827</b>
<b>EXPENSES</b>			
<b>Program Services</b>			
Public policy	\$ 1,800,708	-	\$ 1,800,708
Annual conference	1,304,569	-	1,304,569
Emerging issues and strategic initiatives	1,187,621	-	1,187,621
Nonprofit and philanthropic leadership and practice	1,026,155	-	1,026,155
Membership development	836,849	-	836,849
Communications and marketing	637,999	-	637,999
<b>Total Program Services</b>	<b>6,793,901</b>	<b>-</b>	<b>6,793,901</b>
<b>Supporting Services</b>			
Fundraising	624,146	-	624,146
General and administrative	796,329	-	796,329
<b>Total Supporting Services</b>	<b>1,420,475</b>	<b>-</b>	<b>1,420,475</b>
<b>Building Services</b>			
Building operations	469,640	-	469,640
Tenant operations	953,512	-	953,512
<b>Total Building Services</b>	<b>1,423,152</b>	<b>-</b>	<b>1,423,152</b>
<b>TOTAL EXPENSES</b>	<b>9,637,528</b>	<b>-</b>	<b>9,637,528</b>
<b>CHANGE IN NET ASSETS FROM OPERATIONS</b>	<b>1,454,483</b>	<b>1,115,816</b>	<b>2,570,299</b>
Unrealized gain (loss) on investments	(99,962)	-	(99,962)
<b>CHANGE IN NET ASSETS</b>	<b>1,354,521</b>	<b>1,115,816</b>	<b>2,470,337</b>
<b>NET ASSETS, BEGINNING OF YEAR</b>	<b>18,399,744</b>	<b>4,361,291</b>	<b>22,761,035</b>
<b>NET ASSETS, END OF YEAR</b>	<b>\$19,754,265</b>	<b>\$5,477,107</b>	<b>\$25,231,372</b>

# CONTRIBUTORS

## GENERAL SUPPORT FUNDERS

Annenberg Foundation  
The California Wellness Foundation  
Marguerite Casey Foundation  
Ford Foundation  
Bill & Melinda Gates Foundation  
Evelyn and Walter Hass, Jr. Fund  
Robert Wood Johnson Foundation

John D. and Catherine T. MacArthur Foundation  
The MCJ Amelior Foundation  
Gordon and Betty Moore Foundation  
Charles Stewart Mott Foundation  
The David and Lucile Packard Foundation  
Rockefeller Brothers Fund  
Surdna Foundation

## PROJECT FUNDERS

### **Initiative for Nonprofit Talent and Leadership**

American Express  
The Annie E. Casey Foundation  
May and Samuel Rudin Family Foundation, Inc.

### **Advancing Advocacy**

The Atlantic Philanthropies  
The Nathan Cummings Foundation  
Bill & Melinda Gates Foundation  
W.K. Kellogg Foundation  
Skoll Foundation

### **Advancing Good Governance and Ethical Practice**

New York Community Trust

### **Building a Sustainable Future**

W.K. Kellogg Foundation

### **Center for the Nonprofit Community**

Charles Stewart Mott Foundation

### **Charting Impact**

William and Flora Hewlett Foundation

### **Membership Model**

The Rockefeller Foundation

### **Study of Financing Models**

John S. and James L. Knight Foundation  
The Kresge Foundation  
W.K. Kellogg Foundation

As of December 31, 2011



# CONTRIBUTORS

## 2011 ANNUAL CONFERENCE SPONSORS

### The Leadership Circle

The Chicago Community Trust  
John D. and Catherine T. MacArthur Foundation\*  
Robert R. McCormick Foundation  
Walmart Foundation\*

### Distinguished Leader

Ford Foundation

### Leaders

The Allstate Foundation  
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Bank of America\*  
The Joyce Foundation  
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Spencer Foundation  
W.K. Kellogg Foundation\*

### Conveners

The Boeing Company  
Charles Stewart Mott Foundation\*  
Kraft Foods  
Marguerite Casey Foundation\*  
The Summit Fund of Washington

### Presenters

Accenture  
The Annie E. Casey Foundation  
Crown Family Philanthropies  
The California Wellness Foundation  
The Cleveland Foundation

### Supporters

Campion Foundation\*  
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Turning Technologies

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Campbell & Company  
The Field Foundation of Illinois, Inc.  
Kellogg School of Management,  
Northwestern University  
The Siragusa Foundation  
Washington Council Ernst & Young  
BMO Harris Bank\*

\* Supporters of the 2011 Scholarship Program

## 2011 LEADERSHIP SUPPORTERS

### 2011 John W. Gardner Leadership Award

The William Randolph Hearst Foundations

### 2011 John W. Gardner Leadership Dinner

The John S. and James L. Knight Foundation

### 2011 American Express NGen Leadership Award and the 2011 NGen Fellows Program

American Express Foundation

### NGen Program: Moving Nonprofit Leaders from Next to Now

Walmart Foundation

As of December 31, 2011

# CONTRIBUTORS

## ASSOCIATES

The Associates form a leadership circle of individuals investing in the nonprofit community through personal gifts of \$1,000 or more to Independent Sector.

### Platinum Associate

Diana Aviv & Sterling Speirn  
Michael Piraino

### Gold Associate

Robert Briggs  
Stephen Heintz  
Risa Lavizzo-Mourey  
Gary Yates

### Silver Associate

Susan Berresford  
Ralph Everett  
Irene Hirano-Inouye  
Mariam Noland

Lorie Slutsky  
Jonathan Small  
Lorraine Snebold  
Larry Snyder

### Associate

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Genevieve Burns  
Julia Floch  
Lois Fu  
Brian Gallagher  
Michael J. Goff  
David Martin  
Bernard Milano  
Neil Nicoll

Terri O'Brien  
Wendy Puriefoy  
Rey Ramsey  
John Rhodes  
Paul Schmitz  
Jane Searing  
Mikaela Seligman  
Edward Skloot  
Donald Stewart  
Roberto Suro  
Kelvin Taketa  
Claire Wellington  
Richard Williams  
Ruth Wooden

## ANNUAL FUND

The following individuals and organizations supported Independent Sector in 2011.

Anonymous  
Kathleen Buechel  
Kyle Caldwell  
Beth Kanter  
M. Cass Wheeler

## MATCHING GIFTS

The following organizations increased the giving of other contributors by matching their donations.

ASAE  
AXA Foundation  
The California Wellness Foundation  
The Kresge Foundation

Rockefeller Brothers Fund  
W.K. Kellogg Foundation

## IN-KIND SUPPORTERS

The following generously gave their time and expertise to IS.

Deloitte & Touche LLP

As of December 31, 2011

# INDEPENDENT SECTOR MEMBERS

## MEMBER PLUS

A growing group of members made voluntary contributions to Independent Sector over and above their dues. These Gold Sustaining Members and Silver Supporting Members give an additional contribution in proportion to their level of base dues.

### GOLD LEVEL - SUSTAINING MEMBERS

**Bill & Melinda Gates Foundation**  
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**Charles Stewart Mott Foundation**  
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**Gordon and Betty Moore Foundation**  
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**The Coca-Cola Company**  
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\* New Member in 2011

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\* Charter Member  
\*\* New Member in 2011

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\* New Member in 2011



# INDEPENDENT SECTOR MEMBERS

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**Council for American Private Education \***  
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**Council of New Jersey Grantmakers**  
Trenton, NJ

**Council on Aging, Silicon Valley**  
San Jose, CA

**Council on Foundations \***  
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**Cricket Island Foundation \*\***  
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Cleveland, OH

**Cystic Fibrosis Foundation**  
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**Dad's Garage Theatre Company**  
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**Deloitte**  
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**Demos: A Network for Ideas and Action**  
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**Detroit Riverfront Conservancy**  
Detroit, MI

**Gaylord and Dorothy Donnelley Foundation \***  
Chicago, IL

**Donors Forum**  
Chicago, IL

**Donors Forum of South Florida**  
Miami, FL

**Donors Forum of Wisconsin**  
Milwaukee, WI

**Dorothy A. Johnson Center, Grand Valley State University**  
Grand Rapids, MI

**Douglass Community Association**  
Kalamazoo, MI

**DRG Executive Search Consultants \*\***  
New York, NY

**The Duke Endowment**  
Charlotte, NC

**Doris Duke Charitable Foundation**  
New York, NY

**DuPont**  
Wilmington, DE

**The Durfee Foundation \***  
Santa Monica, CA

**The Dyson Foundation**  
Millbrook, NY

**EarthShare of Georgia**  
Atlanta, GA

**Easter Seals**  
Chicago, IL

**Eastman Kodak Company**  
Washington, DC

**Echoing Green**  
New York, NY

**Education-Plus, Inc.**  
Philadelphia, PA

**EisnerAmper LLP \*\***  
New York, NY

**El Pomar Foundation**  
Colorado Springs, CO

**Emerging Practitioners in Philanthropy**  
New York, NY

**Entertainment Industry Foundation**  
Los Angeles, CA

**ERI Economic Research Institute**  
Baltimore, MD

**Everyday Democracy**  
East Hartford, CT

**Falk Foundation**  
Pittsburgh, PA

**Family Reunion**  
Vienna, VA

**Fedcap Rehabilitation Services, Inc.**  
New York, NY

**Feed the Children \*\***  
Oklahoma City, OK

**Feeding America**  
Chicago, IL

**The Fetzer Institute, Inc.**  
Kalamazoo, MI

**Fidelity Foundation**  
Merrimack, NH

**Florida Association of Nonprofit Organizations**  
Miami Lakes, FL

**Florida Philanthropic Network**  
Tampa, FL

**Flourish Talent Management Solutions, LLC**  
Chevy Chase, MD

**The Foraker Group**  
Anchorage, AK

**Forbes Funds \*\***  
Pittsburgh, PA

\* Charter Member  
\*\* New Member in 2011

# INDEPENDENT SECTOR MEMBERS

**The Ford Foundation**  
New York, NY

**The Foundation Center \***  
New York, NY

**Foundation for the Carolinas**  
Charlotte, NC

**Foundation for the Mid South**  
Jackson, MS

**Fourth Sector Network**  
Raleigh, NC

**Hibler Franke Foundation**  
Portland, OR

**Fredericks Herrill, LLC \*\***  
Maplewood, NJ

**Freeman Philanthropic Services, LLC \*\***  
New York, NY

**Lloyd A. Fry Foundation**  
Chicago, IL

**FSG Social Impact Advisors**  
Boston, MA

**Fulbright Association**  
Washington, DC

**The Fund for Greater Hartford**  
Hartford, CT

**Bill & Melinda Gates Foundation**  
Seattle, WA

**Gateway Center for Giving**  
Saint Louis, MO

**GE Foundation**  
Fairfield, CT

**General Foods Corporation**  
White Plains, NY

**Georgia Center for Nonprofits**  
Atlanta, GA

**The Wallace Alexander Gerbode Foundation**  
San Francisco, CA

**J. Paul Getty Trust**  
Los Angeles, CA

**Girl Scout Council of the Nation's Capital \*\***  
Washington, DC

**Girl Scouts of Greater Chicago and Northwest Indiana \*\***  
Chicago, IL

**Girl Scouts of the USA \***  
New York, NY

**Girls Incorporated**  
New York, NY

**The Global Fund for Children**  
Washington, DC

**Global Impact**  
Alexandria, VA

**GlobalGiving Foundation**  
Washington, DC

**Goodwill Industries International, Inc.**  
Rockville, MD

**Goodwill Industries of San Francisco, San Mateo, & Marin Counties**  
San Francisco, CA

**The Grable Foundation**  
Pittsburgh, PA

**The Grace Children's Foundation**  
New York, NY

**Grant Professionals Association**  
Kansas City, KS

**Grantmakers for Effective Organizations**  
Washington, DC

**Grantmakers Forum of New York**  
Rochester, NY

**Grantmakers in the Arts**  
Seattle, WA

**Grantmakers of Western Pennsylvania**  
Pittsburgh, PA

**Grants Managers Network, Inc. \*\***  
Washington, DC

**William Caspar Graustein Memorial Fund**  
Hamden, CT

**Green Building Alliance**  
Pittsburgh, PA

**The Lucile and Robert H. Gries Charity Fund**  
Cleveland, OH

**Growth Philanthropy Network**  
New York, NY

**GuideStar USA, Inc.**  
Williamsburg, VA

**The George Gund Foundation \***  
Cleveland, OH

**Mimi & Peter Haas Fund**  
San Francisco, CA

**Walter & Elise Haas Fund**  
San Francisco, CA

**Evelyn & Walter Haas, Jr. Fund**  
San Francisco, CA

**HAND Foundation \*\***  
Redwood City, CA

**HandKind Company**  
Chicago, IL

**Mary W. Harriman Foundation**  
New York, NY

**The Harwood Institute**  
Bethesda, MD

**Hawaii Community Foundation \***  
Honolulu, HI

**The Edward W. Hazen Foundation \***  
New York, NY

**William Randolph Hearst Foundations**  
New York, NY

**F. B. Heron Foundation**  
New York, NY

**The William and Flora Hewlett Foundation**  
Menlo Park, CA

**Hillman Foundation**  
Pittsburgh, PA

**Hispanics in Philanthropy**  
San Francisco, CA

**The Home Depot Foundation**  
Atlanta, GA

**Houston Endowment, Inc.**  
Houston, TX

**Hudson-Webber Foundation**  
Detroit, MI

**Humanity First, USA**  
Baltimore, MD

**Humphrey Institute and US Bank**  
Minneapolis, MN

**Idaho Nonprofit Center**  
Boise, ID

**IdeaEncore Network \*\***  
Encinitas, CA

**Illinois African American Coalition for Prevention**  
Chicago, IL

**Imaginer Consulting Limited**  
London,

\* New Member in 2011

# INDEPENDENT SECTOR MEMBERS

**Indiana Association of United Ways**  
Indianapolis, IN

**Indiana Grantmakers Alliance**  
Indianapolis, IN

**InsideNGO**  
Westport, CT

**Institute for Nonprofit Education and Research, University of San Diego**  
San Diego, CA

**Institute for Policy and Governance, Virginia Tech**  
Blacksburg, VA

**Institute of the North**  
Anchorage, AK

**InterAction**  
Washington, DC

**International Association for Volunteer Effort**  
Washington, DC

**International Center For Not-For-Profit Law**  
Washington, DC

**International Institute for Sustained Dialogue**  
Washington, DC

**International Primate Protection League**  
Summerville, SC

**The James Irvine Foundation \***  
San Francisco, CA

**Islamic Society of North America**  
Plainfield, IN

**The Japan Association of Charitable Organizations**  
Tokyo,

**Jazz Institute of Chicago \*\***  
Chicago, IL

**JCPenney Company \***  
Plano, TX

**JCVision and Associates, Inc.**  
Hinesville, GA

**JEVS**  
Philadelphia, PA

**Jewish Healthcare Foundation of Pittsburgh**  
Pittsburgh, PA

**Jobs for the Future**  
Boston, MA

**The Johnson Foundation, Inc.**  
Racine, WI

**The Robert Wood Johnson Foundation**  
Princeton, NJ

**Joint Center for Political and Economic Studies**  
Washington, DC

**The Joyce Foundation**  
Chicago, IL

**KaBOOM! Inc.**  
Washington, DC

**Kansas Health Foundation**  
Wichita, KS

**Kanu Hawaii**  
Honolulu, HI

**Ewing Marion Kauffman Foundation**  
Kansas City, MO

**Kellogg Fellows Leadership Alliance**  
Denver, CO

**Kellogg School of Management, Northwestern University**  
Evanston, IL

**The Kerr Foundation, Inc.**  
Oklahoma City, OK

**Charles F. Kettering Foundation \***  
Dayton, OH

**Kidney Cancer Association**  
Evanston, IL

**Kids' Food Basket**  
Grand Rapids, MI

**John S. and James L. Knight Foundation**  
Miami, FL

**Susan G. Komen for the Cure**  
Dallas, TX

**Koya Leadership Partners \*\***  
Newburyport, MA

**KPMG Foundation**  
Montvale, NJ

**Kraft Foods**  
Northfield, IL

**The Kresge Foundation**  
Troy, MI

**Land Trust Alliance**  
Washington, DC

**Lawyers' Committee for Civil Rights Under Law**  
Washington, DC

**Leadership 18 \*\***  
Alexandria, VA

**The Leadership Conference Education Fund**  
Washington, DC

**Leadership Education for Asian Pacifics**  
Los Angeles, CA

**LeadingAge \***  
Washington, DC

**League of American Orchestras**  
New York, NY

**League of Women Voters of the United States**  
Washington, DC

**Legacy**  
Washington, DC

**The Leighty Foundation**  
Cascade, CO

**Brendan Lillis Words Foundation \*\***  
Alpharetta, GA

**Lilly Endowment, Inc. \***  
Indianapolis, IN

**LIVESTRONG**  
Austin, TX

**The Longbrake Family Foundation**  
Seattle, WA

**The Looking Glass Institute**  
Pittsburgh, PA

**Louisiana Association of Nonprofit Organizations**  
Baton Rouge, LA

**LSU Property Foundation**  
Baton Rouge, LA

**Lumina Foundation for Education**  
Indianapolis, IN

**Lutheran Services in America \***  
Baltimore, MD

**The John D. and Catherine T. MacArthur Foundation**  
Chicago, IL

**Management Assistance Group**  
Washington, DC

**The Mandel Foundation**  
Cleveland, OH

**March of Dimes Foundation \***  
White Plains, NY

\* Charter Member  
\*\* New Member in 2011

# INDEPENDENT SECTOR MEMBERS

**Marin Community Foundation**  
Novato, CA

**John and Mary R. Markle Foundation**  
New York, NY

**Martin Center, Inc. \*\***  
Indianapolis, IN

**Marts & Lundy, Inc.**  
Lyndhurst, NJ

**The Mary Elizabeth & Gordon B. Mannweiler Foundation, Inc.**  
Cross River, NY

**Maryland Nonprofits**  
Baltimore, MD

**Massachusetts Nonprofit Network**  
Boston, MA

**McCormick Foundation**  
Chicago, IL

**McGregor Fund**  
Detroit, MI

**McKinsey & Company**  
New York, NY

**The McKnight Foundation**  
Minneapolis, MN

**The Andrew W. Mellon Foundation**  
New York, NY

**Melwood \*\***  
Upper Marlboro, MD

**Merrill Lynch - The Iles Group \*\***  
Saginaw, MI

**MetLife Foundation \***  
New York, NY

**Michigan Nonprofit Association**  
Lansing, MI

**The Minneapolis Foundation**  
Minneapolis, MN

**Minnesota Council of Nonprofits**  
Saint Paul, MN

**The Mission Continues**  
Saint Louis, MO

**Mission Measurement \*\***  
Chicago, IL

**Mobilize.org**  
Washington, DC

**David and Yetta Moeser Fund**  
Boston, MA

**Monitor Institute \*\***  
San Francisco, CA

**Gordon and Betty Moore Foundation**  
Palo Alto, CA

**Morgan, Lewis & Bockius LLP**  
Washington, DC

**Morino Institute**  
Rocky River, OH

**Charles Stewart Mott Foundation \***  
Flint, MI

**MPB Management Services \*\***  
Bellerose, NY

**Ms. Foundation for Women**  
Brooklyn, NY

**National Association for the Advancement of Colored People**  
Baltimore, MD

**NAEIR \*\***  
Galesburg, IL

**National Academy Foundation**  
New York, NY

**National Alliance to End Homelessness**  
Washington, DC

**National Arts Strategies**  
Alexandria, VA

**National Asian Pacific Center on Aging**  
Seattle, WA

**National Assembly on School-Based Health Care**  
Washington, DC

**National Audubon Society \***  
New York, NY

**National CASA**  
Seattle, WA

**National Catholic Development Conference, Inc. \***  
Hempstead, NY

**National Center for Charitable Statistics, Urban Institute**  
Washington, DC

**The National Center for Family Philanthropy**  
Washington, DC

**National Center for Media Engagement \*\***  
Madison, WI

**National Center on Philanthropy & the Law, New York University School of Law**  
New York, NY

**National Child Labor Committee**  
New York, NY

**The National Coalition on Health Care**  
Washington, DC

**National Coalition to Abolish the Death Penalty**  
Washington, DC

**National Committee for Responsive Philanthropy**  
Washington, DC

**National Conference on Citizenship**  
Washington, DC

**National Council for International Visitors**  
Washington, DC

**National Council of Churches USA \***  
New York, NY

**National Council of La Raza \***  
Washington, DC

**National Council of Nonprofits**  
Washington, DC

**The National Council on Aging**  
Washington, DC

**National Endowment for Financial Education**  
Denver, CO

**National Health Council \***  
Washington, DC

**National Human Services Assembly \***  
Washington, DC

**National Humanities Alliance**  
Washington, DC

**National Institute on Money in State Politics**  
Helena, MT

**National Multiple Sclerosis Society**  
Washington, DC

**National Nursing Centers Consortium**  
Philadelphia, PA

**National Organizations for Youth Safety \*\***  
Gainesville, VA

\* New Member in 2011

# INDEPENDENT SECTOR MEMBERS

**National Urban Fellows, Inc.** \*  
New York, NY

**National Wildlife Federation** \*  
Reston, VA

**Native American Rights Fund**  
Boulder, CO

**Native Americans in  
Philanthropy**  
Minneapolis, MN

**The Nature Conservancy** \*  
Arlington, VA

**NCSL Foundation for State  
Legislatures**  
Denver, CO

**Network for Good**  
Bethesda, MD

**New Mexico Association of  
Grantmakers** \*\*  
Santa Fe, NM

**New Profit Inc.**  
Cambridge, MA

**The New York Community  
Trust** \*  
New York, NY

**Newman's Own Foundation,  
Inc.** \*\*  
Westport, CT

**NISH**  
Vienna, VA

**Nonprofit Academic Centers  
Council**  
Cleveland, OH

**Nonprofit Alliance Kellogg  
Community College** \*\*  
Battle Creek, MI

**Nonprofit Center of Northeast  
Florida**  
Jacksonville, FL

**Nonprofit Coordinating  
Committee of New York**  
New York, NY

**Nonprofit Leadership Alliance**  
Kansas City, MO

**Nonprofit Management  
Program, George Mason  
University**  
Arlington, VA

**Nonprofit Network Southwest  
Washington**  
Vancouver, WA

**The Nonprofit Partnership**  
Erie, PA

**The Nonprofit Roundtable of  
Greater Washington**  
Washington, DC

**The Nord Family Foundation**  
Amherst, OH

**North Carolina Center for  
Nonprofits**  
Raleigh, NC

**Northern California  
Grantmakers**  
San Francisco, CA

**Northwest Area Foundation** \*  
Saint Paul, MN

**Nonprofit Studies Program,  
Andrew Young School of Public  
Policy Studies**  
Atlanta, GA

**NTEN**  
Portland, OR

**Ohio Association of Nonprofit  
Organizations**  
Columbus, OH

**Ohio Grantmakers Forum**  
Columbus, OH

**Older Women's League**  
Washington, DC

**Pierre & Pamela Omidyar Fund  
(Peninsula)**  
San Mateo, CA

**Omidyar Network**  
Redwood City, CA

**OneStar Foundation**  
Austin, TX

**Open Society Foundations**  
New York, NY

**OPERA America** \*  
New York, NY

**Ounce of Prevention Fund** \*\*  
Chicago, IL

**Outreach International**  
Independence, MO

**The David and Lucile Packard  
Foundation**  
Los Altos, CA

**Pannone Lopes Devereaux &  
West LLC** \*\*  
Providence, RI

**Partnership for Public Service**  
Washington, DC

**PBS Foundation**  
Arlington, VA

**William Penn Foundation**  
Philadelphia, PA

**Pennsylvania Association for  
the Education of Young  
Children**  
Harrisburg, PA

**Pennsylvania Association of  
Nonprofit Organizations**  
Harrisburg, PA

**Performing Arts Alliance** \*  
Washington, DC

**Peter G. Peterson Foundation**  
New York, NY

**The Pew Charitable Trusts**  
Philadelphia, PA

**The Philadelphia Foundation**  
Philadelphia, PA

**Philanthropy for Active Civic  
Engagement**  
Washington, DC

**Philanthropy New York**  
New York, NY

**Phoenix House Development  
Fund**  
New York, NY

**The Pittsburgh Foundation**  
Pittsburgh, PA

**Points of Light Institute**  
Atlanta, GA

**PolicyBridge**  
Cleveland, OH

**Polk Bros. Foundation**  
Chicago, IL

**Positive Alternative Choices  
Today**  
Los Angeles, CA

**Prolnspire** \*\*  
Arlington, VA

**The Prudential Foundation** \*  
Newark, NJ

**Public Agenda**  
New York, NY

**Public Allies, Inc.**  
Milwaukee, WI

**Public Education Network**  
Washington, DC

\* Charter Member  
\*\* New Member in 2011



# INDEPENDENT SECTOR MEMBERS

**Public Health Management Services Corporation**  
Philadelphia, PA

**Public Leadership Education Network**  
Washington, DC

**Public Welfare Foundation**  
Washington, DC

**RAND Corporation**  
Santa Monica, CA

**Pat Read Consulting \*\***  
Washington, DC

**Rebuilding Together**  
Washington, DC

**Sid W. Richardson Foundation**  
Fort Worth, TX

**Fannie E. Rippel Foundation**  
Morristown, NJ

**Rochester Area Community Foundation**  
Rochester, NY

**Rockefeller Brothers Fund**  
New York, NY

**Rockefeller Foundation**  
New York, NY

**Rollins College Philanthropy and Nonprofit Leadership Center \*\***  
Winter Park, FL

**Rosenberg Foundation \***  
San Francisco, CA

**Rotary Club of San Jose \*\***  
San Jose, CA

**The Saint Paul Foundation**  
Saint Paul, MN

**Sall Family Foundation \*\***  
Cary, NC

**The Salvation Army National Headquarters \***  
Alexandria, VA

**Schneider Downs & Co., Inc.**  
Pittsburgh, PA

**Charles and Helen Schwab Foundation**  
Palo Alto, CA

**The Score Foundation**  
Sarasota, FL

**SeaChange Capital Partners**  
New York, NY

**Sertoma**  
Kansas City, MO

**Service For Peace \*\***  
Bridgeport, CT

**Share Our Strength \*\***  
Washington, DC

**The Sierra Club Foundation**  
San Francisco, CA

**Sikkuy: The Association for the Advancement of Civic Equality**  
Jerusalem,

**Silicon Valley Community Foundation**  
Mountain View, CA

**Silicon Valley Education Foundation**  
San Jose, CA

**Harry Singer Foundation**  
Carmel, CA

**Skillman Foundation**  
Detroit, MI

**Skoll Foundation**  
Palo Alto, CA

**Alfred P. Sloan Foundation \***  
New York, NY

**Richard and Susan Smith Family Foundation**  
Chestnut Hill, MA

**The John Ben Snow Foundation**  
Syracuse, NY

**Social Venture Partners International**  
Seattle, WA

**Social Venture Partners Seattle**  
Seattle, WA

**Society for Nonprofit Organizations**  
Livonia, MI

**South Carolina Association of Nonprofit Organizations**  
Columbia, SC

**Southeastern Council of Foundations**  
Atlanta, GA

**Southern Africa Legal Services Foundation**  
Washington, DC

**Southern California Grantmakers**  
Los Angeles, CA

**Southside Community Partners**  
Hopewell, VA

**The Spencer Foundation \***  
Chicago, IL

**Sphinx Organization**  
Detroit, MI

**Stanford Alumni Consulting Team, Graduate School of Business \*\***  
Stanford, CA

**Stanford Center on Philanthropy and Civil Society**  
Stanford, CA

**Strong Women, Strong Girls Inc. \*\***  
Boston, MA

**Student Conservation Association \***  
Charlestown, NH

**The Summit Fund of Washington \*\***  
Washington, DC

**Suncoast Hospice**  
Clearwater, FL

**Surdna Foundation, Inc.**  
New York, NY

**Szekely Family Foundation**  
San Diego, CA

**Target**  
Minneapolis, MN

**Third Sector New England**  
Boston, MA

**TIAA-CREF Institute**  
New York, NY

**Tides**  
San Francisco, CA

**The Tomorrow Trust \*\***  
JHB,

**Transition Leadership International**  
Washington, DC

**Transparency International**  
Berlin,

**U.S.-Japan Council**  
Washington, DC

**UJA Federation of Jewish Philanthropies of New York, Inc.**  
New York, NY

**Union Institute & University**  
Cincinnati, OH

\* New Member in 2011

# INDEPENDENT SECTOR MEMBERS

**United Cerebral Palsy**  
Washington, DC

**United Cerebral Palsy of  
Northeastern Maine \*\***  
Bangor, ME

**United Charitable Programs \*\***  
Falls Church, VA

**United Leukodystrophy  
Foundation**  
Sycamore, IL

**United Nations Foundation**  
Washington, DC

**United Negro College Fund \***  
Fairfax, VA

**United Vision Foundation, Inc**  
Rockleigh, NJ

**United Way of Greater  
Chattanooga**  
Chattanooga, TN

**United Way of Lancaster  
County**  
Lancaster, PA

**United Way of Manatee County**  
Bradenton, FL

**United Way of New York City  
\*\***  
New York, NY

**United Way of Texas**  
Austin, TX

**United Way Worldwide \***  
Alexandria, VA

**Universal Health Care  
Foundation of Connecticut**  
Meriden, CT

**Urban Gateways: Center for  
Arts Education \*\***  
Chicago, IL

**Valley of the Sun YMCA**  
Phoenix, AZ

**Van Scoyoc Associates \*\***  
Washington, DC

**VisionServe Alliance**  
Saint Louis, MO

**VolunteerMatch**  
San Francisco, CA

**Volunteers of America \***  
Alexandria, VA

**Volunteers of America  
Chesapeake \*\***  
Lanham, MD

**W.K. Kellogg Foundation**  
Battle Creek, MI

**The Wallace Foundation**  
New York, NY

**Walmart Foundation**  
Bentonville, AR

**The Washington Center for  
Internships & Academic  
Seminars**  
Washington, DC

**Washington Nonprofits \*\***  
Olympia, WA

**Larned A. Waterman Iowa  
Nonprofit Resource Center**  
Iowa City, IA

**Weingart Foundation**  
Los Angeles, CA

**The Robert A. Welch  
Foundation**  
Houston, TX

**Wesley Spectrum Services**  
Pittsburgh, PA

**The Wharton School University  
of Pennsylvania \*\***  
Philadelphia, PA

**Wildflowers Institute**  
San Francisco, CA

**Robert W. Woodruff  
Foundation**  
Atlanta, GA

**Woods Charitable Fund, Inc.**  
Lincoln, NE

**Xerox Corporation \***  
Norwalk, CT

**YMCA of Central Florida**  
Orlando, FL

**YMCA of Greater Boston**  
Boston, MA

**YMCA of Greater Charlotte**  
Charlotte, NC

**YMCA of Greater Houston \*\***  
Houston, TX

**YMCA of Greater New York**  
New York, NY

**YMCA of Greater Saint Louis  
\*\***  
Saint Louis, MO

**YMCA of Greater Seattle**  
Seattle, WA

**YMCA of Metropolitan Chicago  
\*\***  
Chicago, IL

**YMCA of Metropolitan Dallas**  
Dallas, TX

**YMCA of Metropolitan Detroit**  
Detroit, MI

**YMCA of Metropolitan Los  
Angeles**  
Los Angeles, CA

**YMCA of Metropolitan  
Milwaukee**  
Milwaukee, WI

**YMCA of Metropolitan  
Minneapolis**  
Minneapolis, MN

**YMCA of Middle Tennessee**  
Nashville, TN

**YMCA of Philadelphia & Vicinity**  
Philadelphia, PA

**YMCA of San Diego County**  
San Diego, CA

**YMCA of South Hampton  
Roads**  
Norfolk, VA

**YMCA of the USA \***  
Chicago, IL

**YMCA of Triangle Area**  
Raleigh, NC

**YMCA Retirement Fund \*\***  
New York, NY

**Young Nonprofit Professionals  
Network**  
Oakland, CA

**Youth Leaders International \*\***  
Spencerville, MD

**Youth Service America**  
Washington, DC

**YWCA National Capital Area  
\*\***  
Washington, DC

**ZeroDivide \*\***  
San Francisco, CA

As of December 31, 2010

\* Charter Member  
\*\* New Member in 2011

# INDEPENDENT SECTOR MEMBERS

## BUSINESS ASSOCIATES

Business Associates are for-profit companies—such as law offices, accounting firms and consultants—that work in the nonprofit arena. These organizations benefit from IS's knowledge of developments affecting nonprofits, from legislation and regulation to media coverage as well as greater visibility with nonprofits.

**Arabella Philanthropic  
Investment Advisors**  
Washington, DC

**Beekeeper Group**  
Washington, DC

**Bernstein Global Wealth  
Management**  
New York, NY

**Cascade Strategy, Inc.**  
Washington, DC

**CCS**  
New York, NY

**CDW**  
Vernon Hills, IL

**Community Wealth Ventures,  
Inc.**  
Washington, DC

**DRG Executive Search  
Consultants**  
New York, NY

**EisnerAmper, LLP**  
New York, NY

**Flourish Talent Management  
Solutions, LLC**  
Chevy Chase, MD

**Fredericks Herrill, LLC**  
Maplewood, NJ

**Freeman Philanthropic Services,  
LLC**  
New York, NY

**IdeaEncore Network**  
Encinitas, CA

**Koya Leadership Partners**  
Newburyport, MA

**McKinsey & Company**  
New York, NY

**Merrill Lynch - The Iles Group**  
Saginaw, MI

**Mission Measurement**  
Chicago, IL

**Monitor Institute**  
San Francisco, CA

**Morgan Lewis & Bockius LLP**  
Washington, DC

**MPB Management Services**  
Bellerose, NY

**Pannone Lopes Devereaux &  
West LLC**  
Providence, RI

**Pat Read Consulting**  
Washington, DC

**Schneider Downs & Co., Inc.**  
Pittsburgh, PA

**The Brico Fund**  
Milwaukee, WI

**Transition Leadership  
International**  
Washington, DC

**Van Scoyoc Associates**  
Washington, DC

## MEMBER-GET-A-MEMBER

The Member-Get-A-Member program is an ongoing effort by members to strengthen the Independent Sector coalition by sharing the benefits of membership with colleagues and encouraging them to join IS's work. Members are recognized for their participation.

**Jeanne Kojis**  
Vancouver, WA

**Christine Kwak**  
Battle Creek, MI

**Valerie S. Lies**  
Chicago, IL

**Miguel A. Milanes**  
Miami, FL

**Rosemary Lillich Morby**

**Jay Readey**  
Chicago, IL

**Pratichi Shah**  
Chevy Chase, MD

# STAFF

## OFFICE OF THE PRESIDENT

**Diana Aviv**  
President and CEO

**Mitchell Eisman**  
Senior Director, Human Resources

**Gina Catedrilla**  
Director

**Gwen Travis**  
Executive Assistant

**Sarah Mbayo**  
Associate, Human Resources and Finance

## STRATEGY AND EXECUTIVE OFFICE

**Claire S. Wellington**  
Vice President

**Nadine Jalandoni**  
Senior Director, Research and Evaluation

**Katie Rader**  
Associate, Nonprofit Strategy

**Samantha Fien-Helfman**  
Specialist, Nonprofit Strategy

## PUBLIC POLICY AND GOVERNMENT AFFAIRS

**Lois Fu**  
Vice President

**Geoff Plague**  
Director

**Paul Marchione**  
Manager, Community Outreach

**Jamie Tucker**  
Manager, Government Relations

**Pam Bowman**  
Senior Associate, Government Relations

**Katica Kiss**  
Specialist, Government Relations

**Jacqueline Conn**  
Community Outreach Specialist

## NONPROFIT AND PHILANTHROPIC LEADERSHIP AND PRACTICE

**Mikaela Seligman**  
Vice President

**Andrea Affeltranger**  
Director

**Katie Jones**  
Senior Associate, NPLP

**Regina Anderson**  
Senior Associate, NPLP

**Megan Bolado**  
Specialist, NPLP

## COMMUNICATIONS AND MARKETING

**Lorraine Snebold**  
Vice President

**Darcy Corcoran**  
Executive Marketing Producer

**Susan Drake Swift**  
Editorial Director and Grant Writer

**Kristina Campbell**  
Communications and Social Media Manager

**Sarah Boison**  
Web, Publications and Social Media Specialist

## RESOURCE DEVELOPMENT

**Michael Goff**  
Chief Development Officer

**Loretto McNally**  
Senior Development Associate

**Andrew Williams**  
Senior Development Associate

**Megan Haglin**  
Development Assistant

## ORGANIZATION EFFECTIVENESS AND MEMBER RESOURCES

**Sandra Harris**  
Senior Vice President, Organizational Effectiveness and Business Development

**Erica Greeley**  
Vice President, Networks and Member Engagement

**Kris Prendergast**  
Director, Member, Constituent, and Network Engagement

**Elizabeth Culkin**  
Director, Conference and Event Management

**Monique Riviere**  
Project Director, Database and IT

**Ann-Marie Nwabudike**  
Senior Membership Associate

**Stacy Cheetham**  
Senior Membership Associate

**Habib Bako**  
Administrative Coordinator

## FINANCE AND ADMINISTRATIVE SERVICES

**Teresa O'Brien**  
CFO and Senior Vice President

**Carolyn Mollen**  
Controller

**Daniel Anbiah**  
Senior Accountant

**James Toliver**  
Office Services Coordinator

As of April 25, 2012



MISSION VISION VALUES  
LIBERTY FRATERNITY EQUALITY  
**VOICE** LEADERSHIP  
IMPACT UNORTHODOX  
INNOVATIVE ACTION CHANGE  
RESPONSIBILITY DIVERSITY  
COMMUNITY INCLUSION  
REPRESENTATION  
PATH-BREAKING RELEVANT  
PARTNERSHIP