



INDEPENDENT SECTOR
A vital voice for us all



Challenging Times, New Opportunities

2009 ANNUAL REPORT

2009

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

PHOTO CREDITS

Cover, clockwise from left:

Annual conference attendees hear the Detroit Symphony Orchestra elegant Rivera Court at the Detroit Institute of Arts;

Volunteers from IS member Habitat for Humanity;

Geoffrey Canada, president and CEO of the Harlem Children's Zone, receives the John W. Gardner Leadership Award from IS board member Marguerite W. Kondracke. He was honored for his success in helping children and families in New York break the cycle of generational poverty.

Page 11: Photo by Thomas Boatwright.

Page 14: Photo by Jeff Roffman Photography, LLC

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ABOUT INDEPENDENT SECTOR

The United States is now home to an estimated 1.5 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

MESSAGE FROM OUR CHAIR AND PRESIDENT

In the Middle Ages, yeomen took deep pride in their role serving others. They ascribed to the highest standards of service, integrity, and excellence. Looking back on 2009, Independent Sector performed yeomen's work on behalf of the nonprofit and philanthropic community amid a tumultuous economic climate. Despite tremendous uncertainty, we kept our focus on the mission. We took stock of what we do well, what we might improve, and how to do better with less. We emerged from the economic crisis more determined than ever to strengthen the sector and the communities it represents.



Independent Sector is committed to promoting the highest standards of accountability and transparency. In June 2009, we introduced the *Principles Workbook: Steering Your Board Toward Good Governance and Ethical Practice* in partnership with BoardSource. This on-line resource, which complements the *Principles for Good Governance and Ethical Practice: A Guide for Charities and Foundation*, has been downloaded some 11,000 times. To date, the nonprofit community has requested 140,000 copies of the original Principles. We are honored to play a leading role enhancing good governance and ethical practice.



Independent Sector continues to create an unparalleled gathering place for nonprofits and grant makers. We welcomed 54 new and returning members throughout the year. In November 2009, we collaborated with the Council of Michigan Foundations to hold our flagship conference in Detroit. Programming explored the strategies our sector needs to build a vibrant future for the next 10 years and used innovative session formats that drew on the collective talent and expertise of participants.

We couldn't have been more appreciative. Over 1,100 people registered for the conference, breaking the record we set in Los Angeles two years ago. Thanks to local foundations, we awarded over 100 scholarships for Michigan nonprofit leaders to attend the conference, and we benefitted from national foundations that sent their top grantees as well. Over 200 people signed up for pre-conference programming tailored to nonprofit professionals under 40, and we recognized the first class of 12 under-40 NGen Fellows. We are honored to serve as a venue for nurturing the next generation of nonprofit leaders—a positive trajectory for the future of our sector.

Throughout 2009, Independent Sector provided strong leadership in public policy. We worked with a broad spectrum of charitable organizations to pass the Edward M. Kennedy Serve America Act. In support of comprehensive healthcare reform, Independent Sector and its members advocated successfully for new incentives to help nonprofit employers provide insurance for their employees. We helped public officials better understand the valuable programs and services made possible through giving incentives and worked to create pathways to greater access to sources of credit and capital investments for nonprofits.

Even as we acknowledge the hard work of our staff here, make no mistake: 2009 was indeed a difficult year. As we faced unprecedented fiscal pressures, we took the opportunity to get our house in order. What emerged for us was renewed passion toward strengthening the sector and the diverse communities it serves. We are proud to serve as yeomen on their behalf.

A handwritten signature in black ink that reads "Brian".

Brian A. Gallagher
Chair

A handwritten signature in black ink that reads "Diana".

Diana Aviv
President and CEO

2010 BOARD OF DIRECTORS

OFFICERS

CHAIR

Brian A. Gallagher
President and CEO
United Way Worldwide

TREASURER

Lorie A. Slutsky
President
The New York Community Trust

AT LARGE EXECUTIVE COMMITTEE MEMBER

Ruth Wooden
President
Public Agenda

VICE CHAIR

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

SECRETARY

Marguerite W. Kondracke
President and CEO
America's Promise Alliance

Diana Aviv
President and CEO
(ex-officio)
Independent Sector

BOARD MEMBERS

Ellen Alberding
President
The Joyce Foundation

Susan V. Berresford

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

Stephen B. Heintz
President
Rockefeller Brothers Fund

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

J. D. Hokoyama
President and CEO
Leadership Education for
Asian Pacifics

Janet Murguía
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National Council of La Raza

Mariam C. Noland
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Community Foundation for
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Responsibility and Consumer
Policy Executive
Bank of America

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Public Education Network

Rey Ramsey
President and CEO
TechNet

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Director
Center for Strategic Philanthropy
and Civil Society
Duke University

Rev. Larry Snyder
President
Catholic Charities USA

Arturo Vargas
Executive Director
National Association of Latino
Elected and Appointed Officials
Educational Fund

Luz A. Vega-Marquis
President and CEO
Marguerite Casey Foundation

William S. White
President and CEO
Charles Stewart Mott Foundation

Gary L. Yates
President and CEO
The California Wellness
Foundation

THANK YOU TO THESE DEDICATED LEADERS WHO RETIRED FROM THE IS BOARD DURING 2009.

Stephanie Bell-Rose
The Goldman Sachs
Foundation

Barry Gaberman
BoardSource

Judy Vredenburg
Big Brothers Big Sisters of
America

2010 COMMITTEE CHAIRS

AD HOC GROUP ON IS STRATEGIC PLANNING

Stephen B. Heintz
President
Rockefeller Brothers Fund

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

ANNUAL CONFERENCE HOST

P. Russell Hardin
President
Robert W. Woodruff
Foundation

John R. Seffrin
Chief Executive Officer
American Cancer Society

Ingrid Saunders Jones
Senior Vice President
Global Community
Connections
The Coca-Cola Company

ANNUAL CONFERENCE PROGRAM

Wendy D. Puriefoy
President
Public Education
Network

AUDIT

Mariam C. Noland
President
Community Foundation
for Southeast Michigan

COMMUNICATIONS AND MARKETING ADVISORY TASK FORCE

Ruth Wooden
President
Public Agenda

EXECUTIVE

Brian A. Gallagher
President and CEO
United Way Worldwide

JOHN W. GARDNER LEADERSHIP AWARD

**Marguerite W.
Kondracke**
President and CEO
America's Promise
Alliance

GLOBAL PARTNERS ADVISORY GROUP

Samuel Worthington
President and CEO
InterAction-American
Council for Voluntary
International Action

GOVERNANCE AND NOMINATING

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

INVESTMENT SUBCOMMITTEE

Robert E. Swaney, Jr.
Retired Vice President &
Chief Investment Officer,
Charles Stewart Mott
Foundation

MEMBERSHIP

Michael S. Piraino
Chief Executive Officer
National CASA

NGEN ADVISORY GROUP

Kristen Campbell
Program Director
National Conference on
Citizenship

Neelav Hajra
President and CEO
Nonprofit Enterprise At
Work, Inc.

NGEN FELLOWS SELECTION

J.D. Hokoyama
President and CEO
Leadership Education for
Asian Pacifics

NGEN LEADERSHIP AWARD SELECTION

Max Stier
President and CEO
Partnership for Public
Service

NONPROFIT EFFECTIVENESS ADVISORY GROUP

James P. Firman
President and CEO
The National Council on
Aging

NONPROFIT AND PHILANTHROPIC LEADERSHIP AND PRACTICE

J.D. Hokoyama
President and CEO
Leadership Education for
Asian Pacifics

**PUBLIC POLICY
Luz A. Vega-Marquis**
President and CEO
Marguerite Casey
Foundation

PRINCIPLES FOR GOOD GOVERNANCE ADVISORY GROUP

Rand Wentworth
President
Land Trust Alliance, Inc.

THANK YOU TO THE FOLLOWING 2009 COMMITTEE CHAIRS

Karen Beavor
Nonprofit Leadership
Initiative Advisory Group

Debbie Dingell
Annual Conference Host

J. D. Hokoyama
Audit Committee

Marguerite W. Kondracke
President and CEO
America's Promise Alliance

Mariam C. Noland
Annual Conference Host

Edward Skloot
Annual Conference Program

Lorie A. Slutsky
Membership

Rev. Larry Snyder
American Express Building
Leadership Award

Kelvin Taketa
Nonprofit Sector Programs
and Practice

Judy Vredenburg
Governance and Nominating

HIGHLIGHTS FROM 2009

CHALLENGING TIMES, NEW OPPORTUNITIES

Remarkable events filled 2009. The inauguration of Barack Obama started a year of dramatic political developments, the economy's inconsistent recovery continued to challenge Americans everywhere, and all the while trends and innovations across society changed how people lived and worked. Independent Sector was dedicated to responding to and shaping some of these events to help nonprofits and foundations better serve their missions. Thanks to the commitment and creativity of our board, committees, task forces, member organizations and staff, our coalition has continued to develop and disseminate effective, innovative ways to improve lives.

STRENGTHENING INDEPENDENT SECTOR'S IMPACT IN PUBLIC POLICY

Throughout the year, Independent Sector collaborated with and challenged government officials so that the nonprofit and philanthropic community could better serve people everywhere. We provided strong leadership and engaged our members in advocating on legislation and regulations that affect the ability of our organizations to benefit our communities.

Economic Recovery

The economy remained a dominant issue, and we focused on persuading Congress and the Obama Administration to address the needs of nonprofit organizations and the people we serve. In legislation to create jobs, rebuild the economy, and open lines of credit to small businesses, we worked with our members to show how helping nonprofits provided a double benefit: keeping their staff members employed and continuing to meet critical needs. IS proposed that Congress include, in the economic recovery legislation that became law in February, two provisions of particular importance to our sector: First, the federal government should create a \$15 billion bridge loan program to provide low- or no-cost loans to nonprofits experiencing significant delays in receiving reimbursements for services they had delivered under contracts with state and local governments. We also advocated increased support for states and nonprofit capacity-building efforts. Our efforts contributed to the creation

of a \$50 million fund within the Health and Human Services Department to award capacity-building grants to nonprofit organizations and increased funding for several other programs, but Congress was unable to act on our bridge loan proposal. IS has continued to work with the Office of Management and Budget and the Treasury Department on alternatives for providing bridge loans to nonprofits to cover both delayed reimbursements and start-up costs for government-funded programs.



IS's Diana Aviv was one of the sector leaders who heard President Obama highlight innovative nonprofits during an event in the East Wing of the White House.

Evette Cardona, Polk Bros. Foundation



Health Care Reform

Making quality health care accessible and affordable for all Americans was also a key focus for Congress and the administration in 2009. In March, President Obama proposed paying for health care reform in part by limiting the deductions the wealthiest taxpayers could claim for state and local income taxes, mortgage interest, and charitable contributions. After engaging in extensive discussions with our members and examining research on the potential effects of this proposal on charitable giving, we released a statement to Congress and the president stressing the importance of advancing health care reform while also preserving strong incentives for charitable giving.

Throughout the year, we used our website, a webinar, and member updates to help our sector understand how various reform proposals would affect the employees and clients of nonprofits. IS worked with our members to communicate to the administration and Congress the vital role of nonprofits as employers, particularly the need to include nonprofits in proposals to broaden affordable health care options. When the House passed legislation that included a tax credit to help small businesses offer coverage to their employees, IS launched a broad advocacy effort to inform members of Congress that nonprofits, since they are tax-exempt, could not draw on this credit and that there needed to be alternatives that all employers could use. By the end of the year, the Senate Finance Committee had adopted a provision that would enable nonprofit employers to apply the proposed tax credit to income taxes they withhold for the federal government while still giving employees full credit for those taxes. This approach ultimately became part of the health care reform bill that was enacted into law in early 2010.

Advancing National Service

IS worked with a broad coalition to ensure passage of the Edward M. Kennedy Serve America Act, which dramatically expands the federal government's commitment to providing service opportunities to people of all ages. We also helped convince Congress to drop a damaging provision that would have prohibited individuals and organizations participating in national service programs from engaging in

"Family foundations are the fastest growing sector in philanthropy – talk about a part of philanthropic world that has a lot of potential."

Evette Cardona is a senior program officer helping the Polk Bros. Foundation reach its full potential. The large family fund is in the top one third of all Chicago giving.

In 1992, the five Polk brothers and one sister closed an historic chain of local appliance and furniture stores, liquidated the assets, and put the money into a foundation. Today PBF supports more than 300 nonprofits in Chicago through program-specific grants that support direct service, policy and advocacy on issues that are important to the foundation, specifically public education and affordable housing.

The organization has been an Independent Sector member since 2006, yet 2009 marked Evette's first trip to the IS Annual Conference.

"After having been in the field for such a long time, it was refreshing to be able to go to the conference and get re-energized. I liked the mix, I liked the different formats" Evette added, referencing IdeaZLab and InsightXchange programs, "There was a lot of creativity and energy in the workshops—it wasn't just walking in and sitting down and listening to a panel speak."

She sees the IS conferences as a valuable opportunity for collaboration and connection. "I thought this was a nice cross-pollination of the philanthropy and nonprofit worlds where folks can talk to each other about what the issues were within each field and where those interests intersect. It's really at that intersection that there's tension and potential and opportunity to work towards the same goals."

In addition, Evette applauds the policy and advocacy work that IS is doing. "What is always tricky about advocacy is that it's a little more nebulous." She added, "It's not like all the direct service work that we support, where I can point and say, 'X amount of youth are doing X amount of things X amount of times a week and achieving these outcomes.' With advocacy, it's trying to affect systemic change and I know that Independent Sector is doing that work a lot. I appreciate it."

Learn more at: polkbrosfdn.org

lobbying and advocacy activities outside of those programs. IS consulted with the White House Office of Social Innovation and helped our members advise the White House and Congress, including through a November webinar, on ways to design the new Social Innovation Fund that the act created. This \$50 million fund, to be administered by the Corporation for National and Community Service, will invest in promising new approaches to addressing critical social problems and improving vehicles for problem solving in low-income communities. Throughout the appropriations process, IS advocated for funding other elements of the act, especially to strengthen the capacity of nonprofits to recruit, screen, train, and manage volunteers.

Fighting Restrictions on Nonprofit Advocacy

After the administration imposed restrictions on the ability of lobbyists to serve in federal agencies and on federal advisory boards, Independent Sector worked with our members to fight these rules and other prohibitions on communications between registered lobbyists and government agency officials. We obtained some modifications in both areas, but remain concerned about the new restrictions. They have led many individuals to de-register as federal lobbyists, which has reduced transparency. The rules are also having the unintended effect of discouraging individuals who may want to work for the administration

Neel Hajra, Nonprofit Enterprise at Work



"It was one of the most satisfying professional experiences I've ever had."

Neel Hajra is referring to time as a member of the American Express NGen Fellows. He was one of 12 nonprofit professionals under 40 years of age selected by Independent

Sector to take part in the inaugural 2009 fellows cohort. The diverse group, chosen because of their impact and potential, was comprised of "amazing leaders," according to Neel. He stays in contact with many of the fellows, using them to "bounce ideas off" when he needs a sounding board for his work as president and CEO of the Nonprofit Enterprise at Work (NEW).

The 17-year-old organization serves the Detroit area and most of southeastern Michigan, providing board training, management resources, and low cost IT and social media services to charitable organizations. They are also known for their office building in Ann Arbor. It's a base of operation, and NEW Center provides affordable office and meeting space to local nonprofits.

Neel says "NEW's goal is to help nonprofits succeed" and his job "is to keep a laser focus on our goal."

Another more personal goal was to find a place where he could "learn lessons" in nonprofit leadership. He found Independent Sector.

While attending the July 2009 IS StrategyLab, Neel wrote on his blog, "What a collection of amazing individuals. Big names, big organizations and everyone is extremely cordial." He continued, "The ethnic diversity is also extremely impressive" and added, "I never felt marginalized because of the relatively small size/scope of NEW or because of the generational divide."

Neel continued his professional development when he attended the IS Annual Conference in Detroit. "I was blown away by the speaker list." During the event he blogged about the keynote address by Geoffrey Canada of Harlem Children's Zone, writing it was "Inspiring. Insightful. Hilarious. Real." He also remarked that a follow-up CEO peer-to-peer session with Mr. Canada was amazing.

Neel notes that engaging with IS helps NEW in many ways. "Conference participation and committee work has spurred new ideas for serving nonprofits, heightened our profile with funders, and provided ongoing policy and practice information that enhances our efforts to help local nonprofits succeed."

Learn more at: new.org

Shirley McGreal, International Primate Protection League

When she was living in Thailand in 1973, Shirley McGreal discovered a cause that would soon become the center of her life.

"I saw how they mistreated the baby gibbons on the beaches. I looked around for a group trying to help apes and monkeys and there wasn't one."

With the aid of a few friends, she soon started the International Primate Protection League, which she still runs 37 years later. "We fight trade and we also campaign to prevent harm coming to primates."

With only 3 people on the office staff and a team of caregivers serving the needs of 33 gibbons at their sanctuary, IPPL is small but mighty. It funds many grassroots organizations around the world; reaching out on behalf of all apes, great and small.

This kind of collaboration is important to Shirley. That's why she joined Independent Sector 24 years ago. "It was something absolutely needed. We have to have a sector-wide representation. Even though we are often competing with each other and we often have a variety of issues we are working on."

She sees Independent Sector as a valuable ally in many areas. Webinars provide expertise, with the one on the IRS 990 tax form particularly helpful. IS's work to preserve a fair estate tax is crucial

to encouraging bequests, which provide funding critical to nonprofits. Because IPPL owns 30 acres of land for the gibbon sanctuary they operate at their headquarters in South Carolina, it recognizes the importance of property tax exemptions for nonprofits. "This is important for churches too, everyone benefits whether faith-based or non-faith-based."

She also believes that by working together, nonprofits saved lives when they helped change the IRS rule that had required the listing of specific grant information on international paperwork. If that had stayed in effect, she said, "It had been very difficult for people working on unpopular causes" such as wildlife protection. "In Zimbabwe, the gay rights groups—the people associated with them—they all would have been in danger."

Those experiences emphasize why she is so committed to collaboration. "Each one alone the government can knock off—one by one—but if we stand together we cannot fail."

Learn more at: ippl.org



or serve on advisory boards from accepting positions at nonprofits that require registration as a federal lobbyist.

Concerns about protecting the voice of nonprofits were exacerbated in September when the U.S. Supreme Court agreed to re-hear the case of *Citizens United v. FEC*, and consider overturning previous decisions limiting corporate campaign spending. Independent Sector filed an amicus brief in the case arguing for retaining those prior rulings, since they are a way to help address our longstanding concern that the undue influence of money in politics can jeopardize the integrity of the democratic system and the ability of citizens and charitable organizations to be heard in policy debates. In early 2010, the Court's ruling lifted restrictions on corporate

campaign spending. IS plans a broad education and advocacy effort to remove these and other legal obstacles to effective advocacy by nonprofits and foundations.

Estate Tax Reform

At the beginning of 2009, federal law called for the estate tax to expire at the end of the year, then return to its 2001-2002 levels in 2011. IS worked with a broad coalition to make permanent the 2009 estate tax—an exemption of \$3.5 million per individual/\$7 million per couple, and a tax rate of 45 percent above those amounts. IS opposed amendments offered in the Senate to weaken the tax by raising the exemption levels and lowering the tax rate, changes that would discourage charitable bequests and significantly reduce government

Gary L. Yates

The California Wellness Foundation



“Our door is open 24-7, 365 days a year,” says Gary Yates, president and CEO of The California (TWCF) Wellness Foundation. He refers to the foundation’s “Responsive Grantmaking Program.” Any California nonprofit can make a request of the foundation with a one- to two-page letter at any time.

TWCF’s mission is to improve the health of the people of California by making grants for health promotion, wellness education and

disease prevention. This year the foundation is on track to distribute \$45 million. No less than half of all grant dollars each year are for general operating support. In 2009 this amounted to eighty percent of all grant funds.

“The demand across the healthcare safety net has gone up considerably,” Gary notes, referring to community clinics and nonprofit and public hospitals. In California the unemployment rate is over 12 percent, and the number of people without health insurance has climbed to more than eight million. The result: countless new clients in the health care system who have lost jobs, homes, and insurance.

Gary’s commitment to the nonprofit sector extends beyond California’s border. One of his roles is serving for eight years as a member of the Independent Sector Board of Directors. “IS has a very good and strong focus on public policy issues that affect the sector—and that is as important for foundations as it is for other charities.”

Gary also served on the Panel on the Nonprofit Sector, which was convened by IS. The Panel helped create a roadmap for strengthening accountability and governance. “It was done at a significant time,” he noted. “There was a lot of interest in Congress in looking at foundations and nonprofits and thinking about additional regulation for the sector. I believe that the panel’s work and dissemination of the findings had a very positive effect on that discussion.”

Collaboration is one of the reasons he is committed to IS. “Independent Sector is the largest national organization that I know of that an umbrella for the entire sector,” Gary notes. “The coming together of nonprofits and foundations offers a terrific opportunity to bridge what often is the divide of communications between applicant and funder.”

Learn more at: calwellness.org

resources available to address critical needs in our society. Although the House of Representatives passed legislation that would have made the estate tax permanent at 2009 levels, the Senate was unable to reach agreement on that law before the tax expired at the end of the year. IS remains active on this issue as Congress continues its debates.

IRA Charitable Rollover

IS worked with a broad coalition of our members to lobby for legislation offered by Rep. Earl Pomeroy (D-ND) and Sen. Byron Dorgan (D-ND) that would extend and expand the IRA rollover past its expiration date of December 31, 2009. Although both the House and the Senate passed legislation that included a one-year extension of the IRA rollover, differences over other components of the bill prevented the bill from becoming law, and the provision expired at the end of 2009.

2010 Census

IS worked throughout the year to spotlight the excellent efforts by many of our members to lay the groundwork for an accurate count for the 2010 national census, which will determine government funding allocations for important services and legislative apportionment for the next ten years. IS held two major meetings for nonprofits and funders, including one where participants talked with the acting director of the Census Bureau about how nonprofits can help alleviate the expected obstacles of privacy concerns and find individuals displaced



Bridget Clark Whitney Kids' Food Basket

by economic and natural disasters. Working with these coalitions, IS helped to secure the appropriation of \$7.3 billion to fund 2010 census activities fully, and fend off legislative efforts to impede or divert census funds.

Strengthening the Nonprofit-Government Partnership

Rep. Betty McCollum (D-MN) joined several IS members at a special breakfast meeting in the fall to discuss her commitment to improving the partnership between nonprofits and government. She noted that there is a “slow, quiet crisis brewing” as nonprofits struggle to deliver services on behalf of government while reimbursement payments are delayed for increasingly longer periods and new contract terms are insufficient to cover the costs of providing services. Rep. McCollum plans to introduce legislation in 2010 proposing new methods for strengthening the nonprofit-government partnership.



Informing and Mobilizing IS Members to Take Effective Advocacy Action

IS continues to expand our Policy Action Network (PAN), which now includes more than 450 representatives of IS member organizations. Over 1000 IS member staff receive our Daily Policy Digests, and we are working on how best to engage them in our policy advocacy. PAN members also receive regular policy updates and the opportunity to participate in our monthly legislative updates and advocacy training sessions.

“Because you can’t go anywhere - can’t grow - if you don’t know what you don’t know.”

That’s the main reason Bridget Clark Whitney had her organization join Independent Sector. “It’s been really important to me to be a member because it provides all kinds of great resources to be a better nonprofit “



She is the executive director of Kids' Food Basket a grassroots organization that supplies 2,600 nutritious evening meals each weekday to children in Grand Rapids, Michigan. “One of our donors always tells us that we are in the brain development business,” explaining that Kids' Food Basket's work is based on research showing that proper nutrition is vital for the brain to grow as it should.

Twelve million children in the U.S. go to bed hungry every night; in Michigan 1 in 4 children face the same fate. 30,000 kids in her community live in food insecure households.

“The root of what we do is volunteerism,” Bridget notes. About 105 people gather each weekday at KFB to assemble and deliver meals. The program has grown in the past eight years from serving 125 kids a day to 2600.

Being an IS member has helped that work enormously. “Being provided opportunities to grow and learn like during the IS conference—these are really critical to any leader’s success and any organization’s success.”

A new KFB initiative is to establish similar programs throughout the country. “We want to start a modeling program—provide coaching hours and start-up help so other organizations can start programs like ours. And then next year, launch our own pilot in other areas of the state.”

Bridget cites her involvement with Independent Sector as one reason she can take on these challenges. She calls her participation in the inaugural American Express NGen Fellows program, which offered special training to 12 outstanding nonprofit professionals under the age of 40, one of the most incredible experiences of her life. “My leadership capacity has just exploded.”

Learn more at: kidsfoodbasket.org

Heather Noonan, League of American Orchestras



“Without IS,” says Heather Noonan of the League of American Orchestras, “we might never have met many of the nonprofit colleagues who have become essential partners.”

Founded in 1942, the League leads, supports, and champions the nearly 1,000 member orchestras across the country and promotes the vitality of the music they perform.

One of its main roles is to use advocacy to connect the work of orchestras to other arts and civic endeavors. The League works closely with IS members the Performing Arts Alliance and American Association of Museums, for example, on issues such as arts education policy.

Frequently, though, it coordinates with those in very different areas on issues of common interest in the nonprofit sector. Being a part of Independent Sector is vital to those efforts.

“My first contact with IS came during the fight against the Istook amendment,” explains Heather, now the League’s vice president for advocacy. In the mid-’90s, organizations from across the sector worked together to block Congressman Ernest Istook’s attempt to cripple the ability of nonprofits receiving federal grant support

to engage in advocacy. The successful united response against this dramatic attempt to restrict the sector’s free speech rights “showed how effective we can be when we work together.”

Heather believes the difficult climate facing nonprofits today requires the same kind of collaboration. The League encourages its member orchestras to replicate effective national partnerships at the state and local level, particularly when facing issues such as the growing challenges to nonprofits’ tax exemption.

Independent Sector’s policy briefings introduced her to Rich Bland, director of federal government relations for the YMCA of the USA. While it might seem that symphonies and Y’s don’t have a lot in common, “We’ve learned a lot from the Y’s about how to explain the public value of orchestras.”

IS’s strength in public policy offers other benefits. “There’s a huge efficiency in representing and communicating with our members,” she notes, because the League can draw on IS’s research and analysis.

Perhaps the most important part of being an IS member is that it “enables us to be part of a unified voice.” Working in concert, she notes, is vital to everyone—not just orchestras.

Learn more at: americanorchestras.org

CHAMPIONING EFFECTIVE, ACCOUNTABLE PRACTICES

Independent Sector continues to make significant progress in helping our members and the rest of the nonprofit and philanthropic community operate more ethically and effectively.

Advancing Accountability

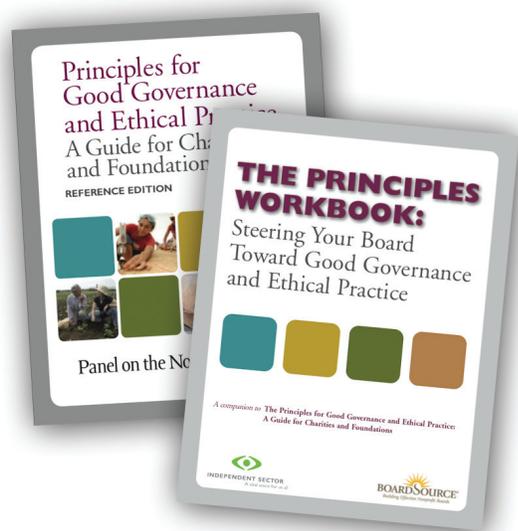
In June we released, in partnership with BoardSource, a companion workbook to the Principles for Good Governance and Ethical Practice: A Guide for Charities and Foundations. By the end of 2009, the Principles Guide, which outlines 33 practices designed to help board members and staff leaders of every charitable

organization improve their own operations, has been downloaded or ordered over 100,000 times. That interest was a clear indication of the sector’s ongoing recognition of the importance of good governance to the effectiveness of charitable organizations and to maintaining the trust the public places in our sector.

We worked with BoardSource so the new Principles Workbook: Steering Your Board Toward Good Governance and Ethical Practice would elucidate and expand the ideas behind each of the 33 principles in the Principles Guide. The goal was to make it easier for organizations to stimulate lively discussion around board governance and ethical practices. The Workbook

was downloaded over 8,400 times in the first four months, and over 1,500 hard copies have been ordered. We also worked with BoardSource on a how-to video, and launched a series of seven webinars on the 33 principles.

We used other webinars to inform our members on governance and accountability, including popular sessions on communicating your accountability through the IRS Form 990, systematic approaches to risk management, the role of legal counsel, nonprofit financial management, and scrutinizing travel and business expenses.



Thousands across the nonprofit and philanthropic community have already downloaded the Principles Workbook, which helps organizations implement the Principles for Good Governance and Ethical Practice.

Supporting Nonprofit Impact and Effectiveness

Our new Charting Impact initiative seeks to encourage organizations to become more intentional about planning and assessing performance and impact. With support of a highly skilled advisory group drawn from our members, we are creating a common language and framework that any nonprofit or foundation, regardless of size, mission, or activities, can use for better understanding and articulating the impact it seeks to achieve, its strategies for achieving it, and how it assesses its performance along the way. Six organizations on the advisory group have already tested draft impact frameworks, and

additional organizations are now participating in a second round of testing. A more public pilot testing phase is scheduled to begin in spring 2010. We are also making significant progress in aligning this initiative with similar efforts, including those of the BBB Wise Giving Alliance and GuideStar, to avoid conflicting standards and to encourage widespread support for a common framework.



GUIDESTAR®

IS's collaboration with members GuideStar and the BBB Wise Giving Alliance on the Charting Impact initiative illustrates our ongoing commitment to partnerships.

Addressing the Sector's Need for Talented Leaders

Developing the next generation of nonprofit leaders is critical to the ability of nonprofits and foundations to improve lives. Independent Sector honored its first class of American Express NGen Fellows at the 2009 IS Annual Conference, 12 under-40 leaders at member organizations already making a difference in our sector. This initiative is part of IS's *NGen: Moving Nonprofit Leaders from Next to Now* program for emerging leaders, which also includes supplemental programming at the Annual Conference for younger nonprofit professionals through targeted workshops and networking opportunities. In Detroit, almost 200 people participated in the program.

At our Gardner Leadership Dinner during the Annual Conference, the American Express Building Leadership Award was presented to CommunityVoices Heard for its work with and for low-income people, particularly women of color. The John W. Gardner Leadership Award

went to Geoffrey Canada, president and CEO of Harlem Children's Zone for the 2009 award in recognition of his groundbreaking success in helping children and families in New York City to break the cycle of generational poverty.

Envisioning Our Future

In 2009, Independent Sector launched an initiative designed to help us better understand the trends that will affect the charitable sector, as well as the communities we serve, in the coming decade and to think about how to best shape our shared

future. The goal of Envisioning Our Future is to identify ways for the charitable community and IS to have a much greater impact over the next ten years. As part of that work, IS convened 76 sector leaders to identify priority areas of focus, and their ideas were posted for public comment and also part of discussions at the Annual Conference. The findings will inform the next IS Strategic Plan and will be made available to the nonprofit and philanthropic community so that organizations can draw on them in their own work.

Michelle Nunn and Miles Rapoport, Points of Light Institute and Demos



Atlanta-based Points of Light Institute puts thousands of hands to work each day through its network of volunteer programs. Through its list of distinguished fellows, the New York-based research, public policy, and advocacy group Demos brings together the brightest minds committed to a more vibrant and inclusive democracy.

At first glance, these two nonprofits' activities seem as far apart as the miles that separate their headquarters. With some help from Independent Sector, however, Points of Light Institute chief executive officer Michelle Nunn and Demos executive director Miles Rapoport learned in 2009 that their shared mission and value would open the door to a partnership.

"I met Miles at an IS gathering focused on creating a vision for the next 10 years for the civic sector," Michelle recalls. StrategyLab, which brought together 76 nonprofit leaders from across the sector, offered an environment where

people could share big ideas and find common goals.

Both of them feel that the contacts they make at IS functions such as StrategyLab provide opportunities to collaborate with people they normally would not encounter in their day-to-day operations.

"The conversation at the IS StrategyLab really sparked a creative opening," Miles says, explaining how he and Michelle quickly saw the connections between volunteerism and democracy. According to Miles, volunteers share the same end goal as "democracy advocates," which is to improve the lives of those they serve.

"We spent time developing a vision for enlivening our democracy and we realized how little connectivity or coordination there was between the volunteer service movement and the democracy movement," Michelle adds. "Together, we believe that we can more powerfully enable individuals to participate through service and citizen engagement to create impact and enliven our democracy."

At the conclusion of StrategyLab, Miles and Michelle pledged to expand their coordination in the coming year. Their organizations scheduled a series of small group meetings for 2010 of leading voices on service and democracy. Their joint effort has become another illustration of how Independent Sector gives people from across the nonprofit and philanthropic community time and space to build new ideas and partnerships.

Learn more at: pointsoflight.org and demos.org

CONVENING THE SECTOR

The 2009 Independent Sector Annual Conference, held in Detroit, demonstrated again our ability to bring together people from across the sector. A collaboration with the Council of Michigan Foundations, the conference had total of more than 1,100 registrants, breaking the record set two years ago in Los Angeles. The Program Committee developed more than 40 sessions that explored the strategies and tools our sector needs to build and sustain a vibrant future. Innovative session formats drew on the collective expertise of participants in order to help them and others move organizations forward during these challenging times.



Annual conference attendees at a plenary session.

IS used other methods to connect people from across the sector in addressing key issues. We hosted a dozen webinars, on topics that included accountability, talent management, policy developments, and working internationally. Each featured experts on the topic and were free to staff at our member organizations. Our work also benefited enormously from the energetic participation of staff from our members on our committees. This year, nearly 250 staff from approximately 200 organizations contributed to these groups.

Ralph B. Everett, Joint Center for Political and Economic Studies

Ralph B. Everett is constantly searching for new ideas. He often finds them at Independent Sector.

As president and CEO of the Joint Center for Political and Economic Studies, a leading policy and research institution that focuses on the concerns of people of color, he looks for workable solutions on a broad range of issues—with an eye toward the proposition that America does best as a nation when equity and opportunity is expanded in every community. Through IS membership, the Joint Center has access to social innovators and policy leaders who have similar goals.

“Among the benefits of our membership is Independent Sector’s diverse network of thought leaders, and particularly the strength of the ideas they bring to the table,” says Ralph.

In addition to its groundbreaking research and policy work in areas such as health care equity, digital inclusion and economic security, the Joint Center has long focused on advancing civic participation in communities of color. It is a vital resource not only for the more than 10,000 African Americans who hold elected and appointed office, but for anyone who seeks to better understand the concerns of minority communities and find policies to address them.

The Joint Center’s research into the enormous costs that racial inequities create in our health care system was well-received by administration and Congressional leaders during the debate over health care reform. Ralph also cites the work of the Joint Center’s Media and Technology Institute—and particularly a report on how people of color access and use the Internet and related policy recommendations—for guiding the Federal Communications Commission as it prepared its National Broadband Plan.

Ralph’s connections with IS have grown significantly since he was named to head the Joint Center in early 2007. He has participated in plenaries and forums at the IS annual conference. He became a member of the IS board of directors because, “the goal of healthier institutions and more vibrant communities requires us to reach out, to find common purpose and to bring forth the best ideas from across the breadth of our society—and Independent Sector is a catalyst for all of this.”

Learn more at: jointcenter.org



COMMUNICATING THE VALUE OF THE NONPROFIT COMMUNITY

On issues from economic recovery to national service, from health care to volunteering, IS serves as the leading voice of the nonprofit community. Through press interviews, meetings with government officials, and discussions across the nonprofit community, IS continues to play a critical role in conveying the value of our sector. During 2009 IS President and CEO Diana Aviv spoke with reporters from a range of outlets, including Bloomberg, *Chronicle of Philanthropy*, National Public Radio, *The New York Times*, *NonProfit Times*, *Roll Call*, *The Wall Street Journal*, and *The Washington Post*.

Diana's speaking and writing provided another important vehicle to bring a broad perspective on the nonprofit community to organizations throughout the country and around the world. She talked with more than 30 groups, ranging from panels of grantmakers to the annual meetings of groups such as the National Association of Social Insurance and Feeding America, from tax lawyers in Washington and the Young Nonprofit Professionals Network to the French Nonprofit Association. Her columns examined key topics facing our sector, and she contributed an article to the Joint Center for Political and Economic Studies' journal and op-eds to the *Chronicle of Philanthropy* and *Roll Call*.



Diana Aviv responding to questions after speaking to the annual conference of IS member, Southern California Grantmakers about "Building a Sustainable Future Together."

Improving Electronic Communications

IS redesigned its website so it more clearly demonstrates value and supports for the work of members and of the nonprofit community in general. To be launched in early 2010, it is based on a philosophy of concise communication with visual impact and passionate storytelling. We continue to add content and improve existing material, and introduce more interactive features in order to draw on the expertise of staff at our member organizations. The Daily Media and Policy Digests remain important sources of information for our members, as evidenced by the more than 1,000 people who subscribe to each of those newsletters.

The New York Times

THE WALL STREET JOURNAL.

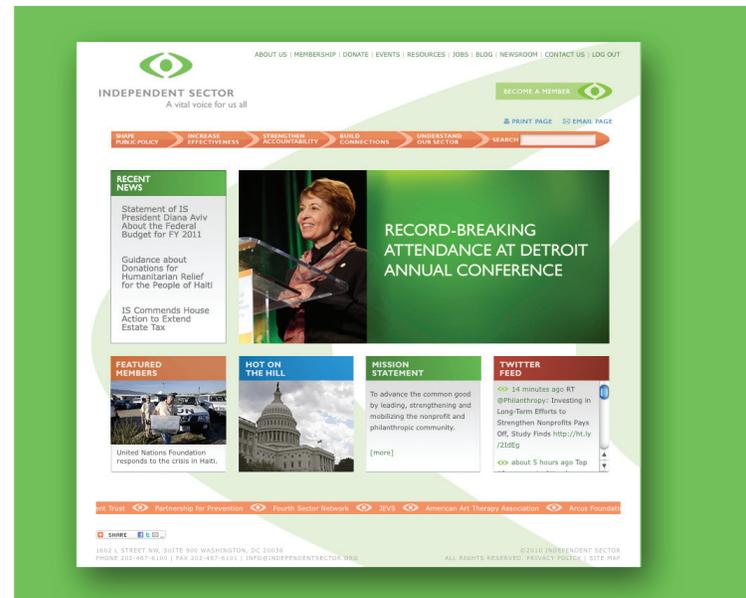
The Washington Post

THE CHRONICLE OF PHILANTHROPY



THE NONPROFIT TIMES

A sampling of the media outlets that cited Independent Sector during 2009



The redesigned independentsector.org.

Janet Murguía, National Council of La Raza

"I want to see what we can do to help empower everyone to be their own advocate," says Janet Murguía. "I particularly want more of our affiliates to do that work locally."

Janet is president and CEO of the National Council of La Raza (NCLR), the largest national Hispanic civil rights and advocacy organization in the United States.

She lists creating a broader voice of advocacy for the Latino community, building stronger partnerships across communities of color and continuing to strengthen connections with her affiliates as top priorities.

NCLR has nearly 300 community-based organizations in their affiliate network. They provide services for Latino families that range from running charter schools, health clinics, and HUD certified home counseling centers to voter registration and mobilization.

"It really does run the gamut" Janet says, "We represent key areas where Hispanics can be given opportunities and provided support." She continues, "For the past 40 years NCLR has been opportunity driven. Regrettably, in the last two to five years, we have had to focus on defending the community in terms of our civil rights. We now need to focus on advocating for Hispanics who

have been greatly affected by strident anti-immigrant rhetoric and policies."

The role of advocate is one she appreciates in Independent Sector.

As a five-year member of the IS board of directors, Janet sees that, "IS has had great success at being a watchdog for the sector—many organizations don't have the resources or ability to just focus on issues that effect our very existence our standing and our ability to succeed and grow."

She believes that "IS can play a very effective role broadening the role of advocacy -- to help grow the voices of advocacy within the sector -- which will help actually empower the sector to advance more of its agenda."

Another item on Janet's agenda is the need to focus on diversity and inclusion. She believes that IS is well positioned "to offer recommendations and facilitate better understanding of the changing demographics and their effect on the sector."

Learn more at: nclr.org



MAINTAINING STRONG OPERATIONS

Despite the difficult economy, IS continued to maintain the strong and diverse membership that is crucial to our success of our coalition. In 2009 we recruited more than 50 new members, and our coalition totaled 550 at the end of the year. Now that we have occupied our new space for almost a full year, it is clear that the new building has improved our ability to convene the nonprofit community and provided convenient conference and work space for a number of member organizations that have held meetings there. IS regularly takes advantage of the sophisticated conference room and communications technology to hold committee meetings and teleconferences. In addition, several nonprofits have rented IS meeting space, some multiple times, generating additional revenue.

LOOKING AHEAD

We expect that 2010 will be a challenging year for IS, our members, and the nonprofit community, in large part because of the ongoing struggles of the economy. However, these difficulties also make possible deep rethinking about missions, strategies, and outcomes in order to find improved ways of meeting the needs of the communities we serve.



INDEPENDENT SECTOR

Founded in 1980 - 30 Years Strong

FINANCIALS

STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2009

ASSETS	
Cash	\$2,238,903
Investments	15,311,902
Accounts receivable	101,843
Grants receivable, net	2,024,088
Accrued interest receivable	469
Deferred rent receivable	138,069
Deferred lease incentives	1,042,040
Investment in the LLC	-
Property and equipment, net	33,645,862
Supplemental executive retirement plan	91,250
Other assets	81,427
TOTAL ASSETS	\$54,675,853
LIABILITIES AND NET ASSETS	
Liabilities	
Accounts payable and accrued expenses	\$1,646,589
Supplemental executive retirement plan	91,250
Deferred Revenue	-
Note Payable	31,000,000
TOTAL LIABILITIES	32,737,839
Net Assets	
Unrestricted	
Undesignated	12,620,201
Board designated	5,000,000
Total Unrestricted	17,620,201
Temporarily restricted	4,317,813
TOTAL NET ASSETS	21,938,014
TOTAL LIABILITIES AND NET ASSETS	\$54,675,853

Independent Sector's audited financial statements and IRS Form 990s are posted on the IS website, http://www.independentsector.org/is_financial_reports

FINANCIALS

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE TWELVE MONTHS ENDING DECEMBER 31, 2009

REVENUE AND SUPPORT	Unrestricted	Temporarily Restricted	Total
Grants and contributions	\$1,121,092	\$4,096,985	\$5,218,077
Membership dues	2,997,021		2,997,021
Conference fees and sponsorships	664,370		664,370
Interest and dividend income	171,096		171,096
Rental income	1,225,143		1,225,143
Publication sales and other	12,493		12,493
Realized and unrealized losses on investments	(64,146)		(64,146)
Net assets released from restrictions:			
Satisfaction of program restrictions	4,184,687	(4,184,687)	-
Satisfaction of time restrictions	894,134	(894,134)	-
TOTAL REVENUE AND SUPPORT	\$11,205,890	\$(981,836)	\$10,224,054
EXPENSES			
Program Services			
Public policy	\$1,968,060	-	\$1,968,060
Emerging issues	1,450,965	-	1,450,965
Annual conference	1,306,134	-	1,306,134
Nonprofit sector programs and practice	1,127,202	-	1,127,202
Communications and marketing	879,655	-	879,655
Total Program Services	6,732,016	-	6,732,016
Fundraising Services	542,723	-	542,723
Supporting Services			
General and administrative	1,364,069	-	1,364,069
Membership development	331,667	-	331,667
Total Supporting Services	1,695,736	-	1,695,736
Building Services			
Tenant Operations	1,031,445	-	1,031,445
Building Operations	650,546	-	650,546
Total Building Services	1,681,991	-	1,681,991
TOTAL EXPENSES	\$10,652,466	-	\$10,652,466
CHANGE IN NET ASSETS	553,424	(981,836)	(428,412)
NET ASSETS, BEGINNING OF YEAR	17,066,777	5,299,649	22,366,426
NET ASSETS, END OF YEAR	\$17,620,201	\$4,317,813	\$21,938,014

CONTRIBUTORS

GENERAL SUPPORT FUNDERS

Marguerite Casey Foundation
The California Wellness Foundation
The Ford Foundation
The Bill & Melinda Gates Foundation
William Caspar Graustein Memorial Fund
Evelyn and Walter Hass, Jr. Fund

Robert Wood Johnson Foundation
John D. & Catherine T. MacArthur Foundation
Charles Stewart Mott Foundation
The David and Lucile Packard Foundation
Skoll Foundation
Surdna Foundation Inc.

PROJECT FUNDERS

Advancing Good Governance and Ethical Practice

AARP
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American Heart Association
Chicago Community Trust
Edna McConnell Clark Foundation
The Ford Foundation
William and Flora Hewlett Foundation
Lumina Foundation for Education
John D. & Catherine T. MacArthur Foundation
Andrew Mellon Foundation
Charles Stewart Mott Foundation
New York Community Trust
Rockefeller Brothers Fund
United Way Worldwide

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Center for the Nonprofit Community

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El Pomar Foundation
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Rockefeller Foundation
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Expanding Membership and Evaluation Initiative

W. K. Kellogg Foundation

International Leadership

GE Foundation

Nonprofits on the Front Lines

The Atlantic Philanthropies
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Communications Initiative

Rockefeller Foundation

As of December 31, 2009

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2009 AWARDS

John W. Gardner Leadership Award

The William Randolph Hearst Foundations

American Express Building Leadership Award

American Express Foundation

As of December 31, 2009

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

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ANNUAL FUND

The following individuals and organizations supported Independent Sector in 2009.

Ellen Alberding
Diana Bucco
Michael Connor
J.D. Hokoyama

Joseph Lee
Adam Sonfield
Kelvin H. Taketa
Arturo Vargas

Luz A. Vega-Marquis
Judy Vredenburg

MATCHING GIFTS

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

Bank of America Foundation
The California Wellness Foundation
Marguerite Casey Foundation

W. K. Kellogg Foundation
New York Community Trust
Rockefeller Brothers Fund

IN-KIND SUPPORTERS

The following organizations generously gave their time and expertise to IS.

Architects of Group Genius
Bognet Construction

El Pomar Foundation
Imaginatik

As of December 31, 2009

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.

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San Francisco, CA

Congressional Hispanic Caucus Institute, Inc.
Washington, DC

Connecticut Association of Nonprofits
Hartford, CT

Connecticut Council for Philanthropy
Hartford, CT

Consortium for Clinical Diagnostics
Bethesda, MD

Jack Kent Cooke Foundation
Lansdowne, VA

Copilevitz & Canter LLC
Kansas City, MO

Council for Advancement and Support of Education
Washington, DC

Council for American Private Education*
Germantown, MD

Council of Michigan Foundations
Grand Haven, MI

Council of New Jersey Grantmakers
Trenton, NJ

Council on Aging, Silicon Valley
San Jose, CA

Council on Foundations*
Arlington, VA

Craigslit Foundation
San Francisco, CA

The Nathan Cummings Foundation
New York, NY

Cystic Fibrosis Foundation
Bethesda, MD

DC Children & Youth Investment Trust**
Washington, DC

DC VOICE**
Washington, DC

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Philadelphia, PA

Deloitte LLP**
Mc Lean, VA

Demos: A Network for Ideas and Action
New York, NY

Detroit Riverfront Conservancy
Detroit, MI

Developing Responsible and Mature Adolescents**
Columbia, SC

DMA Nonprofit Federation
Washington, DC

Gaylord and Dorothy Donnelley Foundation
Chicago, IL

Donors Forum
Chicago, IL

Donors Forum of South Florida
Miami, FL

Donors Forum of Wisconsin**
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Dorothy A. Johnson Center, Grand Valley State University
Grand Rapids, MI

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Charlotte, NC

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DuPont*
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Pittsburgh, PA

The Dyson Foundation
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Easter Seals
Chicago, IL

Echoing Green
New York, NY

Ecumenical Center for Stewardship Studies
Indianapolis, IN

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* Charter Member

** New Member in 2009

INDEPENDENT SECTOR MEMBERS

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Environmental Defense Fund
New York, NY

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Washington, DC

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Winchester, VA

Everyday Democracy
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Seattle, WA

Executive Service Corps of Southern California
Los Angeles, CA

Fairfax Futures
Fairfax, VA

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Farmworker Justice
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New York, NY

Feeding America
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Kalamazoo, MI

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The Ford Foundation
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Norwalk, IA

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Fourth Sector Network**
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Lloyd A. Fry Foundation
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FSG Social Impact Advisors
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Washington, DC

The Fund for Greater Hartford
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Gateway Center for Giving
Saint Louis, MO

GE Foundation*
Fairfield, CT

General Conference of Seventh-Day Adventists
Silver Spring, MD

General Motors Foundation
Detroit, MI

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Atlanta, GA

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J. Paul Getty Trust
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Girl Scouts of the USA*
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Girls Incorporated*
New York, NY

The Global Fund for Children
Washington, DC

Global Impact
Alexandria, VA

GlobalGiving Foundation
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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

Grantmakers for Effective Organizations
Washington, DC

Grantmakers Forum of New York
Rochester, NY

Grantmakers In Health
Washington, DC

William Caspar Graustein Memorial Fund
Hamden, CT

GreatNonprofits
Menlo Park, CA

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

Growth Philanthropy Network
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Williamsburg, VA

GuideStar USA, Inc.
Williamsburg, VA

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Cleveland, OH

Evelyn & Walter Haas, Jr. Fund
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Mimi & Peter Haas Fund
San Francisco, CA

Walter & Elise Haas Fund*
San Francisco, CA

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Americus, GA

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

Helping Teens Succeed
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New York, NY

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Menlo Park, CA

Higher Achievement Program
Washington, DC

Hispanics in Philanthropy
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Menlo Park, CA

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Houston, TX

Hudson-Webber Foundation
Detroit, MI

Humanity First, USA
Baltimore, MD

Idaho Nonprofit Center
Boise, ID

Idealist.Org
New York, NY

**Imaginer Advisors for the
Social Enterprise**
London, England

Indiana Grantmakers Alliance
Indianapolis, IN

InsideNGO
Westport, CT

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

**InterAction-American Council
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Action**
Washington, DC

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

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

**International Foundation for
Science**
Stockholm,

**International Primate
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Summerville, SC

**International Society for
Third Sector Research**
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San Francisco, CA

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

IssueLab
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JA Worldwide
Colorado Springs, CO

JCPenney Company*
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JEVS
Philadelphia, PA

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Jewish Funders Network
New York, NY

Jobs for America's Graduates
Alexandria, VA

Jobs for the Future
Boston, MA

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Racine, WI

**The Robert Wood Johnson
Foundation**
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**Joint Center for Political and
Economic Studies**
Washington, DC

The Joyce Foundation
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KaBOOM! Inc.
Washington, DC

Kaiser Permanente
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Kansas Health Foundation
Wichita, KS

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

Kellogg Co.
Battle Creek, MI

W. K. Kellogg Foundation
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**Kellogg School of Management,
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Evanston, IL

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Oklahoma City, OK

**Charles F. Kettering
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Dayton, OH

Kidney Cancer Association**
Evanston, IL

Kids' Food Basket**
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**John S. and James L. Knight
Foundation**
Miami, FL

Susan G. Komen for the Cure
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Northfield, IL

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Saratoga Springs, NY

Land Trust Alliance, Inc.
Washington, DC

Lawyers' Committee for Civil Rights Under Law
Washington, DC

The Leadership Conference Education Fund
Washington, DC

Leadership Education for Asian Pacifics
Los Angeles, CA

The LEAGUE
Newark, NJ

League of American Orchestras
New York, NY

League of Women Voters of the United States
Washington, DC

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Lilly Endowment, Inc.*
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The Lodestar Foundation
Phoenix, AZ

The Longbrake Family Foundation
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Louisiana Association of Nonprofit Organizations
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LSU Property Foundation
Baton Rouge, LA

Lumina Foundation for Education
Indianapolis, IN

Lutheran Services in America*
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The John D. and Catherine T. MacArthur Foundation
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Cross River, NY

March of Dimes Birth Defects Foundation*
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Massachusetts Nonprofit Network
Boston, MA

McCormick Foundation*
Chicago, IL

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Minneapolis, MN

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New York, NY

Richard King Mellon Foundation
Pittsburgh, PA

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New York, NY

Michael Reese Health Trust
Chicago, IL

Michigan Nonprofit Association
Lansing, MI

The Minneapolis Foundation
Minneapolis, MN

Minnesota Council of Churches
Minneapolis, MN

Minnesota Council of Nonprofits
Saint Paul, MN

Mobilize.org**
Berkeley, CA

David and Yetta Moeser Fund
Boston, MA

Gordon and Betty Moore Foundation
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Rocky River, OH

Charles Stewart Mott Foundation*
Flint, MI

Ms. Foundation for Women
Brooklyn, NY

National 4-H Council
Chevy Chase, MD

National Academy of Social Insurance
Washington, DC

National Alliance to End Homelessness
Washington, DC

National Arts Strategies
Washington, DC

National Assembly of State Arts Agencies*
Washington, DC

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Baltimore, MD

National Association of Independent Schools
Washington, DC

National Association of Latino Elected & Appointed Officials Educational Fund
Los Angeles, CA

National Black College Alliance
Roxbury, MA

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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 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 Committee for Responsive Philanthropy
Washington, DC

National Committee to Preserve Social Security and Medicare Foundation
Washington, DC

The National Conference for Community and Justice**
Chicago, IL

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 Fraternal Congress of America
Oak Brook, IL

National Health Council*
Washington, DC

National Human Services Assembly*
Washington, DC

National Humanities Alliance
Washington, DC

National Indian Youth Leadership Development Project
Gallup, NM

National Institute on Money in State Politics
Helena, MT

National Multiple Sclerosis Society
Washington, DC

National Philanthropic Trust
Jenkintown, PA

National Press Foundation
Washington, DC

National Public Radio
Washington, DC

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Native American Rights Fund
Boulder, CO

Native Americans in Philanthropy
Minneapolis, MN

The Nature Conservancy*
Arlington, VA

NCSL Foundation for State Legislatures
Denver, CO

NeighborhoodsNow
Philadelphia, PA

NeighborWorks America
Washington, DC

Network for Good
Bethesda, MD

New Hampshire Charitable Foundation
Concord, NH

New Profit Inc.**
Cambridge, MA

New York City Police Foundation
New York, NY

The New York Community Trust*
New York, NY

NISH
Vienna, VA

Nonprofit Academic Centers Council
Cleveland, OH

Nonprofit Coordinating Committee of New York
New York, NY

Nonprofit Enterprise At Work, Inc.
Ann Arbor, MI

Nonprofit Finance Fund
Washington, DC

Nonprofit Management Program, George Mason University
Arlington, VA

Nonprofit Network Southwest Washington
Vancouver, WA

The Nonprofit Partnership
Erie, PA

Nonprofit Resource Center of Texas
San Antonio, TX

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

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INDEPENDENT SECTOR MEMBERS

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Brooklyn, NY

N-TEN
Portland, OR

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

Ohio Grantmakers Forum
Columbus, OH

Omidyar Network
Redwood City, CA

One Economy Corporation
Washington, DC

**Open Society Institute -
New York**
New York, NY

OPERA America**
New York, NY

Outreach International
Independence, MO

**Pacific Gas and Electric
Company**
San Francisco, CA

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

Para Los Ninos**
Los Angeles, CA

Partnership for Prevention
Washington, DC

Partnership for Public Service
Washington, DC

William Penn Foundation
Philadelphia, PA

**Pennington Biomedical
Research Foundation**
Baton Rouge, LA

**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

**Philadelphia's Young Nonprofit
Leaders**
Philadelphia, PA

**Philanthropy Awareness
Initiative**
Chicago, IL

**Philanthropy for Active
Civic Engagement**
Denver, CO

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

**The Polk County Community
Foundation**
Tryon, NC

The Prudential Foundation*
Newark, NJ

Public Agenda
New York, NY

Public Allies, Inc.
Milwaukee, WI

Public Education Network
Washington, DC

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

Public Interest Projects, Inc
New York, NY

Public Welfare Foundation
Washington, DC

**RAND Gulf States Policy
Institute**
New Orleans, LA

Research!America
Alexandria, VA

Sid W. Richardson Foundation
Fort Worth, TX

Fannie E. Rippel Foundation
Morristown, NJ

Roads to Success
New York, NY

**Rochester Area Community
Foundation**
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Rockefeller Brothers Fund*
New York, NY

Rockefeller Foundation*
New York, NY

Rosenberg Foundation*
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Russell Sage Foundation
New York, NY

The Saint Paul Foundation
Saint Paul, MN

Salem College
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National Headquarters***
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San Diego Grantmakers
San Diego, CA

**Charles and Helen Schwab
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Palo Alto, CA

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Sarasota, FL

SeaChange Capital Partners**
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Kansas City, MO

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Union**
Washington, DC

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Beit Yehoshua, Israel

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Chicago, IL

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Jerusalem, Israel

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Carmel, CA

Skillman Foundation
Detroit, MI

Skoll Foundation
Palo Alto, CA

Alfred P. Sloan Foundation*
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Richard and Susan Smith Family Foundation
Chestnut Hill, MA

The John Ben Snow Foundation**
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Society for Nonprofit Organizations
Canton, MI

Sojourners**
Washington, DC

Soldiers' Angels
Pasadena, CA

South Carolina Association of Nonprofit Organizations
Columbia, SC

Southern Africa Legal Services Foundation
Washington, DC

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The Spencer Foundation*
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Sphinx Organization**
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The Springfield Institute
Springfield, MA

Standards For Excellence Institute
Baltimore, MD

Starlight Children's Foundation
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Clearwater, FL

Surdna Foundation, Inc.
New York, NY

Taconic Foundation Inc.*
New York, NY

Target*
Minneapolis, MN

TARGET Area Development Corporation
Chicago, IL

Third Sector New England
Boston, MA

Thurgood Marshall College Fund
New York, NY

Tides
San Francisco, CA

Transparency International
Berlin, Germany

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

Union Institute & University
Cincinnati, OH

United Board
New York, NY

United Cerebral Palsy
Washington, DC

United Leukodystrophy Foundation
Sycamore, IL

United Nations Foundation
Washington, DC

United Negro College Fund*
Fairfax, VA

United States Conference of Catholic Bishops*
Washington, DC

United Vision Foundation, Inc
Rockleigh, NJ

United Way Worldwide*
Alexandria, VA

Universal Health Care Foundation of Connecticut**
Meriden, CT

UniversalGiving
San Francisco, CA

U.S. Center for Citizen Diplomacy
Des Moines, IA

Variety the Children's Charity of the United States
Los Angeles, CA

Verizon Foundation
New York, NY

Vesper Society
San Francisco, CA

VisionServe Alliance
Saint Louis, MO

Voices for America's Children**
Washington, DC

VolunteerMatch
San Francisco, CA

Volunteers of America*
Alexandria, VA

The Wallace Foundation
New York, NY

Walmart Foundation
Bentonville, AR

Izaak Walton League of America
Gaithersburg, MD

Washington Campus**
Washington, DC

The Washington Center for Internships & Academic Seminars
Washington, DC

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Owings Mills, MD

Weingart Foundation
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Westly Foundation
Redwood City, CA

The Whitehead Foundation, Inc.
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Sun Prairie, WI

Wisconsin Nonprofits Association
Madison, WI

Women's City Club of New York, Inc.
New York, NY

Robert W. Woodruff Foundation*
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Woods Charitable Fund, Inc.
Lincoln, NE

Xerox Corporation*
Norwalk, CT

YMCA of the USA*
Chicago, IL

Young Nonprofit Professionals Network
Oakland, CA

Youth Service America
Washington, DC

As of December 31, 2009

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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.

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Washington, DC

Fiscal Management Associates, LLC
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ForeSee Results
Ann Arbor, MI

The Grantsmanship Center
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Morgan Lewis & Bockius LLP
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Neimand Collaborative
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Quatt Associates, Inc.
Washington, DC

Ropes & Gray LLP
Boston, MA

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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.

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